**EXECUTION**

In compliance with this Request for Proposals (RFP), and subject to all the conditions herein, the undersigned Vendor offers and agrees to furnish and deliver any or all items upon which prices are bid, at the prices set opposite each item within the time specified herein. By executing this proposal, the undersigned Vendor certifies that this proposal is submitted competitively and without collusion (G.S. 143-54), that none of its officers, directors, or owners of an unincorporated business entity has been convicted of any violations of Chapter 78A of the General Statutes, the Securities Act of 1933, or the Securities Exchange Act of 1934 (G.S. 143-59.2), and that it is not an ineligible Vendor as set forth in G.S. 143-59.1. False certification is a Class I felony. Furthermore, by executing this proposal, the undersigned certifies to the best of Vendor’s knowledge and belief, that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal or State department or agency. As required by G.S. 143-48.5, the undersigned Vendor certifies that it, and each of its sub-Contractors for any Contract awarded as a result of this RFP, complies with the requirements of Article 2 of Chapter 64 of the NC General Statutes, including the requirement for each employer with more than 25 employees in North Carolina to verify the work authorization of its employees through the federal E-Verify system. G.S. 133-32 and Executive Order 24 (2009) prohibit the offer to, or acceptance by, any State Employee associated with the preparing plans, specifications, estimates for public Contract; or awarding or administering public Contracts, or inspecting or supervising delivery of the public Contract of any gift from anyone with a Contract with the State, or from any person seeking to do business with the State. By execution of this response to the RFP, the undersigned certifies, for your entire organization and its employees or agents, that you are not aware that any such gift has been offered, accepted, or promised by any employees of your organization. As required by 2 CFR § 200.317, the undersigned vendor certifies that it, and each of its sub-Contractors for any Contract awarded as a result of this RFP, complies with the requirements of 2 CFR § 200.318-.326. As required by the Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352 (as amended), the undersigned vendor certifies that by applying or bidding for an award of $100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-Federal funds that take place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient.

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

| COMPLETE/FORMAL NAME OF VENDOR: | HORNE LLP |
| STREET ADDRESS: | 405 Dunn Road |
| CITY & STATE & ZIP: | Lumberton, NC 28358 |
| PRINCIPAL PLACE OF BUSINESS ADDRESS IF DIFFERENT FROM ABOVE: | 1020 Highland Colony Parkway, Ridgeland, MS 39157 |
| PRINT NAME & TITLE OF PERSON SIGNING ON BEHALF OF VENDOR: | Anna Stroble, Engagement Partner |
| VENDOR'S AUTHORIZED SIGNATURE: | Anna Stroble |
| DATE: | Aug 12, 2019 |
| EMAIL: | anna.stroble@hornellp.com |

Offer valid for at least 180 days from date of proposal opening, unless otherwise stated here: ___ days. After this time, any withdrawal of offer shall be made in writing, effective upon receipt by the agency issuing this RFP.

**ACCEPTANCE OF PROPOSAL**

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

**FOR STATE USE ONLY:** Offer accept and Contract awarded this ___ day of ___ , 2019, as indicated on the attached certification, by ___ Authorized Representative of DPS)
**STATE OF NORTH CAROLINA**  
Department of Public Safety  
NCORR  

**REQUEST FOR BEST AND FINAL OFFER #2 (BAFO)**  
Bid # 19-RFP-014752- GSX

Offers will be received until: September 12, 2019 at 2:30 p.m.

Refer **ALL Inquiries to**: Sherri Garte  
Email: sherri.garte@ncdps.gov  
Telephone No. (919) 324-6473

| Contract Type: Open Market |
| Description of goods/services: Disaster Recovery Program Management |
| Agency Requisition No. RQ22137468 |

**NOTICE TO VENDOR** Offers, subject to the conditions made a part hereof, will be received by the Department of Public Safety, NCORR office via email until September 12, 2019 at 2:30 p.m. Eastern Time, for furnishing and delivering the goods and services as described herein.

**EXECTION**

In compliance with this Request for Best and Final Offers (BAFO), and subject to all the terms and conditions herein, those in the original Request for Proposal, dated June 25, 2019 (unless superseded herein) and in Vendor's proposal thereto, the undersigned offers and agrees to furnish and deliver any or all goods and services which are offered, at the prices agreed upon and within the time specified herein. Pursuant to GS §143-54 and §143-59.2 and under penalty of perjury, the undersigned Vendor certifies that this offer has not been arrived at collusively or otherwise in violation of Federal or North Carolina law and this offer is made without prior understanding, agreement, or connection with any firm, corporation, or person submitting an offer for the same services, and is in all respects fair and without collusion or fraud.

Failure to execute/sign offer prior to submittal shall render offer invalid. Late offers are not acceptable.

| VENDOR: HORNE, LLP. | EMAIL: ANNA.STROBLE@HORNELLLP.COM |
| STREET ADDRESS: 405 DUNN ROAD | P.O. BOX:  |
| CITY & STATE & ZIP: LUMBERTON, NC, 28348 | ZIP: 28348 |
| TYPE OR PRINT NAME & TITLE OF PERSON SIGNING: ANNA STROBLE, ENGAGEMENT PARTNER | TELEPHONE NUMBER: 601-326-1000, or 601-260-5387 |
| | FAX NUMBER: 601-888-9084 |
| AUTHORIZED SIGNATURE: (Signature) | DATE: SEPTEMBER 12, 2019 |

Offer valid for forty-five (45) days from date of opening unless otherwise stated here: _______ days.

**ACCEPTANCE OF BEST AND FINAL OFFER**

If the State accepts any or all parts of this offer, an authorized representative of the Department of Public Safety shall affix her/his signature to the Vendor's response to this Request for BAFO. The acceptance shall include the response to this BAFO, any provisions and requirements of the original RFP that have not been superseded by this BAFO, and the provisions of Vendor's response to the original RFP that have not been superseded by this BAFO. These documents shall then constitute the written agreement between the parties. In the event of conflict, the State's terms and conditions shall control. A copy of this acceptance will be forwarded to the successful Vendor(s).

**FOR STATE USE ONLY:** Offer accept and Contract awarded this ___ day of ___ , 2019, as indicated on the attached certification, by ______ 

(Authorized Representative of the Department of Public Safety)
RETURN INSTRUCTIONS:  Send one electronic copy via e-mail to Sherri.Garte@ncdps.gov. It is the responsibility of the Vendor to have the BAFO #2 in this office by the specified time and date.

SOLICITATION REQUEST FOR BEST AND FINAL OFFER (BAFO):

This request is to acquire a best and final offer from Vendor for Disaster Recovery Program Management. Vendor’s offer shall integrate the previous response to the RFP and any changes listed below. Any individual Vendor may receive a different number of requests for BAFOs than other Vendors.

The State encourages the Vendor to supply more competitive prices. Vendor should submit its most competitive prices in response to this Request for BAFO #2 on Page 3 and 4.

Per Section 16 of the States Terms and Conditions, Vendor shall register within two business days of notification of an award to receive an electronic purchase order resulting from any award made per this RFP. Please see the below information:

Vendors wishing to register to receive purchase orders from the state of North Carolina should complete the registration process through the NC electronic Vendor Portal (eVP). This registration allows companies to receive purchase orders from State Entities using the NC E-Procurement System.

Please Note: This proposal is still in the evaluation period. During this period and prior to award, possession of the BAFO, original proposal response and accompanying information is limited to personnel of the Division of Public Safety, and to agencies responsible for participating in the evaluation. Vendors that attempt to gain this privileged information, or to influence the evaluation process (i.e. assist in evaluation) will be in violation of purchasing rules and its offer will not be further evaluated or considered.
1. VENDOR IS REQUESTED TO PROVIDE ITS BEST COST USING THE BELOW TABLE:

Section 1: Hourly Rates

<table>
<thead>
<tr>
<th>Position Title</th>
<th># of Staff Holding Position Title</th>
<th>Hourly Billing Rate</th>
<th>Estimated Maximum Hours</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2. A1. Case Managers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lead Case Manager</td>
<td>.83</td>
<td>$110.00</td>
<td>6000 hrs.</td>
<td>$550,000.00</td>
</tr>
<tr>
<td>Case Manager</td>
<td>16.75</td>
<td>$85.00</td>
<td>6000 hrs.</td>
<td>$8,542,500.00</td>
</tr>
<tr>
<td>Admin / Receptionist</td>
<td>4.33</td>
<td>$58.00</td>
<td>6000 hrs.</td>
<td>$1,506,840.00</td>
</tr>
<tr>
<td>5.2. A2. Communications Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Communications Manager</td>
<td>.1</td>
<td>$150.00</td>
<td>6000 hrs.</td>
<td>$90,000.00</td>
</tr>
<tr>
<td>Communications Coordinator</td>
<td>.5</td>
<td>$116.00</td>
<td>6000 hrs.</td>
<td>$345,000.00</td>
</tr>
<tr>
<td>Communications Specialists</td>
<td>.5</td>
<td>$90.00</td>
<td>6000 hrs.</td>
<td>$270,000.00</td>
</tr>
<tr>
<td>Relocation and URA Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relocation and URA Services SME</td>
<td>.5</td>
<td>$195.00</td>
<td>6000 hrs.</td>
<td>$585,000.00</td>
</tr>
<tr>
<td>Relocation and URA Coordinator</td>
<td>1</td>
<td>$145.00</td>
<td>6000 hrs.</td>
<td>$870,000.00</td>
</tr>
<tr>
<td>Relocation and URA Specialist</td>
<td>1</td>
<td>$90.00</td>
<td>6000 hrs.</td>
<td>$540,000.00</td>
</tr>
<tr>
<td>Fiduciary Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fiduciary Services Coordinator</td>
<td>.01</td>
<td>$120.00</td>
<td>6000 hrs.</td>
<td>$4,800.00</td>
</tr>
<tr>
<td>Fiduciary Services Specialist</td>
<td>.07</td>
<td>$90.00</td>
<td>6000 hrs.</td>
<td>$37,800.00</td>
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<tr>
<td>Fiduciary Services Admin</td>
<td>0</td>
<td>$60.00</td>
<td>6000 hrs.</td>
<td>0.00</td>
</tr>
<tr>
<td>n/a</td>
<td>n/a</td>
<td>n/a</td>
<td></td>
<td>$13,341,940.00</td>
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</tbody>
</table>

Section 2: Unit Cost

<table>
<thead>
<tr>
<th>Scope of Work Task</th>
<th>Unit Cost</th>
<th>Estimated Units</th>
<th>Estimated Total Cost</th>
<th>Unit Re-Completion Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SINGLE-FAMILY PROGRAM</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intake</td>
<td>$450.00</td>
<td>4,900</td>
<td>$2,205,000.00</td>
<td>$270.00</td>
</tr>
<tr>
<td>Eligibility Review</td>
<td>$250.00</td>
<td>4,900</td>
<td>$1,225,000.00</td>
<td>$150.00</td>
</tr>
<tr>
<td>Duplication and Verification of Benefit</td>
<td>$250.00</td>
<td>4,400</td>
<td>$1,100,000.00</td>
<td>$150.00</td>
</tr>
<tr>
<td>Tier I (Area-Wide) Environmental Review</td>
<td>$3,000.00</td>
<td>20</td>
<td>$60,000.00</td>
<td>$1,800.00</td>
</tr>
<tr>
<td>Tier II (Site-specific) Environmental Review</td>
<td>$525.00</td>
<td>4,400</td>
<td>$2,310,000.00</td>
<td>$315.00</td>
</tr>
<tr>
<td>8-Step Wetland Process</td>
<td>$200.00</td>
<td>220</td>
<td>$44,000.00</td>
<td>$120.00</td>
</tr>
<tr>
<td>Inspection</td>
<td>$1,300.00</td>
<td>4,400</td>
<td>$5,720,000.00</td>
<td>$780.00</td>
</tr>
<tr>
<td>Award</td>
<td>$110.00</td>
<td>4,400</td>
<td>$484,000.00</td>
<td>$66.00</td>
</tr>
<tr>
<td>Appeal</td>
<td>$0.00</td>
<td>2,200</td>
<td>$0.00</td>
<td>$0.00</td>
</tr>
<tr>
<td>Award Consultation and Signing</td>
<td>$120.00</td>
<td>3,300</td>
<td>$396,000.00</td>
<td>$72.00</td>
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<tr>
<td><strong>Scope of Work Task Subtotal</strong></td>
<td>n/a</td>
<td>n/a</td>
<td>$13,544,000.00</td>
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</tr>
<tr>
<td><strong>BUYOUT AND ACQUISITION</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DRRRA Determination and/or Incorporation</td>
<td>$100,000.00</td>
<td>1</td>
<td>$100,000.00</td>
<td>$60,000.00</td>
</tr>
<tr>
<td>Process Mapping and System of Record Interface</td>
<td>$100,000.00</td>
<td>1</td>
<td>$100,000.00</td>
<td>$60,000.00</td>
</tr>
<tr>
<td>Intake</td>
<td>$450.00</td>
<td>1,400</td>
<td>$630,000.00</td>
<td>$270.00</td>
</tr>
<tr>
<td>Eligibility Review</td>
<td>$250.00</td>
<td>1,400</td>
<td>$350,000.00</td>
<td>$150.00</td>
</tr>
<tr>
<td>Duplication and Verification of Benefit</td>
<td>$250.00</td>
<td>1,260</td>
<td>$315,000.00</td>
<td>$150.00</td>
</tr>
<tr>
<td>Inspection</td>
<td>$1,300.00</td>
<td>1,000</td>
<td>$1,300,000.00</td>
<td>$780.00</td>
</tr>
</tbody>
</table>
### Appraisal
- $600.00 1,000
- $600,000.00
- $360.00

### Tier II Environmental Review
- $525.00 1,000
- $525,000.00
- $315.00

### 8-Step Wetland Process
- $200.00 50
- $10,000.00
- $120.00

### Title Review
- $200.00 1,000
- $200,000.00
- $120.00

### Offer Generation
- $300.00 1,000
- $300,000.00
- $180.00

### Appeal
- $0.00 500
- $0.00
- $0.00

### Short Sale Negotiation
- $375.00 250
- $93,750.00
- $225.00

### Vacancy Inspection
- $250.00 1,000
- $250,000.00
- $150.00

### Closing
- $650.00 750
- $487,500.00
- $390.00

### Scope of Work Task Subtotal
- n/a
- n/a
- $5,261,250.00
- n/a

### SMALL RENTAL REPAIR
- Intake
- $450.00 700
- $315,000.00
- $270.00

- Eligibility Review
- $250.00 700
- $175,000.00
- $150.00

- Duplication and Verification of Benefit
- $250.00 630
- $157,500.00
- $150.00

- Tier II (Site-specific) Environmental Review
- $525.00 500
- $262,500.00
- $315.00

- 8-Step Wetland Process
- $200.00 25
- $5,000.00
- $120.00

- Inspection
- $1,300.00 500
- $650,000.00
- $780.00

- Appeal
- $0.00 250
- $0.00
- $0.00

- Award Consultation and Signing
- $120.00 375
- $45,000.00
- $72.00

### Scope of Work Task Subtotal
- n/a
- n/a
- $1,610,000.00
- n/a

### OTHER ENVIRONMENTAL REVIEWS
- Exemptions
- $50.00 20
- $1,000.00
- $30.00

- Categorical Exclusions subject to 24 CFR Part 58.5
- $1,250.00 20
- $25,000.00
- $750.00

- Categorical Exclusions not subject to 24 CFR Part 58.5
- $150.00 20
- $3,000.00
- $90.00

- Environmental Assessments
- $1,500.00 60
- $90,000.00
- $900.00

### Scope of Work Task Subtotal
- n/a
- n/a
- $119,000.00
- n/a

### CLOSEOUT
- Closeout
- $160 7,000
- $1,120,000.00
- $96.00

- Unit Cost Total
- n/a
- n/a
- $21,654,250.00
- n/a

Total Estimated Not-to-Exceed Cost (Hourly Rates and Unit Cost Services combined) for Initial Three (3) Year Term

\[ $34,996,190.00 \]

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2. HORNE agrees to have all current applications in Step 6 or closed out within 180 days from the effective date of the contract.
Executive Summary

Watching the weather made John* nervous. He huddled together with his fiancée and their foster children, looking out the window at the water. It had covered the trucks; it was creeping closer and closer to the house. Relentless wind and rain pounded the house. They only had flashlights now and at 4am the rain and dark made the water surrounding the house look menacing.

At daylight he heard it, the steady pound of helicopter blades. The foster kids and his fiancée ran out on the porch, but at 60 – he can’t move that fast anymore. When the helicopter arrived, there was a release. No more fear, no more anxiety, no more weakness. He was thankful that the foster children were safe, but he knew that his chances of keeping them were washed away with his home.

Never in John’s life had he experienced anything like this, until Hurricane Florence struck two years later. She finished what Matthew started.

When it comes to disaster recovery, the homeowner stories stay with you long after the work is finished. HORNE’s work isn’t just checking a box and being done for the day, it’s our mission and a true calling.

There are many more homeowner stories like John’s. These stories fuel our passion to serve all of North Carolina as HORNE has served Robeson County and Fayetteville.

*Names and identifying details have been changed to protect the privacy of individuals and the 2019 ReBuild NC Applicant.
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What does “Expect Excellence” really mean?

Experts you can trust. HORNE CDBG-DR experts anticipate risk and solve program challenges before they affect NCORR’s program delivery. Our experts don’t guess what needs to be done – we collaborate with our clients and HUD to innovate and serve disaster impacted communities.

Exceptional Customer service. We expect every customer to have a positive experience with your program. Our program personnel truly care about customers, it’s a hometown assignment. We believe in our personnel – our training and culture of learning inspires achievement. We hire locally and invest in the community in which we are called to serve.

What does “Realize Results” really mean?

Immediate capacity to deliver. We know your team; we know your system and we know your process. All you need is HORNE’s capacity and our unified commitment to excellence.

Build on the momentum we have created together. Continue the rapid progress with a trusted partner who has proven NC success. 99% of the projects completed by NCORR were made in partnership with HORNE.

Exceed HUD expectations. 100% compliance without compromising program progress. We guarantee a successful program closeout with zero closeout findings.

When we say we are going to move fast, we stake our fee on it. We will not charge you for any efforts to transition the program. We will send our experts within 48 hours and will scale the program within 3 weeks – guaranteed.

Promises have been made before; how can you trust HORNE?

Our history and reputation matter to us – call our clients and verify our results. You will hear about how we have successfully transitioned other programs, replaced underperforming providers and exceeded expectations from the start. Our clients hire us again and again to solve their biggest challenges.
Continued Successful Partnership

In the Robeson County program, HORNE has obligated more than 60% of the sub grant award to serve the Robeson County customers of ReBuild NC. NCORR and the Robeson County team have made almost 300 awards.

This same success has been replicated all over the country on larger scale programs.

After Hurricane Katrina, HORNE successfully managed all the way through close-out a $5B CDBG-DR program for the Mississippi Development Authority. These programs included housing, infrastructure, and economic development activities. The housing programs under this one program alone have collectively served over 630,000 households with an LMI benefit rate of 82%.

We commit to providing you with continued excellence in every aspect of our work with you and together we will accomplish your missions.

OUTCOMES OF A SUCCESSFUL PARTNERSHIP

Hurricane Katrina Recovery
Disbursed 98.51% of $5,496,291,860

Quick Launch Project Management Office (PMO)

HORNE will deploy our key leadership to meet with you within 48 hours of Notice of Contract to focus on the following objectives for a Quick Launch:
Leadership On The Ground
within 48 hours

Anna Stroble, JD | Engagement Partner
In her role as Engagement Partner, Anna will be the primary contact for program resource needs, delivery excellence and client satisfaction. Her previous experience includes leading the Robeson County and Fayetteville Program Matthew Teams as well as serving as Oversight Counsel for a $5.4 Billion CDBG-DR PMO after Katrina.

John Hadjis, PMP | Program Director
John will lead the team as Program Director. His no-nonsense approach to driving objectives inspires his teams and engages everyone in seeking successful program outcomes. John has over 30 years of experience leading major programs and delivering results. His most recent role leading the Robeson County and Fayetteville Program Matthew implementation teams. Before joining the North Carolina team, he led the program team on the South Carolina CDBG program recovering from the Severe Storm 2015 and Hurricane Matthew. Under his guidance, the team repaired, replaced, or reconstructed the homes of more than 2200 families affected by those disasters.

Our leadership team will be supported by CDBG-DR and Subject Matter experts who are true industry leaders in disaster recovery. Our team isn’t guessing on what works, they are guiding you based on best practices and years of lessons learned on other programs.

Progress doesn’t have to be sacrificed for compliance. This team’s expertise marries the competing priorities based on best practices and lessons learned from leading HUD’s largest CDBG-DR programs.

Experience Drives Quality and Speed

Excellence in Execution is evidenced by our repeat customers. We have managed over $26B in HUD CDBG-DR funds and over $35B in overall Federal awards. This trust has been earned with a solid history of performance where we have developed scalable operations designed by true industry experts who already know what to do and how to do it. We encourage you to contact our references and let them tell you how we have delivered for their recovering communities.

A few HORNE-Managed CDBG-DR Programs Similar to NCORR’s Size and Scope:

2018 - Present
New York Governor’s Office of Storm Recovery (NY GOSR) Uniform Relocation Act (URA) Compliance Program serving over 1,000 households with $4.5 million in funding.

2018 - Present
Puerto Rico Department of Housing Grant Administrator for over $10 Billion + CDBG-DR Programs including housing, infrastructure, economic revitalization, procurement and planning.

2013 - 2017
Verification of Benefits for $1.52 Billion New York Governor’s Office of Storm Recovery CDBG – DR Housing program.

2011 - Present
Full-spectrum grant administration services for Texas $183M CDBG-DR housing programs in Galveston County including oversight and management of rental and non-rental housing activities.

2007 - Present
Program Oversight and Compliance supporting for Mississippi’s $5.4 Billion CDBG-DR Program including single-family housing and small rental assistance programs.
Transition Confidently

Acting quickly is the best approach in transitioning a program. We can operate with enhanced speed for the following reasons:

1. Every effort will be made to limit re-work and maximize the prior work accomplished.

There will be no lost momentum, no concerns about additional costs – just a motivated and invested team ready to come alongside you to enact immediate results.

SUCCESSFUL PROGRAM TRANSITION

We have experience coming into projects mid-stream and we have seen this transition go so smoothly that most applicants didn’t even know there was a change in vendor!

During the Hurricane Katrina recovery, we successfully took over management of a multi-billion-dollar homeowner assistance program in Mississippi and successfully led it through to program closeout with HUD.

Our Client Promises

Our Horne team serves daily understanding that they are on the forefront of advancing NCORR’s mission and strategic goals.

Transparency and professionalism are key drivers for Horne’s client service model which is based on 4 essential promises, we deliver, we collaborate, we care and we anticipate.
Every Connection

LOCAL AND PERSONAL
HORNE’s Approach to Case Management

What sets our HORNE team apart is that it’s not just sympathy for the situation of the applicant – it’s empathy. We have been there ourselves. Our own NC team has been impacted by Hurricane Florence, and the compassion they show applicants is underscored by empathy.

Verify Results

We do what we say we are going to do, and our spirit of cooperation and collaboration extends to all program participants – whether it be an applicant, subrecipient or other program stakeholders. We centered around the same goals – anticipating issues, delivering solutions, and running quality recovery programs. Please contact our references – let them tell you why they choose HORNE again.

day continues to have a positive impact on our community.
STATE OF NORTH CAROLINA
DEPARTMENT OF PUBLIC SAFETY

North Carolina Office of Recovery and Resiliency (NCORR)

Submitted by: HORNE LLP - Anna Stroble, JD
405 Dunn Road | Lumberton, NC 28358 | 601.326.1000

August 12, 2019 ORIGINAL

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Disaster Recovery Program Management
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Applicants have given permission to use quotes. For privacy concerns, we have omitted personal identifiable information. Details are available upon request.
August 12, 2019

Sherri Garte, NCORR Procurement Director
North Carolina Department of Public Safety
Purchasing and Logistics
3030 Hammond Business Place
Raleigh, NC 27603

RE: Proposal Number 19-RFP-014752-GSX, Disaster Recovery Program Management

Dear Ms. Garte and Members of the Selection Committee:

North Carolina suffered the devastation of two hurricanes in only two short years. The recovery of your Matthew-impacted communities was halted and then exacerbated by Florence. Now, the North Carolina Office of Recovery and Resiliency (NCORR) must deliver the recovery programs thousands of its neighbors have needed since the waters receded.

Hurricane Florence provides NCORR with an opportunity to establish its role as a leader in disaster recovery. This opportunity, however, starts with a critical choice – your choice in a partner who will deliver your recovery programs for communities across North Carolina. Only one partner can deliver the results North Carolina deserves: HORNE.

Since 2018, the HORNE team has been a partner in North Carolina’s recovery efforts. Our commitment to Robeson County has grown into a state-wide passion to realize the same results for the residents of New Bern as we’ve delivered for our friends in Lumberton. As of today, our team is responsible for 99% of the projects completed through your Hurricane Matthew Single-Family Homeowner Recovery Program.

Results matter. As we’ve delivered for Robeson County, our focus and resources will expand to deliver for your entire program. We commit to delivering NCORR results during week 1 of our service as your Program Management Team. Our leadership team will be on the ground with you within 48 hours of notice of contract. HORNE’s eligibility, DOB and case management teams are training now so they are ready to connect with your Matthew customers and advance our neighbors forward during the first 10 days. Within the first 45 days of starting your Hurricane Florence operations, we will co-locate in “Service Centers.” Mobile intake teams will be trained and ready to deploy into your communities. Partnering with your construction management team, we will align our approach so that construction is expedited by December 2019. By the second anniversary of Florence, HORNE projects that NCORR will have repaired, replaced or constructed 500 homes.
How do we know we can deliver these results?

HORNE offers NCORR deep CDBG-DR expertise. This team is a diverse group of professionals who have dedicated their careers to helping communities recover from the devastation of natural disasters. Lawyers, accountants, project management professionals, engineers, construction experts and planners have been intentionally assembled based on NCORR’s needs. We know that progress can’t be sacrificed for compliance and compliance can’t be compromised for progress. The two must co-exist and only HORNE offers NCORR this philosophy. HORNE’s consistent approach coupled with our seasoned subject matter expertise is why our clients trust us time and again with their most critical recovery operations. Not only do we put citizens in a home, but the grantee is protected by our expertise.

Finally, we share a common culture. Like NCORR, ReBuild NC’s program customers are our first priority. Our commitment is to make every program customer’s experience a positive one. We bring that same commitment to NCORR. Our team will exemplify professionalism, reliability and transparency. It’s who we are and the reason we are the vendor most often requested to stay by our clients’ side through close-out.

We appreciate the opportunity to present our approach for your recovery. HORNE’s commitment to NCORR is to empower your team by providing the knowledge, certainty, and customer service you deserve as you deliver for your neighbors. Our hope is that we can continue the trusted partnership we’ve built and build on the momentum we’ve started together.

Sincerely,

Anna Stroble, JD
Engagement Partner
HORNE serving North Carolina Recovery Programs since 2018.
Proven Recovery Results since 2006.
STATE OF NORTH CAROLINA
DEPARTMENT OF PUBLIC SAFETY

North Carolina Office of Recovery and Resiliency (NCORR)

Submitted by: HORNE LLP - Anna Stroble, JD
405 Dunn Road  |  Lumberton, NC 28358  |  601.326.1000

August 12, 2019

Request for Proposal #: 19-RFP-014752-GSX
Disaster Recovery Program Management
HORNE serving North Carolina Recovery Programs since 2018.
Proven Recovery Results since 2006.
STATE OF NORTH CAROLINA

Department of Public Safety
North Carolina Office of Recovery and Resiliency (NCORR)

Request for Proposal #: 19-RFP-014752-GSX

Disaster Recovery Program Management

Date of Issue: June 25, 2019
Proposal Opening Date: August 12, 2019
At 2:00 p.m. ET

Direct all inquiries concerning this RFP to:
Sherri Garte
NCORR Procurement Director
Email: sherri.garte@ncdps.gov
Phone: 984-833-5364 or 919-324-6228
STATE OF NORTH CAROLINA

Request for Proposal #

19-RFP-014752-GSX

For internal State agency processing, including tabulation of proposals in the Interactive Purchasing System (IPS), please provide your company's Federal Employer Identification Number or alternate identification number (e.g. Social Security Number). Pursuant to G.S. 132-1.10(b) this identification number shall not be released to the public. This page will be removed and shredded, or otherwise kept confidential, before the procurement file is made available for public inspection.

This page is to be filled out and returned with your proposal. Failure to do so may subject your proposal to rejection.

Federal ID Number or Social Security Number

HORNE LLP

Vendor Name
EXECUTION
In compliance with this Request for Proposals (RFP), and subject to all the conditions herein, the undersigned Vendor offers and agrees to furnish and deliver any or all items upon which prices are bid, at the prices set opposite each item within the time specified herein. By executing this proposal, the undersigned Vendor certifies that this proposal is submitted competitively and without collusion (G.S. 143-54), that none of its officers, directors, or owners of an unincorporated business entity has been convicted of any violations of Chapter 78A of the General Statutes, the Securities Act of 1933, or the Securities Exchange Act of 1934 (G.S. 143-59.2), and that it is not an ineligible Vendor as set forth in G.S. 143-59.1. False certification is a Class I felony. Furthermore, by executing this proposal, the undersigned certifies to the best of Vendor’s knowledge and belief, that it and its principals are not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal or State department or agency. As required by G.S. 143-48.5, the undersigned Vendor certifies that it, and each of its sub-Contractors for any Contract awarded as a result of this RFP, complies with the requirements of Article 2 of Chapter 64 of the NC General Statutes, including the requirement for each employer with more than 25 employees in North Carolina to verify the work authorization of its employees through the federal E-Verify system. G.S. 133-32 and Executive Order 24 (2009) prohibit the offer to, or acceptance by, any State Employee associated with the preparing plans, specifications, estimates for public Contract; or awarding or administering public Contracts; or inspecting or supervising delivery of the public Contract of any gift from anyone with a Contract with the State, or from any person seeking to do business with the State. By execution of this response to the RFP, the undersigned certifies, for your entire organization and its employees or agents, that you are not aware that any such gift has been offered, accepted, or promised by any employees of your organization. As required by 2 CFR § 200.317, the undersigned vendor certifies that it, and each of its sub-Contractors for any Contract awarded as a result of this RFP, complies with the requirements of 2 CFR § 200.318-.326. As required by the Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352 (as amended), the undersigned vendor certifies that by applying or bidding for an award of $100,000 or more shall file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant, or any other award covered by 31 U.S.C § 1352. Each tier shall also disclose any lobbying with non-Federal funds that take place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the recipient.

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

OFFER ACCEPT AND CONTRACT AWARDED THIS ______ day of __________, 2019, as indicated on the attached certification, by ____________________________________________________________ Authorized Representative of DPS)
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1.0 PURPOSE AND BACKGROUND

PURPOSE

NCORR, a division of the North Carolina Department of Public Safety (DPS), is soliciting proposals from qualified Vendors to provide Disaster Recovery Program Management Services to NCORR for the management and implementation of eligible projects funded through the State’s Community Development Block-Disaster Recovery Program (CDBG-DR) with program and project needs further detailed below.

This Contract will be classified as a Definite Quantity Contract. This means the request is for a close-ended contract between the awarded Vendor and the State during a specified period of time.

NCORR will receive proposals from Vendors interested in responding to this RFP (Vendors) having specific experience and qualifications in the areas identified in this solicitation. For consideration, proposals for this project must contain evidence of Vendor’s experience and abilities in the specified areas and other disciplines directly related to the proposed service. The State anticipates awarding contracts to one or more qualified Vendors through this RFP. NCORR will only consider Vendors that include all of the tasks included herein.

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

BACKGROUND

The State of North Carolina (the State) has received approximately $236.5 million in CDBG-DR awards to date for Hurricane Matthew (DR-4285). The State anticipates an additional $168 million for mitigation projects. The State will receive CDBG-DR funds following Hurricane Florence (DR-4393). North Carolina will receive at least $336 million for Hurricane Florence recovery, and expects at least one additional substantial award. To meet the unprecedented challenge of recovering from two major disasters in two years, the State has established NCORR to be the new grantee agency for management of all CDBG-DR awards to the State.

NCORR was established to receive and administer any CDBG-DR grant awarded by the U.S. Department of Housing and Urban Development (HUD) to North Carolina for the purposes of recovering from a major disaster. The agency will manage all aspects of these grants, including planning and policy development, recovery program administration, compliance and monitoring, program financial management, and grant closeout. The programs that NCORR may administer under the CDBG-DR grant include, but are not limited to: single-family home repair reimbursement, rehabilitation, and reconstruction; repair and replacement of manufactured homes; repairs to public infrastructure; rehabilitation of public housing units; rehabilitation of small rental properties and multi-family rental housing units; buyouts and acquisition of flood-prone properties; and the small business recovery loan program. The Scope of Work detailed in section 5.0 describes services sought in this RFP.

NCORR has separately procured Construction Management services and System of Record development services. The awarded Vendor for Disaster Recovery Program Management services will not be responsible for Construction Management services nor System of Record development services. The awarded Vendor will not manage NCORR’s separately procured Vendors. The awarded Vendor will, however, be responsible for program coordination and process improvement for interfaces between program steps and contractors and will be required to be proficient in the use of the State’s System of Record.

Further details on these recovery programs, including the State’s Action Plan and Housing Program Manual, can be found on the State’s CDBG-DR website: https://www.rebuild.nc.gov/.

The Current Housing Recovery Process (list is not comprehensive of all policies and SOPs being implemented):

Step 1: Intake

- Develop NCORR-approved application
- Work with applicants to complete the application
- Certify applicant’s income and residence
- Perform Quality Assurance/Quality Control (QA/QC) for each file
- Upload all documentation in the System of Record

Step 2: Eligibility

- Verify primary and lawful residence
- Verify home not in foreclosure
- Notify applicant if eligible or not

Step 3: Duplication of Benefits (DOB) and Verification of Benefits (VOB)

- Determine total disaster assistance already provided
- Determine amount of assistance available
- Notify applicant how other benefits impact grant amount.
Proposal Number: 19-RFP-014752-GSX

Vendor: __________________________________________

Step 4: Inspections and Environmental Review
- Coordinate with applicant to inspect damaged home
- Verify damages and type of work to be done; develop Damage Verification Report (DRV)
- Complete environmental review
- Develop scope of work and develop Estimated Cost of Repair (ECR)

Step 5: Award Determination
- Determine amount to be awarded to applicant. Applicants approved for reimbursement will receive a check
- Prepare documents for applicant signature
- Homeowner Grant Agreement Signing Events

The following tables outline both the current total applicant status with NCORR (primarily Matthew-impact only) and the estimated totals NCORR may expect to serve in Hurricane Florence intake and recovery. The tables are inclusive of all applicants across all types of programs (single-family, small rental, buyout, etc.).

Table A: Current NCORR Applicants

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Ver: 10/23/18
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<td>Pitt</td>
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<td>8</td>
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<td>8</td>
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<td>11</td>
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<tr>
<td>Wilson</td>
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<td>61</td>
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<td>0</td>
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</tr>
<tr>
<td>Anson</td>
<td>172</td>
<td>2</td>
<td>174</td>
<td>2</td>
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<td>2</td>
<td>1</td>
<td>0</td>
<td>1</td>
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<tr>
<td>Rockingham</td>
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<td>32</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>1</td>
<td>0</td>
<td>1</td>
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<tr>
<td>Greene</td>
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<td>109</td>
<td>0</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>47,722</td>
<td>6,979</td>
<td>54,701</td>
<td>7,374</td>
<td>3,472</td>
<td>10,846</td>
<td>4,379</td>
<td>1,669</td>
<td>6,048</td>
</tr>
</tbody>
</table>
2.0 GENERAL INFORMATION

2.1 REQUEST FOR PROPOSAL DOCUMENT

The RFP is comprised of the base RFP document, any attachments, and any addenda released before Contract award. All attachments and addenda released for this RFP in advance of any Contract award are incorporated herein by reference.

2.2 E-PROCUREMENT SOLICITATION

ATTENTION: This is NOT an E-Procurement solicitation. Paragraph #16 of Attachment D: North Carolina General Contract Terms and Conditions, paragraphs (b) and (c), do not apply to this solicitation.

2.3 NOTICE TO VENDORS REGARDING RFP TERMS AND CONDITIONS

It shall be the Vendor’s responsibility to read the Instructions, the State’s terms and conditions, all relevant exhibits and attachments, and any other components made a part of this RFP and comply with all requirements and specifications herein. Vendors also are responsible for obtaining and complying with all Addenda and other changes that may be issued in connection with this RFP.

If Vendors have questions, issues, or exceptions regarding any term, condition, or other component within this RFP, those must be submitted as questions in accordance with the instructions in Section 2.5 PROPOSAL QUESTIONS. If the State determines that any changes will be made as a result of the questions asked, then such decisions will be communicated in the form of an RFP addendum. The State may also elect to leave open the possibility for later negotiation and amendment of specific provisions of the Contract that have been addressed during the question and answer period. Other than through this process, the State rejects and will not be required to evaluate or consider any additional or modified terms and conditions submitted with Vendor’s proposal. This applies to any language appearing in or attached to the document as part of the Vendor’s proposal that purports to vary any terms and conditions or Vendors’ instructions herein or to render the proposal non-binding or subject to further negotiation. Vendor’s proposal shall constitute a firm offer. By execution and delivery of this RFP Response, 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. Noncompliance with, or any attempt to alter or delete, this paragraph shall constitute sufficient grounds to reject Vendor’s proposal as nonresponsive.

2.4 RFP SCHEDULE

The table below shows the intended schedule for this RFP. The State will make every effort to adhere to this schedule.

<table>
<thead>
<tr>
<th>Event</th>
<th>Responsibility</th>
<th>Date and Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Issue RFP</td>
<td>State</td>
<td>June 25, 2019</td>
</tr>
<tr>
<td>Urged and Cautioned Pre-Proposal Meeting</td>
<td>State and Vendor</td>
<td>July 2, 2019 1:30 – 3:30</td>
</tr>
<tr>
<td>Submit Written Questions</td>
<td>Vendor</td>
<td>July 9, 2019</td>
</tr>
<tr>
<td>Provide Response to Questions</td>
<td>State</td>
<td>July 15, 2019</td>
</tr>
<tr>
<td>Submit Proposals</td>
<td>Vendor</td>
<td>August 12, 2019</td>
</tr>
<tr>
<td>Contract Award</td>
<td>State</td>
<td>TBD</td>
</tr>
<tr>
<td>Contract Effective Date</td>
<td>State</td>
<td>TBD</td>
</tr>
</tbody>
</table>

Urged and Cautioned Pre-Proposal Conference
Date: 7/2/2019
Time: 1:30 p.m. Eastern Time
Contact #: 984-833-5362

Instructions: Vendor representatives are URGED and CAUTIONED to visit the pre-proposal conference and apprise themselves of the requirements which will affect the performance of the work called for by this RFP. A non-mandatory
Proposal Number: 19-RFP-014752-GSX

Vendor: __________________________________________

site visit is scheduled for 1:30 p.m. Eastern Time at 800 Park Office Drive, RTP, Durham, Fusion Room Submission of a proposal shall constitute sufficient evidence of this compliance and no allowance will be made for unreported conditions which a prudent Vendor would recognize as affecting the performance of the work called for in this proposal.

Vendor is cautioned that any information released to attendees during the site visit must be confirmed by written addendum before it can be considered to be a part of this proposal.

2.5 PROPOSAL QUESTIONS

Upon review of the RFP documents, Vendors may have questions to clarify or interpret the RFP in order to submit the best proposal possible. To accommodate the Proposal Questions process, Vendors shall submit any such questions by the above due date.

Written questions shall be emailed to sherri.garte@ncdps.gov by the date and time specified above. Vendors should enter “RFP #19-RFP-014752-GSX: Questions” as the subject for the email. Questions submittals should include a reference to the applicable RFP section and be submitted in a format shown below:

<table>
<thead>
<tr>
<th>Reference</th>
<th>Vendor Question</th>
</tr>
</thead>
<tbody>
<tr>
<td>RFP Section, Page Number</td>
<td>Vendor question …?</td>
</tr>
</tbody>
</table>

Questions received prior to the submission deadline date, the State’s response, and any additional terms deemed necessary by the State will be posted in the form of an addendum to IPS, http://www.ips.state.nc.us, and shall become an Addendum to this RFP. No information, instruction or advice provided orally or informally by any State personnel, whether made in response to a question or otherwise in connection with this RFP, shall be considered authoritative or binding. Vendors shall rely only on written material contained in an Addendum to this RFP.

2.6 PROPOSAL SUBMITTAL

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

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. Attempts to submit a proposal via facsimile (FAX) machine, telephone or email in response to this RFP shall NOT be accepted.

a) Submit one (1) signed, original executed proposal responses, five (5) photo copies, one (1) un-redacted copies on a flash drive and, if required, one (1) redacted (Proprietary and Confidential Information Excluded) copy on a flash drive of your proposal simultaneously to the address identified in the table above.

b) Submit your proposal in a sealed package. Clearly mark each package with: (1) Vendor name; (2) the RFP number; and (3) the due date. Address the package(s) for delivery as shown in the table above. If Vendor is submitting
alternate proposals (pursuant to Section 2.8 of this RFP), each proposal shall be submitted in separate sealed envelopes and marked accordingly. For delivery purposes, separate sealed envelopes from a single Vendor may be included in the same outer package. Proposals are subject to rejection unless submitted with the information above included on the outside of the sealed proposal package.

c) Copies of proposal files must be provided on separate read-only flash drives. File contents shall NOT be password protected but shall be in .PDF or .XLS format, and shall be capable of being copied to other

Failure to submit a proposal in strict accordance with these instructions may constitute sufficient cause to reject a Vendor's proposal(s).

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

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

2.7 PROPOSAL CONTENTS

Vendors shall populate all attachments of this RFP that require the Vendor to provide information and include an authorized signature where requested. Vendor RFP responses shall include the following items and those attachments should be arranged in the following order:

a) Cover Letter
b) Title Page: Include the company name, address, phone number and authorized representative along with the Proposal Number.
c) Completed and signed version of EXECUTION PAGES, along with the body of the RFP and signed receipt pages of any addenda released in conjunction with this RFP (if required to be returned).
d) Complete detail of Vendor’s proposed solution to include: project management methodology demonstrating how the work described in Section 5.2 will be accomplished; project organization per Section 5.3; Vendor experience and personnel per Section 4.5 and 4.7; and financial stability per Section 4.4

e) Completed version of ATTACHMENT A: PRICING
f) ATTACHMENT B: PERFORMANCE
g) ATTACHMENT C: INSTRUCTIONS TO VENDORS
h) ATTACHMENT D: NORTH CAROLINA GENERAL CONTRACT TERMS AND CONDITIONS
i) Completed and signed version of ATTACHMENT E: LOCATION OF WORKERS UTILIZED BY VENDOR
j) Completed and signed version of ATTACHMENT F: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION
k) ATTACHMENT G: NCORR RULES AND REGULATIONS
l) ATTACHMENT H: CDBG-DR RULES AND REGULATIONS

2.8 ALTERNATE PROPOSALS

Vendor may submit alternate proposals for various methods or levels of service(s) or that propose different options. Alternate proposals must specifically identify the RFP requirements and advantage(s) addressed by the alternate proposal. Any alternate proposal, in addition to the marking described above, must be clearly marked with the legend: “Alternate Proposal #19-RFP-014752-GSX [for ‘name of Vendor’]. Each proposal must be for a specific set of Services and must include specific pricing. If a Vendor chooses to respond with various service offerings, each must be offered with a separate price and be contained in a separate proposal document. Each proposal must be complete and independent of other proposals offered.
2.9 DEFINITIONS, ACRONYMS, AND ABBREVIATIONS

a) **APPLICANT**: Person(s) who has initiated the CDBG-DR process.

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) **BEST VALUE**: The selection of a Vendor(s) based on a determination of which proposal offers the best trade-off between price and performance, where quality is considered an integral performance factor.

d) **BUYER**: The employee of the State or Other Eligible Entity that places an order with the Vendor.

e) **CDBG-DR**: Community Development Block Grant for Disaster Recovery grant.

f) **CONTRACT ADMINISTRATOR**: Representative of NCORR who will administer this contract for the State and through whom all approvals for scope and tasks must be approved.

h) **CONTRACT LEAD**: Representative of NCORR who corresponds with potential Vendors in order to identify and contract with that Vendor providing the greatest benefit to the State.

i) **DOB**: Duplication of Benefits.

j) **DPS**: Department of Public Safety.

k) **DRA**: Disaster Recovery Act.

l) **DRRA**: Disaster Risk Reduction Areas.

m) **E-PROCUREMENT SERVICE(S)**: The program, system, and associated Services through which the State conducts electronic procurement.

n) **ECR**: Estimated Cost of Repair.

o) **HOGA**: Homeowner Grant Agreement.

p) **HMGP**: Hazard Mitigation Grant Program.

q) **NCORR**: North Carolina Office of Recovery and Resiliency.

r) **NFIP**: National Flood Insurance Program.

s) **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.

t) **PRINCIPLE PLACE OF BUSINESS**: That principle place from which the overall trade or business of the Vendor is directed or managed.

u) **QA/QC**: Quality Assurance/Quality Control.

v) **QUALIFIED PROPOSAL**: A responsive proposal submitted by a responsible Vendor.

w) **RFP**: Request for Proposal.

x) **SERVICES or SERVICE DELIVERABLES**: The tasks and duties undertaken by the Vendor to fulfill the requirements and specifications of this solicitation.

y) **SHPO**: State Historic Preservation Office.

z) **STATE**: The State of North Carolina, including any of its sub-units recognized under North Carolina law.

aa) **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.

bb) **VENDOR**: Supplier, bidder, proposer, company, firm, corporation, partnership, individual or other entity submitting a response to a RFP.

c) **VOB**: Verification of Benefits.
3.0 METHOD OF AWARD AND PROPOSAL EVALUATION PROCESS

3.1 METHOD OF AWARD

Contracts will be awarded in accordance with G.S. 143-52 and the evaluation criteria set out in this solicitation. Prospective Vendors shall not be discriminated against on the basis of any prohibited grounds as defined by Federal and State law.

All qualified proposals will be evaluated, and awards will be made to the Vendor(s) meeting the RFP requirements using the Best Value method based on the criteria described below.

While the intent of this RFP is to award a Contract(s) to a single Vendor, the State reserves the right to make separate awards to different Vendors for one or more line items, to not award one or more line items or to cancel this RFP in its entirety without awarding a Contract, if it is considered to be most advantageous to the State to do so.

The status of a Vendor’s E-Procurement Services account(s) shall be considered a relevant factor in determining whether to approve the award of a contract under this RFP. Any Vendor with an E-Procurement Services account that is in arrears by 91 days or more at the time of proposal opening may, at the State’s discretion, be disqualified from further evaluation or consideration.

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

3.2 CONFIDENTIALITY AND PROHIBITED COMMUNICATIONS DURING EVALUATION

During the evaluation period—from the date proposals are opened through the date the contract is awarded—each Vendor submitting a proposal (including its representatives, sub-contractors and/or suppliers) is prohibited from having any communications with any person inside or outside the using agency, issuing agency, other government agency office, or body (including the purchaser named above, department secretary, agency head, members of the general assembly and/or governor’s office), or private entity, if the communication refers to the content of Vendor’s proposal or qualifications, the contents of another Vendor’s proposal, another Vendor’s qualifications or ability to perform the contract, and/or the transmittal of any other communication of information that could be reasonably considered to have the effect of directly or indirectly influencing the evaluation of proposals and/or the award of the contract. A Vendor not in compliance with this provision shall be disqualified from contract award, unless it is determined in the State’s discretion that the communication was harmless, that it was made without intent to influence and that the best interest of the State would not be served by the disqualification. A Vendor’s proposal may be disqualified if its sub-contractor and supplier engage in any of the foregoing communications during the time that the procurement is active (i.e., the issuance date of the procurement to the date of contract award). Only those discussions, communications or transmittals of information authorized or initiated by the issuing agency for this RFP or general inquiries directed to the purchaser regarding requirements of the RFP (prior to proposal submission) or the status of the contract award (after submission) are excepted from this provision.

3.3 PROPOSAL EVALUATION PROCESS

The State shall review all Vendor responses to this RFP to confirm that they meet the specifications and requirements of the RFP.

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

Proposals will be received from each responsive Vendor according to the method of submission specified in Section 2.6 of this RFP.

All proposals must be received by the issuing agency not later than the date and time specified on the cover sheet of this RFP.

At that date and time, the proposal from each responding firm will be opened publicly and the name of the Vendor and total cost offered will be announced. Interested parties are cautioned that these costs and their components
are subject to further evaluation for completeness and correctness and therefore may not be an exact indicator of a Vendor’s pricing position.

At their option, the evaluators may request oral presentations or discussions with any or all Vendors for clarification or to amplify the materials presented in any part of the proposal. Vendors are cautioned, however, that the evaluators are not required to request presentations or other clarifications—and often do not. Therefore, all proposals should be complete and reflect the most favorable terms available from the Vendor.

Proposals will generally be evaluated according to completeness, content, and experience with similar projects, ability of the Vendor and its staff, and cost. Specific evaluation criteria are listed in 3.4 EVALUATION CRITERIA, below.

Vendors are cautioned that this is a request for offers, not an offer or request to contract, and the State reserves the unqualified right to reject any and all offers at any time if such rejection is deemed to be in the best interest of the State.

The State reserves the right to reject all original offers and request one or more of the Vendors submitting proposals within a competitive range to submit a best and final offer (BAFO), based on discussions and negotiations with the State, if the initial responses to the RFP have been evaluated and determined to be unsatisfactory.

Upon completion of the evaluation process, the State will make Award(s) based on the evaluation and post the award(s) to IPS under the RFP number for this solicitation. Award of a Contract to one Vendor does not mean that the other proposals lacked merit, but that, all factors considered, the selected proposal was deemed most advantageous and represented the best value to the State.

3.4 EVALUATION CRITERIA

Vendor must demonstrate to the complete satisfaction of NCORR that it has the necessary facilities, ability, and financial resources to provide the services specified herein in a satisfactory manner. Vendors should also give a past history and references to demonstrate its qualifications. NCORR may make reasonable investigations deemed necessary and proper to determine the ability of Vendor to perform the work, and Vendor shall furnish to NCORR all information for this purpose that may be requested. NCORR reserves the right to reject any offer if the evidence submitted by, or investigation of, Vendor fails to satisfy NCORR that it is properly qualified to carry out the obligations of the contract and to complete the work described therein.

All qualified proposals will be evaluated and ranked and an award will be made based on considering the following criteria listed in order of importance, to result in an award most advantageous to the State:

a) Technical approach to the Scope of Work in Section 5.2
b) Vendor’s response to Attachment B: Performance
c) Vendor’s Qualifications of Key Personnel in Section 4.7
d) Vendor’s total cost proposal presented in Attachment A: Pricing
e) Vendor’s Project Organization in Section 5.3
f) Vendor’s response to Vendor’s Experience in Section 4.5
g) Vendor’s Financial Stability in Section 4.4

NCORR may give preference to responses demonstrating experience providing a level of service similar to the items in this RFP for a CDBG-DR grantee of similar or greater size and scope of needs as NCORR.

3.5 PERFORMANCE OUTSIDE THE UNITED STATES

Vendor shall complete ATTACHMENT E: 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
Proposal Number: 19-RFP-014752-GSX

Vendor: __________________________________________

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 NCORR; and (2) to provide (together with other specified documents) the terms of the Contract resulting from this procurement. As such, all terms in the RFP shall be enforceable as contract terms in accordance with the General Contract Terms and Conditions. The use of phrases such as “shall,” “must,” and “requirements” are intended to create enforceable contract conditions. In determining whether proposals should be evaluated or rejected, the Department will take into consideration the degree to which Vendors have proposed or failed to propose solutions that will satisfy the NCORR’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 NCORR 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 and cautioned to submit these items in the form of a question during the question and answer period in accordance with Section 2.5.

4.1 CONTRACT TERM

The Contract shall have an initial term of three (3) years, beginning on the date of contract award (the “Effective Date”). The Vendor shall begin work under the Contract within 7 business days of the Effective Date.

At the end of the Contract’s current term, the State shall have the option, in its sole discretion, to renew the Contract on the same terms and conditions for up to a total of three (3) additional one-year terms. The total potential term of the Contract is six (6) years. The State will give the Vendor written notice of its intent whether to exercise each option no later than 30 days before the end of the Contract’s then-current term. In addition, the State reserves the right to extend a contract term for a period of up to 180 days in 90-day-or-less increments.

4.2 PRICING

Proposal price for hourly rates and unit rates shall constitute the total cost to NCORR for complete performance in accordance with the requirements and specifications herein, including all applicable charges, handling, administrative and other similar fees. Vendor shall not invoice for any amounts not specifically allowed for in this RFP. Complete ATTACHMENT A: PRICING and include in Proposal.

4.3 INVOICES

a) Invoices shall be submitted monthly, no later than the 15th of the month following the invoiced work. Each invoice, whether in a time-based or unit-based format, shall include any supporting documentation required by the CDBG-DR rules and NCORR guidelines and standards.

b) Invoices must be submitted to the Contract Administrator or NCORR designee. Invoice must be identified by a unique invoice number. NCORR will provide guidance during the contract on method of invoicing. All invoice backup reports and spreadsheets must be provided in electronic format.

c) Invoices must include an accurate description of the work for which the invoice is being submitted, the invoice date, the period of time covered, the amount of fees due to the Vendor or otherwise as directed by NCORR.
4.4 FINANCIAL STABILITY

Each Vendor shall submit the following financial documentation as an attachment to its Proposal: As used herein, Financial Statements shall exclude tax returns and compiled statements.

a) For a publicly traded company, Financial Statements for the past three (3) fiscal years, including at a minimum, income statements, balance sheets, and statement of changes in financial position or cash flows. If three (3) years of financial statements are not available, this information shall be provided to the fullest extent possible, but not less than one year. If less than 3 years, The Vendor must explain the reason why they are not available.

b) For a privately held company, when certified audited financial statements are not prepared: a written statement from the company’s certified public accountant stating the financial condition, debt-to-asset ratio for the past three (3) years and any pending actions that may affect the company’s financial condition.

c) The State may, in its sole discretion, accept evidence of financial stability other than Financial Statements for the purpose of evaluating Vendors’ responses to this RFP. The State reserves the right to determine whether the substitute information meets the requirements for Financial Information sufficiently to allow the State to evaluate the sufficiency of financial resources and the ability of the business to sustain performance of this RFP award. Scope Statements issued may require the submission of Financial Statements and specify the number of years to be provided, the information to be provided, and the most recent date required.

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 60 days without receiving payment from the State. Financial information of non-public entities may be marked as confidential in accordance with paragraph 14 of ATTACHMENT C: INSTRUCTIONS TO VENDORS.

4.5 VENDOR EXPERIENCE

In its Proposal, Vendor shall demonstrate experience with at least three public and/or private sector clients (one of which must be a governmental organization) with similar or greater size and complexity to the State of North Carolina. In addition, Vendor shall provide the name, title, email, and phone number for each of the three listed clients, which the State may contact to determine if services provided were substantially similar and satisfactory to those proposed herein.

NCORR may give preference to responses demonstrating experience providing a level of service similar to the items in this RFP for a CDBG-DR grantee of similar or greater size and scope of needs as NCORR.

4.6 BACKGROUND CHECKS

Vendor and its personnel may be required to provide or undergo background checks at Vendor’s expense prior to beginning work with the State. As part of Vendor background the details below must be provided to the State:

a) Any criminal felony conviction, or conviction of any crime involving moral turpitude, including, but not limited to fraud, misappropriation or deception, of Vendor, its officers or directors, or any of its employees or other personnel to provide Services on this project, of which Vendor has knowledge or a statement that it is aware of none;

b) Any criminal investigation for any offense involving moral turpitude, including, but not limited to fraud, misappropriation, falsification or deception pending against Vendor of which it has knowledge or a statement it is aware of none;

c) Any regulatory sanctions levied against Vendor or any of its officers, directors or its professional employees expected to provide Services on this project by any state or federal regulatory agencies within the past three years or a statement that there are none. As used herein, the term “regulatory sanctions” includes the revocation or suspension of any license or certification, the levying of any monetary penalties or fines, and the issuance of any written warnings;
Proposal Number: 19-RFP-014752-GSX
Vendor: __________________________________________

4.7 PERSONNEL

In its response, Vendor shall propose Key Personnel, which constitutes at a minimum the management team proposed to meet the specifications of this RFP. Vendor must identify the Key Personnel to be assigned to the project and each person’s area of responsibility. Resumes with attached bios for each Key Personnel assigned to this project are required.

Proposed Key Personnel must be available to begin work immediately upon the Effective Date of the Contract and to manage any work called for in the RFP. Vendor shall guarantee that any resumes submitted with this proposal shall not be substituted and shall be available upon award.

NCORR reserves the right to hold Vendor in Default if, during the Contract, Vendor’s Key Personnel become unavailable. During the course of the Contract (after the Effective Date of the Contract), if Vendor proposes to substitute or remove any staff, or proposes to change the responsibility of any staff, Vendor must make these proposals to the Contract Administrator in writing. The State will approve or disapprove the requested substitution in a timely manner. The State may, in its sole discretion, require removal of any person providing services under this Contract. Upon removal, the State may request acceptable substitute personnel or terminate the contract services provided by such personnel.

4.8 VENDOR’S REPRESENTATIONS

a) Vendor warrants that qualified personnel shall provide Services under this Contract in a professional manner. “Professional manner” means that the personnel performing the Services will possess the skill and competence consistent with the prevailing business standards in the industry. Vendor agrees that it will not enter any agreement with a third party that may abridge any rights of the State under this Contract. Vendor will serve as the prime contractor under this Contract and shall be responsible for the performance and payment of all subcontractor(s) that may be approved by the State. Names of any third party Vendors or subcontractors of Vendor may appear for purposes of convenience in Contract documents; and shall not limit Vendor’s obligations hereunder. Vendor will retain executive representation for functional and technical expertise as needed in order to incorporate any work by third party subcontractor(s).

b) If any Services, deliverables, functions, or responsibilities not specifically described in this Contract are required for Vendor’s proper performance, provision and delivery of the service and deliverables under this Contract, or are an inherent part of or necessary sub-task included within such service, they will be deemed to be implied by and included within the scope of the contract to the same extent and in the same manner as if specifically described in the contract. Unless otherwise expressly provided herein, Vendor will furnish all of its own necessary management, supervision, labor, facilities, furniture, computer and telecommunications equipment, software, supplies and materials necessary for the Vendor to provide and deliver the Services and Deliverables.

c) Vendor warrants that it has the financial capacity to perform and to continue to perform its obligations under the contract; that Vendor has no constructive or actual knowledge of an actual or potential legal proceeding being brought against Vendor that could materially adversely affect performance of this Contract; and that entering into this Contract is not prohibited by any contract, or order by any court of competent jurisdiction.
d) Unless otherwise expressly provided herein, Vendor shall be responsible for ensuring the Vendor and all subcontractors providing any work that is subject to the provisions of the Davis-Bacon Act (40 U.S.C. 3141-44 and 3146-47) and associated rules and regulations promulgated pursuant thereto by the Department of Labor (collectively, “Davis-Bacon Act”), governing minimum rates for wages for laborers and mechanics employed directly in the work, comply with the provisions of the Davis-Bacon Act.

e) Compliance with the Copeland “Anti-Kickback” Act

i. Contractor. The contractor shall comply with 18 U.S.C § 874, 40 U.S.C. § 3145, and the requirements of 29 C.F.R. pt. 3 as may be applicable, which are incorporated by reference into this contract.

ii. Subcontracts. The Vendor or subcontractor shall insert in any subcontracts the clause above and such other clauses as HUD may by appropriate instructions require, and also a clause requiring the subcontractors to include these clauses in any lower tier subcontracts. The prime Vendor shall be responsible for the compliance by any subcontractor or lower tier subcontractor with all of these contract clauses.

iii. Breach. A breach of the contract clauses above may be grounds for termination of the contract, and for a debarment as a Vendor and subcontractor as provided in 29 C.F.R. § 5.12.

f) Vendor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387), and will report violations to Federal Emergency Management Agency (FEMA) (if FEMA funds are used to reimburse vendor) and the Regional Office of the Environmental Protection Agency (EPA).

g) Vendor warrants, pursuant to 40 U.S.C. 3702 of the Contract Work Hours and Safety Standards Act, when the contract exceeds $100,000 and involves the employment of mechanics or laborers, it is in compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5). The vendor warrants it computes the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation.

5.0 SCOPE OF WORK

5.1 GENERAL

NCORR requests proposals from qualified Vendors to provide the following services with at least the levels of experience, abilities, and expertise identified in this RFP. Vendor and its employees, officers and executives, and subcontractors, if any, shall be independent Vendors and not employees or agents of the State. The Agreement shall not operate as a joint venture, partnership, trust, agency or any other similar business relationship.

In its proposal response, Vendor must provide a detailed methodology as to how it will meet the following requirements. Simple reiteration of items in the Scope of Work is strongly discouraged: NCORR will give preference to Vendor responses that demonstrate the Vendor's unique knowledge, skill, and ability to provide solutions for NCORR. This detailed methodology should be presented as a response to each individual item within Section 5. Vendor shall propose any add-in items to the Scope of Work that the Vendor believes would be in the best interest of NCORR to include in the Scope of Work and identify each case in which the Vendor is proposing an additional service. Vendor shall respond to each item in the Scope of Work (Section 5) to include performance timelines per item in Attachment B: Performance in the Scope of Work which must also be amended in accordance with any additional proposed add-in items to the Scope of Work.

5.2 SCOPE OF WORK

Vendor shall provide, at a minimum the following services for NCORR for projects funded through CDBG-DR grants managed by NCORR for the following programs: single-family housing, buyout and acquisition, and small rental repair.
Vendor shall provide the following services in order to move eligible projects efficiently to an award and individual project closeout.

Vendor should anticipate that personnel will work a maximum of 40 hours per week, possibly on staggered schedules, which will include weekends, to complete assigned tasks. Any hours in excess of 40 hours per week per individual personnel shall require pre-approval by NCORR.

For each item in the Scope of Work, Vendor shall be responsible for ensuring all of its staff are trained in using the State’s System of Record, Salesforce. Vendor will not be tasked with the build-out of the System of Record as NCORR has separately procured these services, however, Vendor shall be responsible for coordinating closely with NCORR’s System of Record managers and consultants to ensure that all business needs, process maps, and general specifications required to run each program in the Vendor’s Scope of Work are developed and delivered in full detail so that NCORR’s System of Record managers and consultants are fully knowledgeable of the build-out needs and have sufficient time to complete the build-outs so that no programmatic delays ensue.

Vendor shall be responsible for ensuring that each program in the Vendor’s Scope of Work has guiding policies in place with Standard Operating Procedures (SOPs) to enact the policies; Vendor shall be responsible for providing policy recommendations, process improvement solutions, or policy incorporation into SOP for all items in the Scope of Work but shall follow guidance and policy given by NCORR. Vendor shall ensure that its Key Personnel are experts in Federal Registers guiding NCORR’s CDBG-DR awards, NCORR policies, all of the North Carolina CDBG-DR Action Plans, and HUD regulations. Vendor shall ensure that Key Personnel provide guidance and training to all its staff.

Vendor shall be responsible for standing up intake centers that will serve all programs in the Scope of Work. Intake includes the staffing and setup of physical application intake centers. Application intake center staff are separate from Case Managers requested under 5.2 (A). Vendor will describe how it shall accomplish applicant intake including: securing and staffing application intake centers, hiring and training personnel, maintaining continuous intake personnel training, and performing intake process review and improvements. Vendor shall prepare and provide intake process for applications for NCORR consideration and approval. Vendor shall secure the needed personnel and equipment, and in its response, Vendor must describe its timeline to standing up a fully functional intake system. NCORR may provide public space for Intake Centers, however, if public space is not available Vendor shall be responsible for identifying and leasing intake centers. The direct cost of intake center operations (building leases and public utilities) will not be evaluated. Vendor will, during the course of the contract, submit invoices to NCORR for review and approval for the direct costs of intake centers that will be drawn against the total Not-to-Exceed amount of the contract. Procurement of intake center buildings may be required to follow state and federal procurement regulations.

Vendor is encouraged to review the contracts NCORR has entered into at rebuild.nc.gov to educate itself regarding the Scopes of Works NCORR has already procured. Vendor shall not manage any of NCORR’s separately procured firms, but will work closely with each. Vendor shall not be responsible for Construction Management services nor System of Record development services.

NCORR’s current policies and Action Plans can be found at rebuild.nc.gov.

Services under this contract shall include at a minimum, but are not limited to, the following:

A. APPLICANT COMMUNICATIONS SERVICES

Vendor shall provide a detailed response to how it will provide Applicant Communications Services that supports both the public and individual applicant’s understanding and awareness of available programs and the effective case management of each individual applicant from intake to file closing. Applicant Communications Services will support the efficient movement of applications from intake to award for every applicable program. NCORR anticipates the programs that will require Applicant Communications Services are at least the Single Family Homeowner Program, the Buyout and Acquisition program, and the Small Rental Program. These Services will not be duplicative of items B-H in the Scope of Work. Applicant Communications Services will support the Vendor’s activities in the Scope of Work. Vendor will not be reimbursed for duplicative work. Vendor shall describe how these services will support items B-H, but not be duplicative. Vendor shall provide hourly rates for Applicant Communications Services in its response to Attachment A: Pricing.

1. Case Managers
   a. Vendor shall propose its case manager staffing, training, and implementation plan to include performance reviews of case management, the frequency of performance reviews, ongoing training, and staff sourcing plan. Vendor shall propose its timeline post contract award for fully staffing and fully training Case Managers. Case Managers shall be proficient in program policies, well-trained, and
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Vendor: __________________________________________

HORNE LLP

The Vendor is capable of providing excellent customer service to NCORR’s applicants. Vendor shall develop training courses and make trainings and materials available to NCORR. Vendor shall complete training of Case Managers in a timely manner and shall conduct weekly ongoing program and policy trainings for Case Managers which shall be available to Vendor staff, NCORR staff, or other NCORR designees. Case Management Services are highly important to NCORR: preference will be given to Vendors who define a clear incorporation of case managers into every applicable step of the program to provide excellent customer service to NCORR’s applicants and that demonstrate how its Case Managers will yield process improvements for NCORR and its applicants. NCORR may monitor Case Manager performance and programmatic knowledge throughout the lifecycle of the contract. Case Managers’ Scope of Work shall include, at a minimum:

i. NCORR is requesting long-term case managers separate from intake center staff. Vendor shall describe the differing function of case managers and intake center staff.

ii. Vendor shall describe its plan to target and assign an effective case load per case manager. Vendor shall propose each case manager’s case load. Vendor shall assign one case manager for each application for the lifecycle of the application through individual project closing.

iii. Vendor shall propose the interval between applicant contact attempts that each case manager shall not exceed.

iv. Each applicant contact, and the content of each interaction with the applicant, must be uploaded in the System of Record.

v. Cases may arise in which applicants have options between recovery programs to include, but not limited to, the Hazard Mitigation Grant Program; Vendor shall be responsible as directed by NCORR to provide consultation services to these CDBG-DR applicants.

vi. Case managers shall be present at and or/lead each meeting between the applicant and the program that is required by the program or requested by NCORR outside of appointments at application intake centers to complete the application, including at least the in-person award consultation meetings and in-person closing meetings unless otherwise directed. Case Managers shall coordinate with the Awards team to provide pre-award consultation to the applicant, explaining the options so the applicant can make an informed decision. Vendor may, in its proposal, propose process improvement recommendations to expedite intake to individual project closing, however, Vendor will be required to provide excellent customer service at award consultation and closing meetings as directed.

vii. Case Managers shall be the applicant’s primary point of contact providing subject matter expertise regarding the applicant’s case and guidance through each step of the application lifecycle including appeals. Vendor shall have separate staff conducting DOB, VOB, and staff conducting appeals determinations, however, the Case Manager shall be knowledgeable of the appeals process and sufficiently knowledgeable of the applicant file to provide excellent customer service to an applicant in the appeals process. Vendor must describe its appeals process including Case Manager training plan to handle appeals, and the procedure the Vendor shall follow to ensure Case Managers, DOB/VOB reviewers, and other Subject-Matter Experts on the Vendor’s staff communicate to handle appeals effectively.

viii. Vendor shall provide its case management implementation plan focused on how to ensure applicants know how to reach his or her case manager. Vendor shall describe how it shall ensure each call is answered, shall propose the time between a voice message and a call-back, and shall otherwise propose how it will put in place sufficient telecommunications and other resources to stand up an effective case management system.

ix. Phone numbers for case managers shall be North Carolina numbers with Eastern North Carolina area codes, Vendor shall provide telecommunications and IT equipment to all of its staff, and each case manager shall have an active and appropriate recording for voicemails. Vendor shall describe its staffing plan to include how it shall ensure case managers are based in local offices and able to easily travel to in-person program meetings with the applicant.

x. Vendor shall describe how its proposed Case Management solution will support timely applicant file completions and how it will lessen the denial of Applicants after intake.
xi. Vendor shall describe how its Case Management solution will provide reasonable accommodation to serve multilingual applicant needs, homebound applicant services, and ADA compliance.

2. Communications Services
   a. Communications Services supports the public and individual applicant’s understanding of the program. NCORR requires the Vendor provide services for at least the following:
      i. Vendor shall coordinate among its resources to develop compliant and user-friendly intake applications for Single-family Programs, the Buyouts and Acquisition Program, and the Small Rental Assistance Program for review and approval.
      ii. Vendor shall coordinate with NCORR’s System of Record development firm and NCORR’s Communications Staff to make applications available online; Vendor shall coordinate among its resources to develop online application intake at NCORR’s direction.
      iii. Vendor shall work with NCORR’s Communications Staff to assist in public-facing content generation for public awareness campaigns including but not limited to: fact sheets, content management of rebuild.nc.gov, social media content generation, content drafting of materials for direct mailings to potential applicants, and other public content generation as directed and will seek approval before distributing materials. Vendor shall assist in coordinating outreach efforts, including call-out and letter campaigns, in accordance with an outreach plan to be developed and approved by NCORR. Vendor’s outreach campaigns shall support at least the Single-Family, Buyout and Acquisition, and Small Rental programs.
      iv. Document translation services: Vendor shall describe how it will provide NCORR translation services as required by HUD.
      v. Staff training: Vendor shall provide subject-matter expertise to NCORR Communications Staff on the communications needs of disaster recovery programs, HUD communications and website compliance, and content of NCORR-guiding Federal Registers and communications and public reporting requirements therein.
      vi. Strategic communications: Vendor shall provide strategic communications as requested.
      vii. Assist NCORR, as requested, to ensure that the media and the general public remain informed through media messages, community outreach, public relations, and public education efforts.
      viii. Vendor shall support public meetings through attendance and/or presentation materials on Buyout and Acquisition program processing steps and needs.

B. SINGLE-FAMILY HOMEOWNER PROGRAMS

Vendor shall provide a response that details how it will implement Single-Family Homeowner Programs. Vendor shall provide unit pricing for each numbered item (B.1-B.9) within Single-Family Homeowner Programs in its response to Attachment A. Single-family homeowner programs include at least rehabilitation, reconstruction, reimbursement, elevation.

1. Intake (Step 1)
   a. Intake shall include but not be limited to:
      i. Vendor shall be responsible for efficiently moving applicants from initial application intake through a full file QA/QC and into Step 2 while establishing procedures for lessening the intake of applicant files that result in subsequent denial due to ineligibility.
      ii. Vendor shall staff intake centers during the application intake period with trained personnel to efficiently assist applicants with scheduling an in-person application intake meeting and in efficiently completing the application in person.
      iii. Vendor shall perform initial application screening and processing that will minimize subsequent denial or ineligibility letters including completeness review and threshold eligibility review; determine if Applicant fits program priorities.
      iv. Vendor shall collect required documentation, document applicant file completely in the System of Record, and coordinate with the assigned Case Manager to issue correspondence requesting any missing documentation.
v. Vendor shall describe its capability to coordinate with NCORR’s System of Record developer to create and manage online application intake at NCORR’s direction.

vi. Vendor shall propose how it will provide services to Applicants with mobility issues that are unable to access an intake center. Vendor must have the ability to accommodate Special Needs Applicants which may include but is not limited to eligible elderly persons and persons with special needs through the use of American Sign Language, oral presentation of documents, or home visit if applicant is unable to come to the Intake Center. Vendor shall be responsible for providing services to all applicants to meet HUD, State, or NCORR regulations.

vii. Vendor shall complete a full QA/QC review of each file before pushing the file to Step 2.

b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline from when an applicant schedules an application appointment to when the applicant’s file shall be complete with a QA/QC check complete, and the file is moved forward to Step 2.

c. Vendor may invoice the State for the Intake unit per file when the file is moved into Step 2 with all steps complete and verifiable in the System of Record.

2. **Eligibility Review**

   a. Vendor shall describe how it shall accomplish an Eligibility Review and determination for received and completed applications which shall include, at a minimum, the following:

      i. Perform all services necessary to determine program eligibility for all Applications that are received and completed by homeowners. Eligibility and other application requirements are provided in the Housing Program Guide referenced at the beginning of this RFP.

      ii. Application processing must follow prioritization requirements as identified in each Action Plan program.

      iii. Evaluate documentation submitted to determine property owner eligibility based on all program, Federal, and State requirements.

      iv. Work with Case Managers to inform Case Managers of eligibility status. Transfer applicant files who are ineligible to Case Managers to notify applicants of their ineligible status and for Case Managers to conduct the appeals process as needed.

   b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the Eligibility review for each applicant file.

c. Vendor may invoice the State for the Eligibility unit per file when the Eligibility review is completed and verifiable in the System of Record.

3. **Duplication and Verification of Benefit**

   a. Vendor shall describe how it shall perform DOB and VOB services for Applicants that are determined to be eligible for CDBG-DR funding which shall include, at a minimum:

      i. Perform all services necessary to verify DOB and VOB for applications that are determined to be eligible for CDBG-DR funding.

      ii. Vendor shall describe its solution for conducting outreach to sources holding data necessary to complete DOB/VOB review.

   b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the DOB and VOB review for each applicant file.

c. Vendor may invoice the State for the DOB and VOB unit per file when the DOB and VOB review is complete and verifiable in the System of Record.

4. **Tier I (Area-wide) Environmental Review**

   a. Vendor shall describe how it will perform Tier I Environmental Review services which shall include, at a minimum:

      i. Complete Tier I Environmental Reviews. The Tier I Environmental Review shall provide sufficient level of detail to meet HUD expectations and shall meet all HUD, Federal, NCORR, State regulations, and shall cover all programs NCORR administers.
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5. **Tier II (Site Specific) Environmental Review**
   a. Vendor shall describe how it will perform Tier II Environmental Review services which shall include, at a minimum:
      i. Complete Tier II Environmental Reviews for each eligible property. The Tier II Environmental Review shall provide sufficient level of detail to meet HUD expectations and shall satisfy all HUD, Federal, and State regulations.
      ii. The Tier II (Site-Specific) Environmental Review shall at a minimum include:
         1. Soil investigation, testing and scoping activities, for properties that sustained flood damage, and for properties at which there is an underground or above-ground fuel storage tank.
         2. State Historic Preservation Office (SHPO) coordination.
         3. 8-Step wetland mitigation.
         4. Recognized Environmental Condition
   b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the Tier II Environmental Review.
   c. Vendor may invoice the State for the Tier II unit per file when the review is complete and verifiable in the System of Record.

6. **Inspection**
   a. It is the responsibility of the Vendor to ensure Site Inspection of eligible properties are done to validate and document reported damages and storm tie-back. Vendor shall describe its process for handling inspections and verifying tie-back. Vendor shall be responsible for conducting inspections and developing scopes of work using Xactimate that meet all Federal, State, HUD and NCORR regulations including but not limited to Housing Quality Standard (HQS), Energy Star, Green Building Standards, local building codes, and HUD housing regulations. Vendor shall not be reimbursed for any inspections and scopes of work until they meet these regulations. Vendor shall ensure inspectors are fully trained and develop Estimated Cost of Repairs (ECRs) in one site visit to ease the burden on applicants. Vendor shall use only fully qualified inspectors (HQS-certified damage assessors, State-certified lead and asbestos inspectors, State-certified NC Building Code inspectors) to conduct inspections.
   b. All inspection data and evidence shall be uploaded per file report into the State’s System of Record. Damage Assessment Inspection services shall include, but are not limited to:
      i. Visual inspection of property damage.
      ii. Record and upload photographic evidence of all repairs or damages including roofs, crawl spaces, and attics.
      iii. Photographically record high water marks per property inside and outside of the impacted structure.
      iv. DRV- Estimate of all work completed using Xactimate.
      v. ECR- Estimate of work to be completed using Xactimate to meet HQS and all applicable Federal, State, and local codes and regulations.
      vi. Full QA/QC review on all files to ensure quality work before submitting the file to NCORR.
      vii. Mold inspections, testing and scoping activities.
      viii. Lead-based paint inspections, testing and scoping.
      ix. Asbestos containing materials inspections, testing, and scoping.
      x. Radon inspections, testing and scoping activities.
      xi. Vendor must provide services to assess whether structural damages must be referred to an engineer and subsequently must develop an ECR for structural damage, if deemed necessary by an engineer.
7. **Award**

   a. Vendor shall perform all services necessary to generate awards following Intake, Eligibility, DOB/VOB, Inspections, and Environmental Reviews. All award letter calculation and generated award letters shall be uploaded per file into the State's System of Record. Awards services shall include, but are not limited to:

      i. Full QA/QC review for each Scope of Work item before an Award is calculated.
      ii. Award calculation.
      iii. Grant determination and award letter generation.
      iv. Award letter distributed. NCORR may provide guidance on distribution method during the contract.

   b. In Vendor's response to Section 5.4, Vendor shall provide its timeline for completing the above items.

   c. Vendor may invoice the State for the Awards unit per file when the Award letter has had a full QA/QC completed, the letter is delivered to the applicant and is verifiable in the System of Record.

8. **Appeal**

   a. Vendor shall perform all services necessary to complete appeals determinations and deliver Appeals results to applicant.

      i. Maintain an Appeals log and perform trend analysis to guide SOP or Policy modification.
      ii. Recommend and coordinate exceptions panels as necessary.

   b. In Vendor's response to Section 5.4, Vendor shall provide its timeline for completing the above items.

   c. Vendor may invoice the State for the Appeals unit per file when the Appeals result letter is delivered to the applicant and is verifiable in the System of Record.

9. **Award Consultation and Signing**

   a. Vendor shall perform all services necessary to facilitate execution of award offers with applicants. Award Consultation and Signing shall include, at a minimum:

      i. Provide program expertise at each Award consultation and Signing to walk each applicant through the details of the Award.
      ii. Generate individualized Homeowner Grant Agreement (HOGA).
      iii. Deliver HOGA. NCORR may provide guidance on distribution method during the contract.
      iv. Signing of HOGA and other documents as necessary. NCORR may provide guidance on signing methodology during the contract.

   b. Vendor shall provide a detailed response on how it will ensure efficient transfer of awarded files with the included project's scope of work to NCORR's Program Delivery Office and/or the Program Delivery Office's vendor for the construction process. NCORR will expect Vendor to make the best use of the System of Record and assist NCORR in developing business needs to refine production pipeline transfer of files into Step 6 (Construction).

   c. In Vendor's response to Section 5.4, Vendor shall provide its timeline for completing the above items.

   d. Vendor may invoice the State for the Award Consultation and Signing unit per file when the HOGA is executed and uploaded into the System of Record.

C. **UNIT RE-COMPLETION**

   1. NCORR recognizes there may be cases outside of Vendor's control during the course of the Contract that require Vendor to re-complete units, such as major policy changes or additional disasters impacting
current applicants. Vendor shall be responsible for re-completing units to continue assisting applicants in these cases.

2. Vendor shall seek approval from NCORR before initiating work on re-completion units.

3. Vendor shall not be approved to initiate re-completion units nor shall Vendor be reimbursed in any cases in which NCORR determines the need to re-complete units is due to Vendor’s error; Vendor’s non-compliance with any of the requirements of the Contract; or Vendor’s non-compliance with any Federal, HUD, State, or local codes or regulations or NCORR policies.

4. In its response to Attachment A: Pricing, NCORR expects Vendor will propose reduced pricing for re-completion units due to the fact that not all aspects of the unit will need to be re-completed. Unit Re-completion will not be evaluated, Vendor will provide it’s pricing for Unit-recompletion if directed by NCORR to do so during the course of the Contract.

D. BUYOUT AND ACQUISITION

The Scope of Work includes turnkey services for NCORR’s Buyout and Acquisition program for policy and SOP development, process mapping, intake through award determination and award execution, and file closeout. Vendor will provide unit pricing for each numbered item D.1 – D.14 in Attachment A: Pricing. Buyout and Acquisition includes but is not limited to:

1. **Disaster Risk Reduction Areas (DRRA) determination and/or incorporation**
   a. Coordinate with NCORR teams and State and local officials as directed to establish DRRA’s within local communities which will include data analysis, mapping, and cost estimates. Vendor shall make all data analysis, mapping, and drafts of DRRA’s permanently available to NCORR.
   b. Vendor shall incorporate the DRRA’s into intake process and eligibility determination.
   c. In its response to Section 5.4, Vendor shall respond with its timeline to completing the above items.
   d. Vendor may invoice the State for DRRA mapping, determination, and/or incorporation when the DRRA analysis is complete, each DRRA is mapped and approved by NCORR, Vendor has incorporated all data and maps into its process to complete scope of work items in (5.2.C.) and all data and maps are delivered to NCORR.

2. **Process Mapping and System of Record Interface**
   a. Vendor shall develop process maps for the Buyout and Acquisition program for review and approval.
   b. Vendor shall coordinate with NCORR and its System of Record developers to ensure that business needs for the System of Record are developed to manage the Buyout and Acquisition program.
   c. In its response to Section 5.4, Vendor shall respond with its timeline to completing the above items.
   d. Vendor may invoice the State for Process Mapping and System of Record Interface when Vendor has completed the Buyout and Acquisition process mapping, the process map is approved by NCORR, the mapping is incorporated into Vendor’s business system to accomplish the scope of work, and the process map is presented and delivered to NCORR’s System of Record managers and/or developers and Vendor has assisted NCORR in developing a complete System of Record build-out to conduct Buyouts and Acquisitions.

3. **Intake**
   a. Vendor shall describe in its proposal its plan to stand up a fully functional Buyout and Acquisition intake system to include at least the staffing and training of skilled intake specialists, application intake scheduling, and the completion of application intake for all eligible property owners within DRRA’s.
   b. Vendor shall complete a full file QA/QC review of each file before the file is moved out of the intake step.
   c. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the above items.
   d. Vendor may invoice the State for the Buyout and Acquisition intake unit per file when the application file is complete, a full QA/QC is complete, and the all of the above is uploaded and verifiable in the System of Record.
4. Eligibility Review
   a. Vendor shall describe how it shall accomplish an Eligibility Review and determination for received
      and completed applications which shall include, at a minimum, the following:
      i. Perform all services necessary to determine program eligibility for all applications that are
         received and completed by homeowners.
      ii. Application processing must follow prioritization requirements as identified in each
          allocation’s Action Plan.
      iii. Evaluate documentation submitted to determine property owner eligibility based on all
           program, Federal, and State requirements.
      iv. Vendor shall conduct Anti-fraud waste and abuse checks.
      v. Work with Case Managers to inform Case Managers of eligibility status. Transfer applicant
         files who are ineligible to Case Managers to notify applicants of their ineligible status.
   b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the Eligibility
      review for each applicant file.
   c. Vendor may invoice the State for the Eligibility unit per file when the Eligibility review is completed
      and verifiable in the System of Record.

5. Duplication and Verification of Benefit
   a. Vendor shall describe how it shall perform DOB and VOB services for Applicants that are determined
      to be eligible for CDBG-DR funding which shall include, at a minimum:
      i. Perform all services necessary to verify DOB and VOB for applications that are determined
         to be eligible for CDBG-DR funding.
      ii. Vendor shall describe its solution for conducting outreach to sources holding data
          necessary to complete DOB/VOB review.
   b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the DOB and
      VOB review for each applicant file.
   c. Vendor may invoice the State for the DOB and VOB unit per file when the DOB and VOB review is
      complete and verifiable in the System of Record.

6. Inspection
   a. It is the responsibility of the Vendor to ensure Site Inspection of eligible properties are done to
      validate and document reported damages and storm tie-back. Vendor shall describe its process for
      handling inspections and verifying tie-back. Vendor shall be responsible for conducting inspections
      that meet all Federal, State, HUD and NCORR regulations including but not limited to HQS, Energy
      Star, Green Building Standards, local building codes, and HUD housing regulations. Vendor shall
      not be reimbursed for any inspections and scopes of work until they meet these regulations. Vendor
      shall ensure inspectors are fully trained limit site visits to ease the burden on applicants. Vendor
      shall use only fully qualified inspectors (HQS-certified damage assessors, State-certified lead and
      asbestos inspectors, State-certified NC Building Code inspectors) to conduct inspections.
   b. All inspection data and evidence shall be uploaded per file report into the State’s System of Record.
   c. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the above
      items.
d. Vendor may invoice the State for the Inspection unit per file when the review is complete and verifiable in the System of Record.

7. **Appraisal**
   a. Vendor shall describe how it shall perform Appraisal services for Applicants that are determined to be eligible for CDBG-DR funding which shall include, at a minimum:
      i. Vendor shall provide forensic appraisal services to determine property values.
      ii. Vendor shall conduct site/boundary surveys.
   b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the Appraisal for each applicant file.
   c. Vendor may invoice the State for the Appraisal unit per file when the Appraisal unit is complete and verifiable in the System of Record.

8. **Tier II Environmental Review**
   a. Vendor shall describe how it will perform Tier II Environmental Review services which shall include, at a minimum:
      i. Complete Tier II Environmental Reviews for each eligible property. The Tier II Environmental Review shall provide sufficient level of detail to meet HUD expectations and shall satisfy all HUD, Federal, and State regulations.
      ii. The Tier II (Site-Specific) Environmental Review shall at a minimum include:
         1. Soil investigation, testing and scoping activities, for properties that sustained flood damage, and for properties at which there is an underground or above-ground fuel storage tank.
         2. SHPO coordination.
         3. 8-Step wetland mitigation.
         4. Recognized Environmental Condition
   b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the Tier II Environmental Review.
   c. Vendor may invoice the State for the Tier II unit per file when the review is complete and verifiable in the System of Record.

9. **Title Review**
   a. Vendor shall provide all legal work to be performed by North Carolina barred Attorneys required of HUD, State, or local regulations including at least:
      i. Deed check
      ii. Preliminary title order and report
      iii. Full title order and report
   b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the Title Review for each applicant file.
   c. Vendor may invoice the State for the Title Review unit per file when the Inspections and Title Review is complete and verifiable in the System of Record.

10. **Offer Generation**
    a. Vendor shall perform all services necessary to generate offers following at least Intake, Eligibility, DOB/VOB, Inspections, Environmental Reviews, Appraisals, and Title Reviews. All offer letter calculation and generated offer letters shall be uploaded per file into the State's System of Record. Offer generation services shall include, but is not limited to:
       i. Full QA/QC review for each Scope of Work and Appraisal item before an Offer is calculated.
       ii. Offer calculation.
       iii. Grant determination and Offer letter generation.
iv. Offer letter distributed. NCORR may provide guidance on distribution method during the contract.

b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the above items.

c. Vendor may invoice the State for the Offers unit per file when the Offer letter has had a full QA/QC completed, the letter is delivered to the applicant, and is verifiable in the System of Record.

11. Appeal
   a. Vendor shall perform all services necessary to complete appeals determinations and deliver Appeals results to applicant.
      i. Maintain an Appeals log and perform trend analysis to guide SOP or Policy modification.
      ii. Recommend and coordinate exceptions panels as necessary.
   b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the above items.
   c. Vendor may invoice the State for the Appeals unit per file when the Appeals result letter is delivered to the applicant and is verifiable in the System of Record.

12. Short Sale Negotiation
   a. Vendor shall perform all services necessary to complete Short Sale Negotiations for applicants that have negative equity or otherwise as needed.
   b. Vendor may invoice the State for the Short Sale Negotiation unit per file when the result is delivered and is verifiable in the System of Record.

13. Closing
   a. Vendor shall perform all services necessary to close and execute Offers with applicants. Closings shall include, at a minimum:
      i. Provide program expertise at each in-person closing consultation to walk each applicant through the details of the Offer.
      ii. Generate Purchase Agreement.
      iii. Signing of Purchase Agreement and other documents as necessary. Signing events to execute the Purchase Agreement and provide program participant with detailed Offer information will be conducted in-person.
      iv. Vendor shall ensure that Areas Having Jurisdiction are incorporated into the process.
      v. Vendor shall follow all State and local laws regarding real estate closings.
   b. Vendor shall provide a detailed response on how it will ensure efficient transfer of executed files with the included project’s scope of work to NCORR’s Program Delivery Office and/or the Program Delivery Office’s vendor for the construction process. NCORR will expect Vendor to make the best use of the System of Record and assist NCORR in developing business needs to refine production pipeline transfer of files into Step 6 (Construction).
   c. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the above items.
   d. Vendor may invoice the State for the Closing unit per file when the Purchase Agreement is executed and uploaded into the System of Record.

14. Vacancy Inspection
   a. Vendor will complete vacancy inspections prior to closing as directed by NCORR.

E. RELOCATION AND UNIFORM RELOCATION ACT (URA) SERVICES

   1. Vendor shall be responsible for Relocation and URA services as directed by NCORR. Relocation and URA services shall support at least the Single-family Homeowner program, the Buyouts and Acquisition program, and the Small Rental program as needed or required by NCORR.
   2. Generate and deliver General Information Notice paperwork as required.
3. In its response to Attachment A: Pricing, Vendor shall provide hourly rates for Relocation and URA services staff.

4. Vendor shall respond with its solution to provide Relocation and URA services to serve NCORR and applicants.

F. SMALL RENTAL REPAIR

Vendor shall provide turnkey services for NCORR’s Small Rental Repair program. Vendor shall provide unit pricing in its response to Attachment A: Pricing for all numbered items in (5.2.E.). Small Rental Repair Services shall include at least:

1. **Intake**
   a. Vendor shall respond with its proposal to stand up a fully functional Small Rental intake system to include at least the staffing and training of skilled intake specialists, application intake scheduling, and the completion of application intake.
   i. Vendor shall complete a full file QA/QC review of each file before the file is moved out of the intake step.
   b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the above items.
   c. Vendor may invoice the State for the Small Rental Repair intake unit per file when the application file is complete, a full QA/QC is complete, and all of the above is uploaded and verifiable in the System of Record.

2. **Eligibility Review**
   a. Vendor shall describe how it shall accomplish an Eligibility Review and determination for received and completed applications which shall include, at a minimum, the following:
      i. Perform all services necessary to determine program eligibility for all Applicants that are received and completed by homeowners.
      ii. Application processing must follow prioritization requirements as identified in each allocation’s Action Plan.
      iii. Evaluate documentation submitted to determine property owner eligibility based on all program, Federal, and State requirements.
      iv. Work with Case Managers to inform Case Managers of eligibility status. Transfer applicant files who are ineligible to Case Managers to notify applicants of their ineligible status.
   b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the Eligibility review for each applicant file.
   c. Vendor may invoice the State for the Eligibility unit per file when the Eligibility review is completed and verifiable in the System of Record.

3. **Duplication and Verification of Benefit**
   a. Vendor shall describe how it shall perform DOB and VOB services for Applicants that are determined to be eligible for CDBG-DR funding which shall include, at a minimum:
      i. Perform all services necessary to verify DOB and VOB for applications that are determined to be eligible for CDBG-DR funding.
      ii. Vendor shall describe its solution for conducting outreach to sources holding data necessary to complete DOB/VOB review.
   b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the DOB and VOB review for each applicant file.
   c. Vendor may invoice the State for the DOB and VOB unit per file when the DOB and VOB review is complete and verifiable in the System of Record.
4. Inspection

a. It is the responsibility of the Vendor to ensure Site Inspection of eligible properties are done to validate and document reported damages and storm tie-back. Vendor shall describe its process for handling inspections and verifying tie-back. Vendor shall be responsible for conducting inspections and developing scopes of work using Xactimate that meet all Federal, State, HUD and NCORR regulations including but not limited to HQS, Energy Star, Green Building Standards, local building codes, and HUD housing regulations. Vendor shall not be reimbursed for any inspections and scopes of work that do not meet these regulations. Vendor shall ensure inspectors are fully trained and develop ECRs in one site visit to ease the burden on applicants. Vendor shall use only fully qualified inspectors (HQS-certified damage assessors, State-certified lead and asbestos inspectors, State-certified NC Building Code inspectors) to conduct inspections.

b. All inspection data and evidence shall be uploaded per file report into the State’s System of Record. Damage Assessment Inspection services shall include, but are not limited to:
   i. Visual inspection of property damage.
   ii. Record and upload photographic evidence of all repairs or damages including roofs, crawl spaces, and attics.
   iii. Photographically record high water marks per property inside and outside of the impacted structure.
   iv. DRV- Estimate of all work completed using Xactimate.
   v. ECR- Estimate of work to be completed using Xactimate to meet HQS and all applicable Federal, State, and local codes and regulations.
   vi. Full QA/QC review on all files to ensure quality work before submitting the file to NCORR.
   vii. Mold inspections, testing and scoping activities.
   viii. Lead-based paint inspections, testing and scoping.
   x. Inspections, testing and scoping activities.
   xi. Vendor must provide services to assess structural damages and ECR for structural damage.

   c. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the above items.

   d. Vendor may invoice the State for the Inspection unit per file when the review is complete and verifiable in the System of Record.

5. Tier II (Site-Specific) Environmental Review

a. Complete Tier II Environmental Reviews for each eligible property. The Tier II Environmental Review shall provide sufficient level of detail to meet HUD expectations and shall satisfy all HUD, Federal, and State regulations.

b. Vendor shall describe how it will perform Tier II Environmental Review services which shall include, at a minimum:
   i. Soil investigation, testing and scoping activities, for properties that sustained flood damage, and for properties at which there is an underground or above-ground fuel storage tank.
   ii. SHPO coordination.
   iii. 8-Step wetland mitigation.
   iv. Recognized Environmental Condition

c. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the Tier II Environmental Review.

   d. Vendor may invoice the State for the Tier II unit per file when the review is complete and verifiable in the System of Record.
6. **Appeal**

   a. Vendor shall perform all services necessary to complete appeals determinations and deliver Appeals results to applicant.
   
      i. Maintain an Appeals log and perform trend analysis to guide SOP or Policy modification.
   
      ii. Recommend and coordinate exceptions panels as necessary.
   
   b. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the above items.
   
   c. Vendor may invoice the State for the Appeals unit per file when the Appeals result letter is delivered to the applicant and is verifiable in the System of Record.

7. **Award Consultation and Signing**

   a. Vendor shall perform all services necessary to execute awards with applicants. Award Consultation and Signings shall include, at a minimum:
   
      i. Provide program expertise at each execution consultation to walk each applicant through the details of the Award.
   
      ii. Generate Grant Agreement.
   
      iii. Grant Agreement distributed. NCORR may provide guidance on distribution method during the contract.
   
      iv. Signing of Grant Agreement and other documents as necessary. NCORR may provide guidance on signing methodology during the contract.
   
   b. Vendor shall provide a detailed response on how it will ensure efficient transfer of awarded files with the included project’s scope of work to NCORR’s Program Delivery Office and/or the Program Delivery Office’s vendor for the construction process. NCORR will expect Vendor to make the best use of the System of Record and assist NCORR in developing business needs to refine production pipeline transfer of files into Step 6 (Construction).
   
   c. In Vendor’s response to Section 5.4, Vendor shall provide its timeline for completing the above items.
   
   d. Vendor may invoice the State for the Award Execution unit per file when the Grant Agreement is executed and uploaded into the System of Record.

G. **FIDUCIARY SERVICES**

   Vendor shall provide Fiduciary Services to NCORR across all Programs as directed. Fiduciary Services shall include, at a minimum:

   1. Vendor shall provide fiduciary services solution for NCORR regarding the collection, management, and disbursement of payments made by program applicants for their DOB, commonly referred to as “escrow payments.”
   
   2. All applicant escrow payments under management by the vendor shall be reported in the System of Record, including the tracking of receivables and disbursements and uploading applicant escrow documentation as determined by NCORR.
   
   3. Vendor shall be responsible for coordinating with applicants to ensure that escrow payments are made promptly and accurately in accordance with the applicant’s escrow agreement.
   

H. **CLOSEOUT**

   1. Vendor shall complete a full end-to-end file review of all closed-out files to prepare files for NCORR, HUD, or other monitoring and compliance.
   
   2. Vendor shall propose end-to-end file review products (SOPs, checklists) for NCORR approval.
   
   3. Vendor may invoice the State for the Closeout unit per file when the end-to-end file review has been completed and the end-to-end file review has been uploaded to the System of Record.
5.2.1 SYSTEM OF RECORD

NCORR will be using Salesforce as the System of Record for project management of all projects in the State to be funded through CDBG-DR funds. NCORR will be providing the development of this system, and NCORR will provide Vendor with the System of Record licenses, but the awarded Vendor shall use the State’s System of Record, Salesforce. NCORR will be establishing additional systems for financial management and reporting. The awarded Vendor will not be expected to bring these systems with them, but will be expected to become proficient in using them and may be asked to help in setting up new systems, separate from the System of Record, for financial management and reporting. The Vendor shall be responsible for gathering data feeds from all sources to perform DOB and VOB as directed by NCORR.

5.2.2 GENERAL REQUIREMENTS

a) All Vendor’s employees must wear visible credentials at all times when interacting with applicants or when present in intake centers.

b) Ensure that all field staff are successfully trained prior to client contact or are working under close supervision by supervisors and project manager.

c) Create methodologies for scheduling intake appointments, assigning case workers to clients and establishing waiting lists, including having adequate plans to deal with appointments that run late and end early, re-scheduling appointments, and handling unscheduled walk-ins.

d) Ensure staff uses SOR to register and track client activity.

e) Create procedures necessary to ensure privacy and confidentiality of all employee and client Personally Identifying Information (PII) for NCORR approval.

f) Provide a plan for Vendor’s Section 3 compliance, Equal Employment Opportunity and Minority and Women Owned Business Enterprise utilization and 504 planning and monitoring.

g) Develop training materials to educate NCORR on how to avoid fraud and report any observance of fraudulent or illegal behavior by contractors, applicants, or other parties.

h) Provide advice regarding property ownership, insurance, and other regulatory matters which may arise in the course of providing services.

i) Provide compliance and cooperation with monitoring requirements from HUD.

j) Provide periodic reports utilizing customer satisfaction surveys as directed by NCORR.

k) Maintain records and communications in a manner that detects or prevents fraud, waste and abuse.

l) Vendor may, at NCORR’s direction, review and revise the Xactimate Bid Book.

5.3 PROJECT ORGANIZATION

In its response the Vendor shall describe the organizational and operational structure it proposes to utilize for the work described in this RFP, and identify the responsibilities to be assigned to each person Vendor proposes to staff the work.

Vendor shall ensure that its Key Personnel are experts in Federal Registers guiding NCORR’s CDBG-DR awards, NCORR policies, all of the North Carolina CDBG-DR Action Plans, and HUD regulations. Vendor shall ensure that Key Personnel provide guidance and training to all its staff.

Specifically, Vendor must propose an organizational chart for all Key Personnel that incorporates all proposed subcontractors and the subcontractors’ key staff. Additionally, Vendor must include a functional organizational chart separate from the organizational chart with an attached narrative that demonstrates how the Vendor and any subcontractors proposed address the items in the Scope of Work. Vendor shall provide an in-depth qualifications and experience description of the Vendor and any and all proposed Subcontractors.

Vendor, during the course of the Contract, shall provide the organizational chart detailing all staff upon request.
5.4 PERFORMANCE

Vendor shall fill out Attachment B: Performance to provide its timeline to completing tasks within the Scope of Work. Vendor will amend Attachment B: Performance to add performance criteria to any additional items it proposes as additions to the Scope of Work.

5.5 ACCEPTANCE OF WORK

In the event acceptance criteria for any work or deliverables is not described in contract documents or work orders hereunder, the State shall have the obligation to notify Vendor, in writing ten (10) calendar days following completion of such work or deliverable described in the Contract that it is not acceptable. The notice shall specify in reasonable detail the reason(s) it is unacceptable. Acceptance by the State shall not be unreasonably withheld; but may be conditioned or delayed as required for reasonable review, evaluation, installation or testing, as applicable of the work or deliverable. Final acceptance is expressly conditioned upon completion of all applicable assessment procedures. Should the work or deliverables fail to meet any requirements, acceptance criteria or otherwise fail to conform to the contract, the State may exercise any and all rights hereunder, including, for deliverables, such rights provided by the Uniform Commercial Code as adopted in North Carolina.

5.6 LIQUIDATED DAMAGES

The parties agree that calculation of actual damages resulting from failure to meet the following performance standards is extremely difficult, if not impossible, to calculate accurately, and the parties also agree that the compensation identified for such failures are a reasonable estimate of damages resulting from a failure to meet the performance standard described. Therefore, the parties agree that the Vendor shall be subject to amounts due as liquidated damages, but not as a penalty, for each such failure, as follows:

For every item listed in Attachment B: Performance, NCORR has the ability to assess Liquidated Damages of $200 per day per deliverable.

Notwithstanding any other provision herein, liquidated damages shall not be subject to a limitation on damages or limit of liability for damages that otherwise may be applicable to recoverable damages.

If the State elects not to impose liquidated damages in a particular instance, this decision shall not be construed as a waiver of the State’s right to pursue future assessment of performance standards and associated liquidated damages; nor construed to limit any additional remedies available to the State.

5.7 TRANSITION ASSISTANCE

If Contract options are not exercised or if notice of contract cancellation is given prior to its expiration, for any reason, Vendor shall provide, at the option of the State, at a minimum, three months after such date all such reasonable transition assistance requested by the State, to allow for Services to continue without interruption or adverse effect, and to facilitate the orderly transfer of such Services to the State or its designees. If the State exercises this option, the Parties agree that such transition assistance shall be deemed to be governed by the terms and conditions of this Contract (notwithstanding this expiration or cancellation), except for those Contract terms or conditions that do not reasonably apply to such transition assistance. The State shall pay Vendor for any resources utilized in performing such transition assistance at the most current rates provided by the Contract for performance of the Services or other resources utilized.

6.0 CONTRACT ADMINISTRATION

6.1 PRINCIPAL CONTACT AND CUSTOMER SERVICE

The Vendor shall designate and make available to the State a single Principal contact that will serve as NCORR’s contract point of contact throughout the life of the project term. The Principal shall be an individual authorized to make decisions on behalf of the firm and will be NCORR’s Contract Administrator’s point of contact for contract related issues and issues concerning performance, progress review, scheduling, and service.
6.2 MANAGEMENT REVIEW MEETINGS

The Vendor, at the request of the State, shall meet periodically with the State for Project Review meetings on a schedule determined by NCORR after award. The Vendor’s designated Principal will attend each Management review meeting in person. The purpose of these meetings will be to review project progress reports, discuss Vendor and State performance, address outstanding issues, review problem resolution, provide direction, evaluate continuous improvement and cost savings, and discuss any other pertinent topics.

6.3 REPORTING REQUIREMENTS

a) Daily Reporting
   i. Vendor shall provide a summary of daily progress every day by 4:30 PM ET. Vendor shall develop a template for NCORR review and approval within one week after award of a contract.

b) Weekly Reporting
   i. Vendor shall provide a weekly Executive Report, every Friday by 5:00 PM ET. The Executive Report will be provided to the NCORR Contract Administrator and the NCORR leadership team and will include, at a minimum:
      1. A detailed Aging report for each project. Aging report must include a chart detailing the timelines for each individual item in the Scope of Work demonstrating the Vendor’s status on meeting required timelines for completing each item in the scope. The Aging report must include at least, per project and by step:
         a. Time from Intake Appointment to application file complete.
         b. Time from eligibility determination to time application is inspected.
         c. Time from eligibility determined to DOB/VOB complete.
         d. Time taken to complete Tier 2 Environmental Review.
         e. Time from DOB/VOB complete to Award determined.
         f. Time from Award determined to Award closed and transferred to Construction Management or closed-out.
         g. The aging report must address all of Vendor’s responses and status on meeting timelines in Section 5.4.
      2. A detailed Production report providing individual project-level data and a summary report wrapping up projects by step and demonstrating progress week-to-week.
      3. Vendor shall produce a detailed Production plan showing NCORR program managers what individual projects are being prioritized and when each individual project will reach award closing or completion ready for construction hand-off or project close-out.
   b. Vendor shall produce a production pipeline report to give the Program Delivery Office awareness of awarded file packets anticipated to be pushed forward.

c) Quarterly Reporting
   i. Vendor shall provide a Quarterly Progress Report that will, at a minimum, provide NCORR with a detailed description of progress per Quarter, the Production Plan per Quarter which the Vendor shall accomplish, and the Vendor’s status on meeting timelines per Scope of Work item in the contract.
   ii. Vendor shall prepare to participate in a Quarterly Executive Conference to discuss strategies, goals, objectives and performance.
   iii. These reports shall be well organized and easy to read. The Vendor shall submit these reports electronically in PDF form with attached Microsoft Excel tables and, as needed, either Microsoft PowerPoint or Microsoft Word. The Vendor shall submit the reports in a timely manner.

6.4 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 both the State’s Contract Administrator for this contract and NCORR’s Contracts Manager 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.

6.5 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. Contract changes or inquiries shall be submitted to the NCORR Contract Administrator, NCORR Contracts Manager, and NCORR Procurement Director.
ATTACHMENT A: PRICING

The Price Proposal shall consist of both hourly rates and unit prices fully inclusive of salary, overhead, travel outside of home office, and expenses. No additional costs shall be paid.

The Price Proposal must be submitted in the following form. The estimated maximum hours below are to be used only for the purposes of evaluation. The State does not guarantee minimum or maximum number of hours. Please note: no billing rate ranges will be accepted.

Vendor shall propose hourly rates and each Position Title's rate for 5.2.A: Applicant Communications Services, 5.2.E: Relocation and URA Services, and 5.2.G: Fiduciary Services. Vendor must ensure that proposed Key Personnel, titles given on organizational charts and resumes, and all references to staff assigned to the Contract are internally consistent throughout. Vendor shall propose Unit pricing for all other Services requested in this Contract.

Unit Re-completion costs will not be used in the evaluation of this Proposal. NCORR expects Vendor will propose reduced pricing for re-completion units due to the fact that not all aspects of the unit will need to be re-completed.

NCORR anticipates serving up to an estimated 7,000 clients. Based on projections, NCORR estimates that 4,900 individuals may apply for the Single-family program, 1,400 individuals may apply for the Buyouts and Acquisitions program, and 700 individuals may apply for the Small Rental Repair program. NCORR estimates Vendor may be tasked with completing up to 10 Tier I (area-wide) Environmental Reviews. NCORR anticipates Vendor shall only invoice the State for one (1) unit each for DRRA mapping/incorporation and Buyout and Acquisition process mapping at the completion of the unit, respectively. Vendor will use these estimates to develop its cost basis. Number of units are for evaluation purposes only and may be adjusted up or down during the course of the Contract due to actual need. Optional extension terms to the Contract will not be evaluated. NCORR does not guarantee minimum or maximum number of units.

1. COST COMPONENTS OF INITIAL TERM- THREE (3) YEARS

Section 1: Hourly Rates

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<td>Duplication and Verification of Benefit</td>
<td>$1,260</td>
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<tr>
<td>Inspection</td>
<td>$1,000</td>
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<tr>
<td>Appraisal</td>
<td>$1,000</td>
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<tr>
<td>Tier II Environmental Review</td>
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<td></td>
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</tr>
<tr>
<td>Title Review</td>
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<tr>
<td>Offer Generation</td>
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<tr>
<td>Appeal</td>
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<td>Short Sale Negotiation</td>
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<td>Vacancy Inspection</td>
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<td><strong>Scope of Work Task Subtotal</strong></td>
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<td><strong>SMALL RENTAL REPAIR</strong></td>
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<td>Intake</td>
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<td>Eligibility Review</td>
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<td>Duplication and Verification of Benefit</td>
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<td>Inspection</td>
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<td></td>
<td></td>
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<tr>
<td>Tier II (Site-Specific) Environmental Review</td>
<td>$500</td>
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<td>Appeal</td>
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<td>Award Consultation and Signing</td>
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<td><strong>Scope of Work Task Subtotal</strong></td>
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<td><strong>CLOSEOUT</strong></td>
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<td>Closeout</td>
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<td><strong>Unit Cost Total</strong></td>
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</tbody>
</table>

**Total Estimated Not-to-Exceed Cost (Hourly Rates and Unit Cost Services combined) for Initial Three (3) Year Term**

$
ATTACHMENT B: PERFORMANCE

Vendor shall fill out Attachment B: Performance, Column C, which shall define the timelines for tasks that the Vendor shall not exceed for each item during the course of the contract. Vendor will provide timelines per individual unit (e.g. a single award letter generated, a single Tier II Environmental Review complete, a single Inspection unit completed).

<table>
<thead>
<tr>
<th>TASK</th>
<th>TIMEFRAME</th>
<th>VENDOR’S TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (5.2.A.1.a): Vendor shall develop training courses and materials and make trainings and materials available to NCORR. Vendor shall complete training of Case Managers in a timely manner…</td>
<td>Difference between the Effective Date of the Contract and the date that the first weekly Case Management training is completed.</td>
<td></td>
</tr>
<tr>
<td>2 (5.2.A.2.): Vendor shall…assist in coordinating outreach efforts…in accordance with an outreach plan to be developed and approved by NCORR.</td>
<td>Difference between the Effective Date of the Contract and the date that a Communications Plan addressing scope of work items in (5.2.A.2) is presented to NCORR for review and approval.</td>
<td></td>
</tr>
<tr>
<td>3 (5.2.B.1.a) Vendor shall…describe its timeline to standing up a fully functional intake system.</td>
<td>Difference between when NCORR approves intake center locations and when Vendor has established physical centers, hired and trained Intake Specialists, and established all systems to be able to perform all scope of work items in (5.2.B.1).</td>
<td></td>
</tr>
<tr>
<td>4 (5.2.B.1.i) Vendor shall be responsible for efficiently moving applicants from initial application intake through a full file QA/QC and into Step 2 while establishing procedures for lessening the intake of applicant files that result in subsequent denial due to ineligibility.</td>
<td>Difference between when the Applicant’s file is complete, a full file QA/QC is complete, when the file is moved into Step 2, and when all of the above is verifiable in the System of Record.</td>
<td></td>
</tr>
<tr>
<td>5 (5.2.B.2.i) Perform all services necessary to determine program eligibility for all applications that are received and completed by homeowners.</td>
<td>Difference between when the QC’d file is uploaded into the System of Record, pushed into Step 2 for Eligibility Review, and when the Eligibility Review is complete and verifiable in the System of Record.</td>
<td></td>
</tr>
<tr>
<td>6 (5.2.B.3.i) Perform all services necessary to verify DOB and VOB for applications that are determined to be eligible for CDBG-DR funding.</td>
<td>Difference between when the file is moved into Step 3 and when the DOB/VOB review and determination is complete and verifiable in the System of Record.</td>
<td></td>
</tr>
<tr>
<td>7 (5.2.B.4.i) Complete Tier I Environmental Reviews. The Tier I Environmental Review shall provide sufficient level of detail to meet HUD expectations and shall meet all HUD, Federal, NCORR, and State regulations.</td>
<td>Difference between when NCORR approves work to begin or complete a Tier I Environmental Review and when the Tier I Environmental Review is verifiably complete.</td>
<td></td>
</tr>
<tr>
<td>8 (5.2.B.5.i) Complete Tier II Environmental Reviews for each eligible property. The Tier II Environmental Review shall provide sufficient level of detail to meet HUD expectations and shall satisfy all HUD, Federal, and State regulations.</td>
<td>Difference between final scope of work determination and when the Tier II Environmental Review is completed and submitted to NCORR for approval.</td>
<td></td>
</tr>
<tr>
<td>Proposal Number: 19-RFP-014752-GSX</td>
<td>Vendor: __________________________________________</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>(5.2.B.6.a) It is the responsibility of the Vendor to ensure Site Inspection of eligible properties are done… to meet all Federal, State, HUD and NCORR regulations. Difference between when the file has completed the Eligibility determination, has been determined Eligible, and when Vendor has satisfactorily completed all steps in (5.2.B.6).</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>(5.2.B.7.a) Vendor shall perform all services necessary to generate awards following Intake, Eligibility, DOB/VOB, Inspections, and Environmental Reviews. Difference between when the Vendor has completed all required steps to be moved into the Award determination step and when the award letter, following a full QC and at least all items detailed in (5.2.B.7) have been performed, and delivery of award letter is verifiable in the System of Record.</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>(5.2.B.8.a) Vendor shall perform all services necessary to complete appeals determinations and deliver Appeals results to applicant. Difference between when the Appeals process is initiated by the applicant and when Vendor has completed the Appeals review and determination and the Appeals result letter is delivered to the applicant and delivery is verifiable in the System of Record.</td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>(5.2.B.9.a) Vendor shall perform all services necessary to facilitate execution of award offers with applicants. Difference between when the program participant has accepted the award and when the HOGA is executed and uploaded into the System of Record for 90% of applicants.</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>(5.2.D.1.a) Coordinate with NCORR teams and State and local officials as directed to establish DRRAs within local communities which will include data analysis, mapping, and cost estimates. Difference between the Effective Date of the contract and when Vendor has completed the development (analysis and mapping) or incorporation of DRRAs into Vendor’s system to allow Vendor to complete scope of work items in (5.2.D.)</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>(5.2.D.2.a/b) a. Vendor shall develop process maps for the Buyout and Acquisition program for review and approval. b. Vendor shall coordinate with NCORR and its System of Record developers to ensure that business needs for the System of Record are developed to manage the Buyout and Acquisition program. Difference between the Effective Date of the Contract and when Vendor has completed all items, unless otherwise directed, in (5.2.D.2).</td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>(5.2.D.3.a) Vendor shall… stand up a fully functional Buyout and Acquisition intake system to include at least the staffing and training of skilled intake specialists, application intake scheduling, and the completion of application intake for all eligible property owners within DRRAs. Difference between when NCORR approves the start of Buyout and Acquisition intake and when Vendor shall complete intake, with a full QA/QC complete, per file.</td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>(5.2.D.4.a) Vendor shall describe how it shall accomplish an Eligibility Review and determination for received and completed applications. Difference between when the QC’d file is uploaded into the System of Record, pushed into Step 2 for Eligibility Review, and when the Eligibility review is complete and verifiable in the System of Record.</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>(5.2.D.5.a) Vendor shall describe how it shall perform DOB and VOB services for Applicants that are determined to be eligible for CDBG-DR funding. Difference between when the file is moved into Step 3 and when the DOB/VOB review and determination is complete and verifiable in the System of Record.</td>
<td></td>
</tr>
</tbody>
</table>
### Proposal Number: 19-RFP-014722-GSX

<table>
<thead>
<tr>
<th>Item</th>
<th>Requirement</th>
<th>Difference between when the file has completed all required steps and when the file has been determined Eligible, and when Vendor has satisfactorily completed all steps in (5.x.x).</th>
</tr>
</thead>
<tbody>
<tr>
<td>18</td>
<td>(5.2.D.6.a) Vendor shall provide all inspections and legal work required of HUD, State, or local regulations.</td>
<td>Difference between when the file has completed the Eligibility determination, has been determined Eligible, and when Vendor has satisfactorily completed all steps in (5.2.C.6).</td>
</tr>
<tr>
<td>19</td>
<td>(5.2.D.7.a) Vendor shall describe how it shall perform Appraisal services for Applicants that are determined to be eligible for CDBG-DR funding.</td>
<td>Difference between when the file has completed the Eligibility determination, has been determined Eligible, and when Vendor has satisfactorily completed all steps in (5.2.D.7).</td>
</tr>
<tr>
<td>20</td>
<td>(5.2.D.8.a.i.) Complete Tier II Environmental Reviews for each eligible property. The Tier II Environmental Review shall provide sufficient level of detail to meet HUD expectations and shall satisfy all HUD, Federal, and State regulations.</td>
<td>Difference between final scope of work determination and when the Tier II Environmental Review is completed and submitted to NCORR for approval.</td>
</tr>
<tr>
<td>21</td>
<td>(5.2.D.9.a) Vendor shall provide all legal work to be performed by North Carolina barred Attorneys required of HUD, State, or local regulations…</td>
<td>Difference between when the file has completed the Eligibility determination, has been determined Eligible, and when Vendor has satisfactorily completed all steps in (5.2.D.9).</td>
</tr>
<tr>
<td>22</td>
<td>(5.2.D.10.a) Vendor shall perform all services necessary to generate offers following at least Intake, Eligibility, DOB/VOB, Inspections, Environmental Reviews, Appraisals, and Title Reviews.</td>
<td>Difference between when the file has completed all required steps to be moved into the Offer determination step and when the Offer, following a full QC and at least all items detailed in (5.2.D.10), has been presented to the applicant and presentation is verifiable in the System of Record.</td>
</tr>
<tr>
<td>23</td>
<td>(5.2.D.11) Vendor shall perform all services necessary to complete appeals determinations and deliver Appeals results to applicant.</td>
<td>Difference between when the Appeals process is initiated by the applicant and when Vendor has completed the Appeals review and determination and the Appeals result letter is delivered to the applicant and delivery is verifiable in the System of Record.</td>
</tr>
<tr>
<td>24</td>
<td>(5.2.D.13.a) Vendor shall perform all services necessary to close and execute Offers with applicants.</td>
<td>Difference between when the program participant has accepted the award and when the Purchase Agreement is executed and uploaded into the System of Record for 90% of applicants.</td>
</tr>
<tr>
<td>25</td>
<td>(5.2.F.1.a) Vendor shall respond with its proposal to stand up a fully functional Small Rental intake system to include at least the staffing and training of skilled intake specialists.</td>
<td>Difference between when NCORR approves the start of Small Rental intake and when Vendor shall complete intake System setup to complete all scope of work items in (5.2.F.1).</td>
</tr>
<tr>
<td>26</td>
<td>(5.2.F.1.a) Vendor shall be responsible for application intake scheduling, and the completion of application intake.</td>
<td>Difference between when a Small Rental Repair application is received, the application is completed, a full file QA/QC is complete, and all of the above is verifiable in the System of Record.</td>
</tr>
<tr>
<td>27</td>
<td>(5.2.F.2.a) Vendor shall describe how it shall accomplish an Eligibility Review and determination for received and completed applications</td>
<td>Difference between when the QC’d file is uploaded into the System of Record, pushed into Step 2 for Eligibility Review, and when the Eligibility review is complete and verifiable in the System of Record.</td>
</tr>
<tr>
<td>Proposal Number: 19-RFP-014752-GSX</td>
<td>Vendor: ____________________________</td>
<td>HORNE LLP</td>
</tr>
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</tr>
<tr>
<td>28 (5.2.F.3.a) Vendor shall describe how it shall perform DOB and VOB services for Applicants that are determined to be eligible for CDBG-DR funding.</td>
<td>Difference between when the file has completed Eligibility Review, is determined Eligible, and when the DOB/VOB review and determination is complete and verifiable in the System of Record.</td>
<td></td>
</tr>
<tr>
<td>29 (5.2.F.4.b) Vendor shall perform all services necessary for eligible projects to validate and document reported storm damages. All inspection data and evidence shall be uploaded per file report into the State’s System of Record.</td>
<td>Difference between when the file has completed Eligibility Review, has been determined to be Eligible, and when Vendor has completed all steps in (5.2.F.4).</td>
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<tr>
<td>30 (5.2.F.5.a) Complete Tier II Environmental Reviews for each eligible property.</td>
<td>Difference between final scope of work determination and when the Tier II Environmental Review is completed and submitted to NCORR for approval.</td>
<td></td>
</tr>
<tr>
<td>31 (5.2.F.6.a) Vendor shall perform all services necessary to complete appeals determinations and deliver Appeals results to applicant.</td>
<td>Difference between when the Appeals process is initiated by the applicant and when Vendor has completed the Appeals review and determination and the Appeals result letter is delivered to the applicant and delivery is verifiable in the System of Record.</td>
<td></td>
</tr>
<tr>
<td>32 (5.2.F.7.a) Vendor shall perform all services necessary to execute awards with applicants.</td>
<td>Difference between when the program participant has accepted the award and when the HOGA is executed and uploaded into the System of Record for 90% of applicants.</td>
<td></td>
</tr>
</tbody>
</table>
ATTACHMENT C: INSTRUCTIONS TO VENDORS

1. **READ, REVIEW AND COMPLY:** It shall be the Vendor’s responsibility to read this entire document, review all enclosures and attachments, and any addenda thereto, and comply with all requirements specified herein, regardless of whether appearing in these Instructions to Vendors or elsewhere in this RFP document.

2. **LATE PROPOSALS:** Late proposals, regardless of cause, will not be opened or considered, and will automatically be disqualified from further consideration. It shall be the Vendor’s sole responsibility to ensure the timely submission of proposals.

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

4. **BASIS FOR REJECTION:** Pursuant to 01 NCAC 05B .0501, the State reserves the right to reject any and all offers, in whole or in part, by deeming the offer unsatisfactory as to quality or quantity, delivery, price or service offered, non-compliance with the requirements or intent of this solicitation, lack of competitiveness, error(s) in specifications or indications that revision would be advantageous to the State, cancellation or other changes in the intended project or any other determination that the proposed requirement is no longer needed, limitation or lack of available funds, circumstances that prevent determination of the best offer, or any other determination that rejection would be in the best interest of the State.

5. **EXECUTION:** Failure to execute page 1 of the RFP (Execution Page) in the designated space shall render the proposal non-responsive, and it will be rejected.

6. **ORDER OF PRECEDENCE:** In cases of conflict between specific provisions in this solicitation or those in any resulting contract documents, the order of precedence shall be (high to low) (1) any special terms and conditions specific to this RFP, including any negotiated terms; (2) requirements and specifications and administration provisions in Sections 4, 5 and 6 of this RFP; (3) North Carolina General Contract Terms and Conditions in ATTACHMENT D: NORTH CAROLINA GENERAL CONTRACT TERMS AND CONDITIONS; (4) Instructions in ATTACHMENT C: INSTRUCTIONS TO VENDORS; (5) ATTACHMENT A: PRICING, and (6) Vendor’s proposal.

7. **INFORMATION AND DESCRIPTIVE LITERATURE:** Vendor shall furnish all information requested in the spaces provided in this document. Further, if required elsewhere in this proposal, each Vendor shall submit with its proposal any sketches, descriptive literature and/or complete specifications covering the products and Services offered. Reference to literature submitted with a previous proposal or available elsewhere will not satisfy this provision. Failure to comply with these requirements shall constitute sufficient cause to reject a proposal without further consideration.

8. **RECYCLING AND SOURCE REDUCTION:** It is the policy of the State to encourage and promote the purchase of products with recycled content to the extent economically practicable, and to purchase items which are reusable, refillable, repairable, more durable and less toxic to the extent that the purchase or use is practicable and cost-effective. We also encourage and promote using minimal packaging and the use of recycled/recyclable products in the packaging of commodities purchased. However, no sacrifice in quality of packaging will be acceptable. The Vendor remains responsible for providing packaging that will adequately protect the commodity and contain it for its intended use. Vendors are strongly urged to bring to the attention of purchasers those products or packaging they offer which have recycled content and that are recyclable. As required by the Resource Conservation and Recovery Act of 1976 (42 U.S.C. 6962(c)(3)(A)(ii)) the Vendor certifies, by signing this offer that the percentage of recovered materials content for EPA-designated items to be delivered or used in the performance of the contract will be at least the amount required by the applicable contract specifications or other contractual requirements.

9. **CERTIFICATE TO TRANSACT BUSINESS IN NORTH CAROLINA:** As a condition of contract award, each out-of-State Vendor that is a corporation, limited-liability company or limited-liability partnership shall have received, and shall maintain throughout the term of The Contract, a Certificate of Authority to Transact Business in North Carolina from the North Carolina Secretary of State, as required by North Carolina law. A State contract requiring only an isolated transaction completed within a period of six months, and not in the course of a number of repeated transactions of like nature, shall not be considered as transacting business in North Carolina and shall not require a Certificate of Authority to Transact Business.
Proposal Number: 19-RFP-014752-GSX

Vendor: __________________________________________

10. SUSTAINABILITY: To support the sustainability efforts of the State of North Carolina we solicit your cooperation in this effort. Pursuant to Executive Order 156 (1999), it is desirable that all print responses submitted meet the following:
   - All copies of the proposal are printed double sided.
   - All submittals and copies are printed on recycled paper with a minimum post-consumer content of 30%.
   - Unless absolutely necessary, all proposals and copies should minimize or eliminate use of non-recyclable or non-reusable materials such as plastic report covers, plastic dividers, vinyl sleeves, and GBC binding. Three-ringed binders, glued materials, paper clips, and staples are acceptable.
   - Materials should be submitted in a format which allows for easy removal, filing and/or recycling of paper and binder materials. Use of oversized paper is strongly discouraged unless necessary for clarity or legibility.

11. HISTORICALLY UNDERUTILIZED BUSINESSES: The State is committed to retaining Vendors from diverse backgrounds, and it invites and encourages participation in the procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled. In particular, the State encourages participation by Vendors certified by the State Office of Historically Underutilized Businesses, as well as the use of HUB-certified vendors as subcontractors on State contracts.

12. RECIPROCAL PREFERENCE: Reserved

13. INELIGIBLE VENDORS: As provided in G.S. 147-86.59 and G.S. 147-86.82, the following companies are ineligible to contract with the State of North Carolina or any political subdivision of the State: a) any company identified as engaging in investment activities in Iran, as determined by appearing on the Final Divestment List created by the State Treasurer pursuant to G.S. 147-86.58, and b) any company identified as engaged in a boycott of Israel as determined by appearing on the List of restricted companies created by the State Treasurer pursuant to G.S. 147-86.81. A contract with the State or any of its political subdivisions by any company identified in a) or b) above shall be void ab initio.

14. CONFIDENTIAL INFORMATION: To the extent permitted by applicable statutes and rules, the State will maintain as confidential trade secrets in its proposal that the Vendor does not wish disclosed. As a condition to confidential treatment, each page containing trade secret information shall be identified in boldface at the top and bottom as “CONFIDENTIAL” by the Vendor, with specific trade secret information enclosed in boxes, marked in a distinctive color or by similar indication. Cost information shall not be deemed confidential under any circumstances. Regardless of what a Vendor may label as a trade secret, the determination whether it is or is not entitled to protection will be determined in accordance with G.S. 132-1.2. Any material labeled as confidential constitutes a representation by the Vendor that it has made a reasonable effort in good faith to determine that such material is, in fact, a trade secret under G.S. 132-1.2. Vendors are urged and cautioned to limit the marking of information as a trade secret or as confidential so far as is possible. If a legal action is brought to require the disclosure of any material so marked as confidential, the State will notify Vendor of such action and allow Vendor to defend the confidential status of its information.

15. PROTEST PROCEDURES: When a Vendor wishes to protest the award of The Contract awarded by the Division of Purchase and Contract, or awarded by an agency in an awarded amount of at least $25,000, a Vendor shall submit a written request addressed to the State Purchasing Officer at: Division of Purchase and Contract, 1305 Mail Service Center, Raleigh, NC 27699-1305. A protest request related to an award amount of less than $25,000 shall be sent to the purchasing officer of the agency that issued the award. The protest request must be received in the proper office within thirty (30) consecutive calendar days from the date of the Contract award. Protest letters shall contain specific grounds and reasons for the protest, how the protesting party was harmed by the award made and any documentation providing support for the protesting party’s claims. Note: Contract award notices are sent only to the Vendor actually awarded the Contract, and not to every person or firm responding to a solicitation. Proposal status and Award notices are posted on the Internet at https://www.ips.state.nc.us/ips/. All protests will be handled pursuant to the North Carolina Administrative Code, 01 NCAC 05B .1519.

16. MISCELLANEOUS: Any gender-specific pronouns used herein, whether masculine or feminine, shall be read and construed as gender neutral, and the singular of any word or phrase shall be read to include the plural and vice versa.
17. **COMMUNICATIONS BY VENDORS:** In submitting its proposal, the Vendor agrees not to discuss or otherwise reveal the contents of its proposal to any source, government or private, outside of the using or issuing agency until after the award of the Contract or cancellation of this RFP. All Vendors are forbidden from having any communications with the using or issuing agency, or any other representative of the State concerning the solicitation, during the evaluation of the proposals (i.e., after the public opening of the proposals and before the award of the Contract), unless the State directly contacts the Vendor(s) for purposes of seeking clarification or another reason permitted by the solicitation. A Vendor shall not: (a) transmit to the issuing and/or using agency any information commenting on the ability or qualifications of any other Vendor to provide the advertised good, equipment, commodity; (b) identify defects, errors and/or omissions in any other Vendor’s proposal and/or prices at any time during the procurement process; and/or (c) engage in or attempt any other communication or conduct that could influence the evaluation or award of a Contract related to this RFP. Failure to comply with this requirement shall constitute sufficient justification to disqualify a Vendor from a Contract award. Only those communications with the using agency or issuing agency authorized by this RFP are permitted.

18. **TABULATIONS:** Bid tabulations can be electronically retrieved at the IPS, https://www.ips.state.nc.us/ips/BidNumberSearch.aspx. Click on the IPS BIDS icon, click on Search for Bid, enter the bid number, and then search. Tabulations will normally be available at this web site not later than one working day after the bid opening. Lengthy or complex tabulations may be summarized, with other details not made available on IPS, and requests for additional details or information concerning such tabulations cannot be honored.

19. **VENDEDOR REGISTRATION AND SOLICITATION NOTIFICATION SYSTEM:** The North Carolina electronic Vendor Portal (eVP) allows Vendors to electronically register for free with the State to receive electronic notification of current procurement opportunities for goods and Services of potential interests to them available on IPS, as well as notifications of status changes to those solicitations. Online registration and other purchasing information is available at the following website: http://ncadmin.nc.gov/about-doa/divisions/purchase-contract.

20. **WITHDRAWAL OF PROPOSAL:** Proposals that have been delivered by hand, U.S. Postal Service, courier or other delivery service may be withdrawn only in writing and if receipt is acknowledged by the office issuing the RFP prior to the time for opening proposals identified on the cover page of this RFP (or such later date included in an Addendum to the RFP). Written withdrawal requests shall be submitted on the Vendor's letterhead and signed by an official of the Vendor authorized to make such request. Any withdrawal request made after the opening of proposals shall be allowed only for good cause shown and in the sole discretion of the Division of Purchase and Contract.

21. **INFORMAL COMMENTS:** The State shall not be bound by informal explanations, instructions or information given at any time by anyone on behalf of the State during the competitive process or after award. The State is bound only by information provided in writing in this RFP and in formal Addenda issued through IPS.

22. **COST FOR PROPOSAL PREPARATION:** Any costs incurred by Vendor in preparing or submitting offers are the Vendor’s sole responsibility; the State of North Carolina will not reimburse any Vendor for any costs incurred or associated with the preparation of proposals.

23. **VENDEDOR’S REPRESENTATIVE:** Each Vendor shall submit with its proposal the name, address, and telephone number of the person(s) with authority to bind the firm and answer questions or provide clarification concerning the firm’s proposal.

24. **INSPECTION AT VENDOR’S SITE:** The State reserves the right to inspect, at a reasonable time, the equipment, item, plant or other facilities of a prospective Vendor prior to Contract award, and during the Contract term as necessary for the State’s determination that such equipment, item, plant or other facilities conform with the specifications/requirements and are adequate and suitable for the proper and effective performance of the Contract.
ATTACHMENT D: NORTH CAROLINA GENERAL CONTRACT TERMS & CONDITIONS

1. PERFORMANCE AND DEFAULT:
   a) It is anticipated that the tasks and duties undertaken by the Vendor shall include services or the manufacturing, furnishing, or development of goods and other tangible features or components as deliverables that are directly correlated and/or ancillary to the services performed. Except as provided immediately below, and unless otherwise mutually agreed in writing prior to award, any service deliverables or ancillary services provided by Vendor in performance of the contract shall remain property of the State. During performance, Vendor may provide proprietary components as part of the service deliverables that are identified in the solicitation response. Vendor grants the State a personal, permanent, non-transferable license to use such proprietary components of the service deliverables and other functionalities, as provided under this Agreement. Any technical and business information owned by Vendor or its suppliers or licensors made accessible or furnished to the State shall be and remain the property of the Vendor or such other party, respectively. Vendor agrees to perform its services under the contract in the same or similar manner provided to comparable users. The State shall notify the Vendor of any defects or deficiencies in performance of its services or failure of service deliverables to conform to the standards and specifications provided in this solicitation. Vendor agrees to remedy defective performance or any nonconforming deliverables upon timely notice provided by the State.

   b) Vendor has a limited, non-exclusive license to access and use State Data provided to Vendor, but solely for performing its obligations under this Agreement and in confidence as may be further provided herein. Vendor or its suppliers shall at a minimum, and except as otherwise specified and agreed herein, provide assistance to the State related to all services performed or deliverables procured hereunder during the State’s normal business hours. Vendor warrants that its support, customer service, and assistance will be performed in accordance with generally accepted and applicable industry standards.

   c) If, through any cause, Vendor shall fail to fulfill in a timely and proper manner the obligations under The Contract, the State shall have the right to terminate The Contract by giving written notice to the Vendor and specifying the effective date thereof. In that event, any or all finished or unfinished deliverables under The Contract prepared by the Vendor shall, at the option of the State, become its property, and the Vendor shall be entitled to receive just and equitable compensation for any acceptable work completed as to which the option is exercised. Notwithstanding, Vendor shall not be relieved of liability to the State for damages sustained by the State by virtue of any breach of The Contract, and the State may withhold any payment due the Vendor for the purpose of setoff until such time as the exact amount of damages due the State from such breach can be determined. The State may require at any time a performance bond or other acceptable alternative performance guarantees from a Vendor without expense to the State.

   d) In the event of default by the Vendor, the State may procure the goods and services necessary to complete performance hereunder from other sources and hold the Vendor responsible for any excess cost occasioned thereby. In addition, in the event of default by the Vendor under The Contract, or upon the Vendor filing a petition for bankruptcy or the entering of a judgment of bankruptcy by or against the Vendor, the State may immediately cease doing business with the Vendor, immediately terminate The Contract for cause, and may take action to debar the Vendor from doing future business with the State.

2. GOVERNMENTAL RESTRICTIONS: In the event any Governmental restrictions are imposed which necessitate alteration of the goods, material, quality, workmanship or performance of the Services offered prior to acceptance, it shall be the responsibility of the Vendor to notify the Contract Administrator at once, in writing, indicating the specific regulation which required such alterations. The State reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the Contract.

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

4. TAXES: Any applicable taxes shall be invoiced as a separate item.
   a) G.S. 143-59.1 bars the Secretary of Administration from entering into Contracts with Vendors if the Vendor or its affiliates meet one of the conditions of G.S. 105-164.8(b) and refuses to collect use tax on sales of
tangible personal property to purchasers in North Carolina. Conditions under G.S. 105-164.8(b) include: (1) Maintenance of a retail establishment or office, (2) Presence of representatives in the State that solicit sales or transact business on behalf of the Vendor and (3) Systematic exploitation of the market by media-assisted, media-facilitated, or media-solicited means. By execution of the proposal document the Vendor certifies that it and all of its affiliates, (if it has affiliates), collect(s) the appropriate taxes.

b) The agency(ies) participating in The Contract are exempt from Federal Taxes, such as excise and transportation. Exemption forms submitted by the Vendor will be executed and returned by the using agency.

c) Prices offered are not to include any personal property taxes, nor any sales or use tax (or fees) unless required by the North Carolina Department of Revenue.

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

6. **PAYMENT TERMS:** Payment terms are Net not later than 30 days after receipt of a correct invoice or acceptance of goods, whichever is later. The using agency is responsible for all payments to the Vendor under the Contract. Payment by some agencies may be made by procurement card, if the Vendor accepts that card (Visa, MasterCard, etc.) from other customers, and it shall be accepted by the Vendor for payment under the same terms and conditions as any other method of payment accepted by the Vendor. If payment is made by procurement card, then payment may be processed immediately by the Vendor.

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

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

9. **INTELLECTUAL PROPERTY WARRANTY AND INDEMNITY:** Vendor shall hold and save the State, its officers, agents and employees, harmless from liability of any kind, including costs and expenses, resulting from infringement of the rights of any third party in any copyrighted material, patented or patent-pending invention, article, device or appliance delivered in connection with The Contract.

a) Vendor warrants to the best of its knowledge that:
   i. Performance under The Contract does not infringe upon any intellectual property rights of any third party; and
   ii. There are no actual or threatened actions arising from, or alleged under, any intellectual property rights of any third party;

b) Should any deliverables supplied by Vendor become the subject of a claim of infringement of a patent, copyright, trademark or a trade secret in the United States, the Vendor, shall at its option and expense, either procure for the State the right to continue using the deliverables, or replace or modify the same to become non-infringing. If neither of these options can reasonably be taken in Vendor’s judgment, or if further use shall be prevented by injunction, the Vendor agrees to cease provision of any affected deliverables and refund any sums the State has paid Vendor and make every reasonable effort to assist the State in procuring substitute deliverables. If, in the sole opinion of the State, the cessation of use by the State of any such deliverables due to infringement issues makes the retention of other items acquired from the Vendor under this Agreement impractical, the State shall then have the option of terminating the Agreement, or applicable portions thereof, without penalty or termination charge; and Vendor agrees to refund any sums the State paid for unused Services or Deliverables.

c) The Vendor, at its own expense, shall defend any action brought against the State to the extent that such action is based upon a claim that the deliverables supplied by the Vendor, their use or operation, infringes on a patent, copyright, trademark or violates a trade secret in the United States. The Vendor shall pay those costs and damages finally awarded or agreed in a settlement against the State in any such action. Such defense and payment shall be conditioned on the following:
i. That the Vendor shall be notified within a reasonable time in writing by the State of any such claim; and

ii. That the Vendor shall have the sole control of the defense of any action on such claim and all negotiations for its settlement or compromise provided, however, that the State shall have the option to participate in such action at its own expense.

d) Vendor will not be required to defend or indemnify the State if any claim by a third party against the State for infringement or misappropriation results from the State’s material alteration of any Vendor-branded deliverables or services, or from the continued use of the deliverable(s) or Services after receiving notice of infringement on a trade secret of a third party.

10. TERMINATION FOR CONVENIENCE: If this contract contemplates deliveries or performance over a period of time, the State may terminate this contract at any time by providing 15 days’ notice in writing from the State to the Vendor. In that event, any or all finished or unfinished deliverables prepared by the Vendor under this contract shall, at the option of the State, become its property. If the contract is terminated by the State as provided in this section, the State shall pay for those items for which such option is exercised, less any payment or compensation previously made.

11. ADVERTISING: Vendor agrees not to use the existence of The Contract or the name of the State of North Carolina as part of any commercial advertising or marketing of products or Services. A Vendor may inquire whether the State is willing to act as a reference by providing factual information directly to other prospective customers.

12. ACCESS TO PERSONS AND RECORDS: During and after the term hereof, the State Auditor and any using agency’s internal auditors shall have access to persons and records related to The Contract to verify accounts and data affecting fees or performance under the Contract, as provided in G.S. 143-49(9).

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

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

a) Forward the Vendor’s payment check directly to any person or entity designated by the Vendor, and

b) Include any person or entity designated by Vendor as a joint payee on the Vendor’s payment check.

In no event shall such approval and action obligate the State to anyone other than the Vendor and the Vendor shall remain responsible for fulfillment of all Contract obligations. Upon advance written request, the State may, in its unfettered discretion, approve an assignment to the surviving entity of a merger, acquisition or corporate reorganization, if made as part of the transfer of all or substantially all of the Vendor’s assets. Any purported assignment made in violation of this provision shall be void and a material breach of The Contract.

14. INSURANCE:

COVERAGE - During the term of the Contract, the Vendor at its sole cost and expense shall provide commercial insurance of such type and with such terms and limits as may be reasonably associated with the Contract. As a minimum, the Vendor shall provide and maintain the following coverage and limits:

a) Worker’s Compensation - The Vendor shall provide and maintain Worker’s Compensation Insurance, as required by the laws of North Carolina, as well as employer’s liability coverage with minimum limits of $500,000.00, covering all of Vendor’s employees who are engaged in any work under the Contract in North Carolina. If any work is sub-contracted, the Vendor shall require the sub-Contractor to provide the same coverage for any of his employees engaged in any work under the Contract within the State.

b) Commercial General Liability - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of $1,000,000.00 Combined Single Limit. Defense cost shall be in excess of the limit of liability.

c) Automobile - Automobile Liability Insurance, to include liability coverage, covering all owned, hired and non-owned vehicles, used within North Carolina in connection with the Contract. The minimum combined single limit shall be $250,000.00 bodily injury and property damage; $250,000.00 uninsured/under insured motorist; and $2,500.00 medical payment.
REQUIREMENTS - Providing and maintaining adequate insurance coverage is a material obligation of the Vendor and is of the essence of The Contract. All such insurance shall meet all laws of the State of North Carolina. Such insurance coverage shall be obtained from companies that are authorized to provide such coverage and that are authorized by the Commissioner of Insurance to do business in North Carolina. The Vendor shall at all times comply with the terms of such insurance policies, and all requirements of the insurer under any such insurance policies, except as they may conflict with existing North Carolina laws or The Contract. The limits of coverage under each insurance policy maintained by the Vendor shall not be interpreted as limiting the Vendor’s liability and obligations under the Contract.

15. GENERAL INDEMNITY: The Vendor shall hold and save the State, its officers, agents, and employees, harmless from liability of any kind, including all claims and losses accruing or resulting to any other person, firm, or corporation furnishing or supplying work, Services, materials, or supplies in connection with the performance of The Contract, and from any and all claims and losses accruing or resulting to any person, firm, or corporation that may be injured or damaged by the Vendor in the performance of The Contract and that are attributable to the negligence or intentionally tortious acts of the Vendor provided that the Vendor is notified in writing within 30 days from the date that the State has knowledge of such claims. The Vendor represents and warrants that it shall make no claim of any kind or nature against the State’s agents who are involved in the delivery or processing of Vendor deliverables or Services to the State. The representation and warranty in the preceding sentence shall survive the termination or expiration of The Contract.

16. ELECTRONIC PROCUREMENT:
   a) Purchasing shall be conducted through the Statewide E-Procurement Service. The State’s third-party agent shall serve as the Supplier Manager for this E-Procurement Service. The Vendor shall register for the Statewide E-Procurement Service within two (2) business days of notification of award in order to receive an electronic purchase order resulting from award of this contract.
   b) Reserved
   c) Reserved
   d) The Supplier Manager will capture the order from the State approved user, including the shipping and payment information, and submit the order in accordance with the E-Procurement Service. Subsequently, the Supplier Manager will send those orders to the appropriate Vendor on State Contract. The State or State-approved user, not the Supplier Manager, shall be responsible for the solicitation, bids received, evaluation of bids received, award of contract, and the payment for goods delivered.
   e) Vendor shall at all times maintain the confidentiality of its user name and password for the Statewide E-Procurement Services. If Vendor is a corporation, partnership or other legal entity, then the Vendor may authorize its employees to use its password. Vendor shall be responsible for all activity and all charges by such employees. Vendor agrees not to permit a third party to use the Statewide E-Procurement Services through its account. If there is a breach of security through the Vendor’s account, Vendor shall immediately change its password and notify the Supplier Manager of the security breach by email. Vendor shall cooperate with the State and the Supplier Manager to mitigate and correct any security breach.

17. SUBCONTRACTING: Performance under The Contract by the Vendor shall not be subcontracted without prior written approval of the State’s assigned Contract Administrator. Unless otherwise agreed in writing, acceptance of a Vendor’s proposal shall include approval to use the subcontractor(s) that have been specified therein.

18. CONFIDENTIALITY: Any State information, data, instruments, documents, studies or reports given to or prepared or assembled by or provided to the Vendor under The Contract shall be kept as confidential, used only for the purpose(s) required to perform The Contract and not divulged or made available to any individual or organization without the prior written approval of the State.

19. CARE OF STATE DATA AND PROPERTY: The Vendor agrees that it shall be responsible for the proper custody and care of any data owned and furnished to the Vendor by the State (State Data), or other State property in the hands of the Vendor, for use in connection with the performance of The Contract or purchased by or for the State for The Contract. Vendor will reimburse the State for loss or damage of such property while in Vendor’s custody.
Proposal Number: 19-RFP-014752-GSX

Vendor: __________________________________________

The State’s Data in the hands of the Vendor shall be protected from unauthorized disclosure, loss, damage, destruction by a natural event or other eventuality. Such State Data shall be returned to the State in a form acceptable to the State upon the termination or expiration of this Agreement. The Vendor shall notify the State of any security breaches within 24 hours as required by G.S. 143B-1379. See G.S. 75-60 et seq.

20. OUTSOURCING: Any Vendor or subcontractor providing call or contact center services to the State of North Carolina or any of its agencies shall disclose to inbound callers the location from which the call or contact center services are being provided.

If, after award of a contract, the contractor wishes to relocate or outsource any portion of performance to a location outside the United States, or to contract with a subcontractor for any such performance, which subcontractor and nature of the work has not previously been disclosed to the State in writing, prior written approval must be obtained from the State agency responsible for the contract.

Vendor shall give notice to the using agency of any relocation of the Vendor, employees of the Vendor, subcontractors of the Vendor, or other persons providing performance under a State contract to a location outside of the United States.

21. COMPLIANCE WITH LAWS: Vendor shall comply with all laws, ordinances, codes, rules, regulations, and licensing requirements that are applicable to the conduct of its business and its performance in accordance with The Contract, including those of federal, state, and local agencies having jurisdiction and/or authority.

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

All promises, requirements, terms, conditions, provisions, representations, guarantees, and warranties contained herein shall survive the contract expiration or termination date unless specifically provided otherwise herein, or unless superseded by applicable Federal or State statutes of limitation.

23. ELECTRONIC RECORDS: The State will digitize all Vendor responses to this solicitation, if not received electronically, as well as any awarded contract together with associated procurement-related documents. These electronic copies shall constitute a preservation record and shall serve as the official record of this procurement with the same force and effect as the original written documents comprising such record. Any electronic copy, printout or other output readable by sight shown to reflect such record accurately shall constitute an “original.”

24. AMENDMENTS: This Contract may be amended only by a written amendment duly executed by the State and the Vendor.

25. NO WAIVER: Notwithstanding any other language or provision in The Contract, nothing herein is intended nor shall be interpreted as a waiver of any right or remedy otherwise available to the State under applicable law. The waiver by the State of any right or remedy on any one occasion or instance shall not constitute or be interpreted as a waiver of that or any other right or remedy on any other occasion or instance.

26. FORCE MAJEURE: Neither party shall be deemed to be in default of its obligations hereunder if and so long as it is prevented from performing such obligations as a result of events beyond its reasonable control, including without limitation, fire, power failures, any act of war, hostile foreign action, nuclear explosion, riot, strikes or failures or refusals to perform under subcontracts, civil insurrection, earthquake, hurricane, tornado, or other catastrophic natural event or act of God.

27. SOVEREIGN IMMUNITY: Notwithstanding any other term or provision in The Contract, nothing herein is intended nor shall be interpreted as waiving any claim or defense based on the principle of sovereign immunity or other State or federal constitutional provision or principle that otherwise would be available to the State under applicable law.
In accordance with NC General Statute 143-59.4, the Vendor shall detail the location(s) at which performance will occur, as well as the manner in which it intends to utilize resources or workers outside of the United States in the performance of this Contract. The State will evaluate the additional risks, costs, and other factors associated with such utilization prior to making an award. Please complete items a, b, and c below.

a) Will any work under this Contract be performed outside the United States?  □ YES  □ NO

If the Vendor answered “YES” above, Vendor must complete items 1 and 2 below:

1. List the location(s) outside the United States where work under this Contract will be performed by the Vendor, any sub-Contractors, employees, or other persons performing work under the Contract:

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

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

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

c) Identify all U.S. locations at which performance will occur:
ATTACHMENT F: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION

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 G: NCORR RULES AND REGULATIONS

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

1. **No governmental non-competes.** Vendor shall not impose or enforce any non-competition agreement upon the employees included in Vendor’s bid that would prevent those employees from accepting any offer of employment from the State of North Carolina outside of the first Term of the Contract. By executing this RFP the Vendor affirms this condition, as directed in the VENDOR EXPERIENCE SECTION 4.5 section of this RFP. This affirmation is a material condition for the State’s award of any work under this RFP.

2. **Background Checks.** All proposed or replaced staff must have national criminal background checks available for review by NCORR. Upon selection, respondents will provide copies of current national criminal background checks on any proposed employees for NCORR review and approval.

3. **Availability of Personnel.** It is expected that the proposed personnel will remain committed, as long as those individuals continue to be available to the firm. Please be advised that the awarded Vendor may not change proposed project team members or their fulltime/part-time status during the term of the Contract without the prior written consent of NCORR.

4. **Reporting.** The awarded Vendor will be required to submit reports to NCORR including performance metrics for the Vendor-provided staff. The awarded Vendor will be responsible for developing the template for these monthly reports subject to the approval of NCORR. See Section 6.3

5. **Program Monitoring.** Vendor agrees to assist and cooperate with the Federal grantor agency and NCORR or their duly designated representatives in the monitoring of the project or projects to which this contract relates, and to provide in form and manner approved by NCORR such monitoring reports, progress reports, and the like as may be required and to provide such reports at the times specified.

6. **Termination for Cause.** If through any cause, Vendor shall fail to fulfill in a timely or proper manner any obligations under this Contract, or if Vendor shall violate any of the covenants, agreements, or stipulations of the Contract, NCORR shall thereupon have the right to terminate this Contract by giving written notice to Vendor of such termination and specifying the effective date of such termination. Unless a shorter time is determined by NCORR to be necessary, NCORR shall effect termination according to the following procedure:

   a. **Notice to Cure.** NCORR shall give written notice of the conditions of default, setting for the ground or grounds upon which such default is declared (“Notice to Cure”). The Vendor shall have ten (10) days from receipt of the Notice to Cure or any longer period that is set forth in the Notice to Cure to cure the default.

   b. **Notice of Termination.** If the conditions set forth in the Notice to Cure are not cured within the period set forth in the Notice to Cure, NCORR may terminate the Contract, in whole or in part. NCORR shall give the Vendor written notice of such termination (“Notice of Termination”), specifying the applicable provision(s) under which the Contract is terminated and the effective date of the termination.

   c. In such event, all finished or unfinished documents, data, studies, and reports prepared by Vendor entitle Vendor’s receipt of just and equitable compensation for any satisfactory work completed on such documents. Notwithstanding the above, Vendor shall not be relieved of liability to NCORR for damage sustained to NCORR by virtue of any breach of this Contract by Vendor. NCORR may withhold any payments to Vendor for the purpose of set off until such time as the exact amount of damages due NCORR from Vendor is determined.
7. **Funding Contingency.** The awarded Contract may be suspended and/or terminated without liability to the State if the CDBG-DR grant is suspended or terminated, and unless and until the State or NCORR receives Community Development funds in an amount that is deemed sufficient to enable it to fund the Contract awarded, the State or NCORR is under no obligation to make any payments to the Vendor.

8. **Civil Rights Requirements.** Vendor shall comply with all civil-rights related requirements, pursuant to 24 CFR § 570.503(b)(5).


10. **Anti-Discrimination.** Vendor will comply with the following clauses: Titles VI and VII of the Civil Rights Act of 1964 (PL 88-352), and the regulations issued pursuant thereto (prohibiting discrimination on the basis race, color, national origin and ensuring that individuals are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, or age); Title IX of the Education Amendments of 1972 (codified as amended at 20 U.S.C. § 1681 et seq.) (prohibiting discrimination on the basis of sex); Titles I, II, III, IV, and V of the Americans with Disability Act of 1990 (prohibiting discrimination on the basis of disability); Section 504 of the Rehabilitation Act of 1973 (codified as amended at 29 U.S.C. § 794) (prohibiting discrimination on the basis of handicap); the Age Discrimination Act of 1975 (codified as amended at 42 U.S.C. § 6101 et seq.) (prohibiting age discrimination); Executive Order 11063 as amended by Executive Order 2259; and Section 109 of the Housing and Community Development Act of 1974, as amended.

11. **Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708).** Compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5) is required. Under 40 U.S.C. 3702 of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

12. **Rights to Inventions Made Under a Contract or Agreement.** If the Federal award meets the definition of “funding agreement” under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.

13. **Environmental Compliance.** If the Contract awarded hereby amounts to more than $100,000.00, Vendor agrees to comply with all applicable standards, orders, or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 7401-7671q.), Section 508 of the Clean Water Act (33 U.S.C. 1368), Executive Order 11 738, Environmental Protection Agency (EPA) regulations (40 CFR, 15) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the EPA.
14. **Debarment and Suspension (Executive Orders 12549 and 12689).** Vendor is ineligible for an award under this RFP if they are listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.


16. **Procurement of Recovered Materials.** Vendor must comply with Section 6002 of the Solid Waste Disposal Act, P.L. 89-272 (1965) (codified as amended by the Resource Conservation and Recovery Act at 42 U.S.C. § 6962). See 2 C.F.R. Part 200, Appendix II, ¶ K; 2 C.F.R. § 200.322; Chapter V, ¶ 7. The requirements of Section 6002 include procuring only items designated in guidelines of the EPA at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds $10,000 or the value of the quantity acquired by the preceding fiscal year exceeded $10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

17. **Section 3 Clause.** Vendor will comply with the following clauses from 24 CFR 135.38:

   a. The work performed under this Contract is subject to the requirements of section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u (section 3).

   b. The Parties agree to comply with HUD’s regulations in 24 CFR part 135, which implement section 3. As evidenced by this Contract, the Parties certify they are under no contractual obligations or other impediment that would prevent them from complying with the part 135 regulations.

   c. Vendor agrees to send each labor organization or representative or workers with which Vendor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or worker’s representative of Vendor’s commitments under this section 3 clause, and will post copies of the notice in conspicuous places at the work site. The notice shall describe the section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training position, the qualifications for each, and the name and location of the person(s) taking applications for each of the positions, and the expected date the work shall begin.

   d. Vendor agrees to include this section 3 clause in every subcontract subject to compliance with regulations 24 CFR part 135, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this section 3 clause, upon finding that the subcontractor is in violation of the regulations in 24 CFR part 135. Vendor will not subcontract with any subcontractor where Vendor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR part 135.

   e. Vendor will certify that any vacant employment positions, including training positions, that are filled (1) after Vendor is selected but before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR part 135 require employment opportunities to be directed, were not filled to circumvent Vendor’s obligations under 24 CFR part 135.
f. Noncompliance with HUD’s regulations in 24 CFR part 135 may result in sanctions, termination of this contract for default, and debarment or suspension from future HUD assisted contracts.

g. With respect to work performed in connection with section 3 covered Indian housing assistance, section 7(b) of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450e) also applies to the work to be performed under this contract.

18. **Women and Minority Owned Businesses.** 2 C.F.R. § 200.321 requires that all necessary affirmative steps are taken by the State and Vendor to assure that minority and women’s businesses are used when possible, and N.C. Gen. Stat. 143-128.2 establish a ten percent (10%) goal for participation by minority and women owned businesses in total value of work performed for the State.

19. **Access of the State of North Carolina (i.e., its agencies), HUD and Others to CDBG-DR Documents, Papers, and Books.** Vendor agrees to allow the departments and agencies of the State of North Carolina, HUD, the Comptroller General of the United States, and any of their duly authorized representatives access to any books, documents, papers, and records of Vendor which are directly pertinent to the CDBG-DR Program for the purpose of making audits, examinations, excerpts, and transcriptions.

20. **Records.** All records required to be kept on the project shall be maintained for at least five (5) years after final payments and until all other pending matters under the grant for this project have been closed. However, if any audit, litigation or other action arising out of or related in any way to this project is commenced before the end of the five (5) year period, the records shall be retained for one (1) year after all issues arising out of the action are finally resolved or until the end of the five (5) year period, whichever is later.

21. **Changes.** NCORR may, from time to time, request changes in the scope of the work of Vendor to be performed hereunder. Such changes, including any increase or decrease in the amount of Vendor’s compensation which are mutually agreed upon by and between NCORR and Vendor, shall be incorporated in written and executed amendments to this Contract.

22. **Energy Efficiency.** All participants in the projects funded hereby shall recognize mandatory standards and policies relating to energy efficiency, which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (PL 94-163).

23. **Personnel.** Vendor represents that it has, or will secure at its own expense, all personnel required in performing the work under this Contract. Such personnel shall not be employees of or have any contractual relationship with NCORR. All of the work required hereunder will be performed by Vendor or under its supervision, and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under State and State law to perform such work. No person who is serving a sentence in penal or correctional institution shall be employed to work under this Contract.

24. **Compliance with Office of Management and Budget.** Vendor agrees to comply with the regulations, policies, guidelines, and requirements of the Office of Management and Budget Circulars A-95, A-102, A-133, and A-54, as they relate to the use of Federal funds under this contract.

25. **Program Fraud and False or Fraudulent Statements or Related Acts.** Vendor acknowledges that 31 U.S.C. Chapter 38 (Administrative Remedies for False Claims and Statements) applies to its actions pertaining to the Contract.
ATTACHMENT H: CDBG-DR RULES AND REGULATIONS

CDBG Compliance Provisions

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

A. Provisions Required by Law Deemed Inserted: Each and every provision of law and clause required by law to be inserted in this Contract shall be deemed to be inserted herein and the Contract shall be read and enforced as though it were included herein, and if through mistake or otherwise any such provision is not inserted, or is not correctly inserted, then upon the application of either party the Contract shall forthwith be physically amended to make such insertion or correction.

B. Flood Disaster Protection: This Contract is subject to the requirements of the Flood Disaster Protection Act of 1973 (P.L. 93-234). Nothing included as a part of this Contract is approved for acquisition or construction purposes as defined under Section 3(a) of said Act, for use in an area identified by the Secretary of HUD as having special flood hazards which is located in a community not then in compliance with the requirements for participation in the National Flood Insurance Program pursuant to Section 201 (d) of said Act; and the use of any assistance provided under this Contract for such acquisition for construction in such identified areas in communities then participating in the National Flood Insurance Program shall be subject to the mandatory purchase of flood insurance requirements or Section 102(a) of said Act.

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

C. Drug Free Workplace: Contractor hereby certifies that it shall provide a drug-free workplace in compliance with the Drug-Free Workplace Act of 1988, as amended, and with 24 CFR Part 21.

D. Protection of Lives and Health: Contractor shall exercise proper precaution at all times for the protection of persons and property and shall be responsible for all damages to persons or property, either on or off the worksite, which occur as a result of his prosecution of the work. The safety provisions of applicable laws and building and construction codes, in addition to specific safety and health regulations described by Chapter XIII, Bureau of Labor Standards, Department of Labor, Part 1518) Safety and Health Regulations for Construction, as outlined in the Federal Register, Volume 36, No. 75, Saturday, April 7, 1971, Title 29 – LABOR, shall be observed and Contractor shall take or cause to be taken, such additional safety and health measures as NCORR may determine to be reasonably necessary.

E. Danger Signals and Safety Devices: Contractor shall make all necessary precautions to guard against damages to property and injury to persons. He shall put up and maintain in good condition, sufficient red or warning lights at night, suitable barricades and other devices necessary to protect the public. In case Contractor fails or neglects to take such precautions, NCORRNCORR may have such lights and barricades installed and charge the cost of this work to the Contractor. Such action by NCORR does not relieve the Contractor of any liability incurred under these specifications or contract.

F. Lead Based Paint Hazards: The reconstruction and rehabilitation of residential structures is subject to the HUD Lead-Based Paint regulations, 24 CFR Part 35. The Contractor and its Subcontractors shall comply with the provisions for the elimination and reduction of lead-based paint hazards under Subpart B of said regulations.

G. Use of Explosives: When the use of explosives is necessary for the prosecution of the work, Contractor shall observe all local, state and federal laws in purchasing and handling explosives. Contractor shall take all necessary precaution to protect completed work, neighboring property, water lines, or other underground structures. Where there is danger to structures or property from blasting, the charges shall be reduced and the material shall be covered with suitable timber, steel or rope mats.
Contractor shall notify all owners of public utility property of intention to use explosives at least 8 hours before blasting is done close to such property. Any supervision or direction of use of explosives by the engineer does not in any way reduce the responsibility of Contractor or his Surety for damages that may be caused by such use.

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

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

I. Copyright: No materials, to include but not limited to reports, maps, State provided home plans and specifications, any public record, or documents resulting from this request for prequalification, HRP contractor-homeowner contracts, and related HRP and/or CDBG-DR documents pertaining to procurement, contract administration, contract monitoring, and/or contract auditing, in whole or in part, shall be available to the Contractor for copyright purposes. Any such materials produced as a result of this Contract that might be subject to copyright shall be the property of NCORR, other agencies of State of North Carolina, and/or agencies of the United States (e.g., HUD and FEMA) and all such rights shall belong to NCORR or such other governmental entities. A prequalified contractor and/or its designer that prepares home plans and specifications for any HRP project shall retain all rights of ownership in any proprietary and/or intellectual property but shall grant limited licenses to NCORR, HUD, FEMA, DOC and homeowners to use these plans and specifications limited to the construction of an HRP project and for any governmental administrative use and/or reporting requirements. The prequalified contractor and/or its design firm may enter into license agreements or otherwise sell their home plans and specifications to other prequalified contractors for use on other NCORR and/or county CDBG-DR HRP projects, HMGP project and/or State DRA projects subject to any State, federal and/or local laws, rules and/or ordinances.

J. Confidential Findings: Some of the reports, information, data, etc. (e.g., homeowner personally identifying information such as income, tax, social security numbers, birthdates, driver’s license numbers), prepared or assembled by NCORR, DOC, HUD, FEMA, counties, other governmental agency, and/or the Contractor under award HRP contracts may be confidential, and the Contractor agrees that they shall not be made available to any individual or organization without prior written approval of the appropriate governmental entity that authored the information, requested the information and/or responsible for the program that the contractor is performing the work that generated the confidential information. Contractor understands that most documents and billing will be public records and contractor will have to have to consult with the governmental entity to determine whether in proposed document may be submitted to the governmental entity with confidential and the method used to maintain confidential if the document contains confidential information.

K. Conflict of Interest: No member, officer, or employee of NCORR or the local jurisdictions served through this Contract, or agent, consultant, or member of the DPS, or other public official who exercises or has exercised any functions or responsibilities with respect to this Contract during his or her tenure, or for one year thereafter, shall have any interest, direct or indirect, in any contract or subcontract, or the proceeds thereof, for work to be performed in connection with the Contract or in any activity or benefit with regard to the Contract.

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

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

If a person receiving assistance under this Program does in fact have a conflict of interest as discussed herein, such conflict will be fully disclosed in writing to NCORR and addressed under applicable law.
L. **Interest of Contractor:** Contractor covenants that he presently has no interest and shall not acquire any interest direct or indirect in the above described project or any parcels therein or any other interest which would conflict in any manner or degree with the performance or services hereunder. Contractor further covenants that in the performance of this Contract no person having any such interest shall be employed.

M. **Political Activity:** Contractor will comply with the provisions of the Hatch Act (5 U.S.C. 1501 et seq.), which limits the political activity of employees.

N. **Personnel:** Contractor represents that it has, or will secure at its own expense, all personnel required in performing the services under this Contract. Such personnel shall not be employees of or have any contractual relationship with NCORR or other governmental entity involved in other State or federal disaster recovery programs.

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

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

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

IMPORTANT PROPOSAL ADDENDUM
MANDATORY RETURN REQUIRED

July 16, 2019

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

PROPOSAL Number: 19-RFP-014752-GSX  COMMODITY/SERVICE: Disaster Recovery Program Management

ADDENDUM Number: 01  USING AGENCY: NCORR
PURCHASER: Sherri Garte  OPENING DATE/TIME: August 12, 2019, 2:00 pm

CHANGES TO RFP:

1. Replace Section 5.2 above A. APPLICANT COMMUNICATIONS SERVICES with the following language:

   Vendor shall provide, at a minimum, the following services to NCORR for projects funded through CDBG-DR grants: Vendor shall provide federally compliant environmental reviews subject to 24 CFR Part 58; and move eligible projects efficiently to an award and individual project close out for at least the single family housing program, buyout and acquisition program, and small rental repairs program.

   Vendor should anticipate that personnel will work a maximum of 40 hours per week, possibly on staggered schedules, which will include weekends, to complete assigned tasks. Any hours in excess of 40 hours per week per individual personnel shall require pre-approval by NCORR.

   For each item in the Scope of Work, Vendor shall be responsible for ensuring all of its staff are trained in using the State’s System of Record, Salesforce. Vendor will not be tasked with the build-out of the System of Record as NCORR has separately procured these services, however, Vendor shall be responsible for coordinating closely with NCORR’s System of Record managers and consultants to ensure that all business needs, process maps, and general specifications required to run each program in the Vendor’s Scope of Work are developed and delivered in full detail so that NCORR’s System of Record managers and consultants are fully knowledgeable of the build-out needs and have sufficient time to complete the build-outs so that no programmatic delays ensue.
Vendor shall be responsible for ensuring that each program in the Vendor’s Scope of Work has guiding policies in place with Standard Operating Procedures (SOPs) to enact the policies; Vendor shall be responsible for providing policy recommendations, process improvement solutions, or policy incorporation into SOP for all items in the Scope of Work but shall follow guidance and policy given by NCORR. Vendor shall ensure that its Key Personnel are experts in Federal Registers guiding NCORR’s CDBG-DR awards, NCORR policies, all of the North Carolina CDBG-DR Action Plans, and HUD regulations. Vendor shall ensure that Key Personnel provide guidance and training to all its staff.

Vendor shall be responsible for standing up intake centers that will serve all programs in the Scope of Work. Intake includes the staffing and setup of physical application intake centers. Application intake center staff are separate from Case Managers requested under 5.2 (A). Vendor will describe how it shall accomplish applicant intake including: securing and staffing application intake centers, hiring and training personnel, maintaining continuous intake personnel training, and performing intake process review and improvements. Vendor shall prepare and provide intake process for applications for NCORR consideration and approval. Vendor shall secure the needed personnel and equipment, and in its response, Vendor must describe its timeline to standing up a fully functional intake system. NCORR may provide public space for Intake Centers, however, if public space is not available Vendor shall be responsible for identifying and leasing intake centers. The direct cost of intake center operations (building leases and public utilities) will not be evaluated. Vendor will, during the course of the contract, submit invoices to NCORR for review and approval for the direct costs of intake centers. The NCORR-approved direct cost of intake centers shall be included in a contract modification that will amend the total Not-to-Exceed amount of the contract. Procurement of intake center buildings may be required to follow state and federal procurement regulations.

Vendor is encouraged to review the contracts NCORR has entered into at rebuild.nc.gov to educate itself regarding the Scopes of Works NCORR has already procured. Vendor shall not manage any of NCORR’s separately procured firms, but will work closely with each. Vendor shall not be responsible for Construction Management services nor System of Record development services.

NCORR’s current policies and Action Plans can be found at rebuild.nc.gov.

Services under this contract shall include at a minimum, but are not limited to, the following:

2. **Add the following:**

   **Section 5.2 I. All Other Environmental Reviews**

   Vendor shall perform all services necessary to complete federally required environmental reviews subject to 24 CFR Part 58. These environmental reviews may include but are not limited to: exemptions, categorical exclusions (both subject to and not subject to 24 CFR Part 58.5), and environmental assessments.

   Vendor may be required to provide environmental impact statements, if necessary, and NCORR will negotiate any additional cost with the awarded Vendor at that time.

3. **Replace Attachment A with the following:**
ATTACHMENT A: PRICING

The Price Proposal shall consist of both hourly rates and unit prices fully inclusive of salary, overhead, travel outside of home office, and expenses. No additional costs shall be paid.

The Price Proposal must be submitted in the following form. The estimated maximum hours below are to be used only for the purposes of evaluation. The State does not guarantee minimum or maximum number of hours. Please note: no billing rate ranges will be accepted.

Vendor shall propose hourly rates and each Position Title’s rate for 5.2.A: Applicant Communications Services, 5.2.E: Relocation and URA Services, and 5.2.G: Fiduciary Services. Vendor must ensure that proposed Key Personnel, titles given on organizational charts and resumes, and all references to staff assigned to the Contract are internally consistent throughout. Vendor shall propose Unit pricing for all other Services requested in this Contract.

Unit Re-completion costs will not be used in the evaluation of this Proposal. NCORR expects Vendor will propose reduced pricing for re-completion units due to the fact that not all aspects of the unit will need to be re-completed.

NCORR anticipates serving up to an estimated 7,000 clients. Based on projections, NCORR estimates that 4,900 individuals may apply for the Single-family program, 1,400 individuals may apply for the Buyouts and Acquisitions program, and 700 individuals may apply for the Small Rental Repair program. NCORR anticipates Vendor may be tasked with completing up to 10 Tier I (area-wide) Environmental Reviews. NCORR anticipates Vendor shall only invoice the State for one (1) unit each for DERRA mapping/incorporation and Buyout and Acquisition process mapping at the completion of the unit, respectively. Vendor will use these estimates to develop its cost basis. Number of units are for evaluation purposes only and may be adjusted up or down during the course of the Contract due to actual need. Optional extension terms to the Contract will not be evaluated. NCORR does not guarantee minimum or maximum number of units.

1. COST COMPONENTS OF INITIAL TERM- THREE (3) YEARS

Section 1: Hourly Rates

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<td><strong>Scope of Work Task Subtotal</strong></td>
<td>n/a</td>
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<tr>
<td><strong>CLOSEOUT</strong></td>
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<td>Closeout</td>
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<td>7,000</td>
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<tr>
<td><strong>Unit Cost Total</strong></td>
<td>n/a</td>
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<td>n/a</td>
<td>n/a</td>
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</tbody>
</table>
4. Replace Attachment B with the following:

**ATTACHMENT B: PERFORMANCE**

Vendor shall fill out Attachment B: Performance, Column C, which shall define the timelines for tasks that the Vendor shall not exceed for each item during the course of the contract. Vendor will provide timelines per individual unit (e.g. a single award letter generated, a single Tier II Environmental Review complete, a single inspection unit completed).

<table>
<thead>
<tr>
<th>A</th>
<th>TASK</th>
<th>B</th>
<th>VENDOR’S TIMEFRAME</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>(5.2.A.1.a): Vendor shall develop training courses and materials and make trainings and materials available to NCORR. Vendor shall complete training of Case Managers in a timely manner…</td>
<td>Difference between the Effective Date of the Contract and the date that the first weekly Case Management training is completed.</td>
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<tr>
<td>2</td>
<td>(5.2.A.2.a.iii): Vendor shall…assist in coordinating outreach efforts…in accordance with an outreach plan to be developed and approved by NCORR.</td>
<td>Difference between the Effective Date of the Contract and the date that an Outreach Plan addressing scope of work items in (5.2.A.2) is presented to NCORR for review and approval.</td>
<td></td>
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<tr>
<td>3</td>
<td>5.2.B.1.a</td>
<td>Difference between when NCORR approves intake center locations and when Vendor has established physical centers, hired and trained Intake Specialists, and established all systems to be able to perform all scope of work items in (5.2.B.1).</td>
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<tr>
<td>4</td>
<td>5.2.B.1.a</td>
<td>Difference between when an applicant’s initial application is submitted and when it is complete and verifiable in the System of Record.</td>
<td></td>
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<tr>
<td>5</td>
<td>(5.2.B.1.a.i) Vendor shall be responsible for efficiently moving applicants from initial application intake through a full file QA/QC and into Step 2 while establishing procedures for lessening the intake of applicant files that result in subsequent denial due to ineligibility.</td>
<td>Difference between when the Applicant’s file is complete, a full file QA/QC is complete, when the file is moved into Step 2, and when all of the above is verifiable in the System of Record.</td>
<td></td>
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<tr>
<td>6</td>
<td>(5.2.B.2.a.i) Perform all services necessary to determine program eligibility for all applications that are received and completed by homeowners.</td>
<td>Difference between when the QC’d file is uploaded into the System of Record, pushed into Step 2 for Eligibility Review, and when the Eligibility Review</td>
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<td></td>
<td>(5.2.B.3.a.i) Perform all services necessary to verify DOB and VOB for applications that are determined to be eligible for CDBG-DR funding.</td>
<td>Difference between when the file is moved into Step 3 and when the DOB/VOB review and determination is complete and verifiable in the System of Record.</td>
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<td>(5.2.B.4.a.i) Complete Tier I Environmental Reviews. The Tier I Environmental Review shall provide sufficient level of detail to meet HUD expectations and shall meet all HUD, Federal, NCORR, and State regulations.</td>
<td>Difference between when NCORR approves work to begin or complete a Tier I Environmental Review and when the Tier I Environmental Review is verifiably complete.</td>
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<td>(5.2.B.5.a.i) Complete Tier II Environmental Reviews for each eligible property. The Tier II Environmental Review shall provide sufficient level of detail to meet HUD expectations and shall satisfy all HUD, Federal, and State regulations.</td>
<td>Difference between final scope of work determination/construction intent and when the Tier II Environmental Review is completed and submitted to NCORR for approval.</td>
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<td>(5.2.B.6.a) It is the responsibility of the Vendor to ensure Site Inspection of eligible properties are done... to meet all Federal, State, HUD and NCORR regulations</td>
<td>Difference between when the file has been determined Eligible and when Vendor has satisfactorily completed all steps in (5.2.B.6).</td>
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<td>(5.2.B.7.a) Vendor shall perform all services necessary to generate awards following Intake, Eligibility, DOB/VOB, Inspections, and Environmental Reviews.</td>
<td>Difference between when the Vendor has completed all required steps to be moved into the Award determination step and when the award letter, following a full QC and at least all items detailed in (5.2.B.7) have been performed, and delivery of award letter is verifiable in the System of Record.</td>
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<td>(5.2.B.8.a) Vendor shall perform all services necessary to complete appeals determinations and deliver Appeals results to applicant.</td>
<td>Difference between when the Appeals process is initiated by the applicant and when Vendor has completed the Appeals review and determination and the Appeals result letter is mailed to the applicant and delivery is verifiable in the System of Record.</td>
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<td>12</td>
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<td></td>
<td>(5.2.B.9.a) Vendor shall perform all services necessary to facilitate execution of award offers with applicants.</td>
<td>“Difference between when the program participant has accepted the award and when the HOFA is executed and uploaded into the System of Record. NCORR will monitor performance according to “Vendor’s Timeframe,” Column</td>
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<td>(5.2.D.1.a) Coordinate with NCORR teams and State and local officials as directed to establish DRRAs within local communities which will include data analysis, mapping, and cost estimates.</td>
<td>Difference between the Effective Date of the contract and when Vendor has completed the development (analysis and mapping) or incorporation of DRRAs into Vendor’s system to allow Vendor to complete scope of work items in (5.2.D.)</td>
<td></td>
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<tr>
<td></td>
<td>(5.2.D.2.a/b) a. Vendor shall develop process maps for the Buyout and Acquisition program for review and approval. b. Vendor shall coordinate with NCORR and its System of Record developers to ensure that business needs for the System of Record are developed to manage the Buyout and Acquisition program.</td>
<td>Difference between the Effective Date of the Contract and when Vendor has completed all items, unless otherwise directed, in (5.2.D.2).</td>
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<td></td>
<td>(5.2.D.3.a) Vendor shall… stand up a fully functional Buyout and Acquisition intake system to include at least the staffing and training of skilled intake specialists, application intake scheduling, and the completion of application intake for all eligible property owners within DRRA’s.</td>
<td>Difference between when NCORR approves intake center locations and when Vendor has established physical centers, hired and trained Intake Specialists, and established all systems to be able to perform all scope of work items in (5.2.D.3.a).</td>
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<td></td>
<td>(5.2.D.3.b) Vendor shall… stand up a fully functional Buyout and Acquisition intake system to include at least the staffing and training of skilled intake specialists, application intake scheduling, and the completion of application intake for all eligible property owners within DRRA’s.</td>
<td>Difference between when an applicant’s initial application is submitted and when it is complete and verifiable in the System of Record.</td>
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<td></td>
<td>(5.2.D.4.a) Vendor shall describe how it shall accomplish an Eligibility Review and</td>
<td>Difference between when the Applicant’s file is complete, a full file QA/QC is complete, when the file is moved into Step 2, and when all of the above is verifiable in the System of Record.</td>
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<td><strong>20</strong></td>
<td><em>(5.2.D.5.a)</em> Vendor shall describe how it shall perform DOB and VOB services for Applicants that are determined to be eligible for CDBG-DR funding.</td>
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<td>Difference between when the file is moved into Step 3 and when the DOB/VOB review and determination is complete and verifiable in the System of Record.</td>
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<td><strong>21</strong></td>
<td><em>(5.2.D.6.a)</em> Vendor shall be responsible for conducting inspections that meet all federal, State, HUD, and NCORR regulations...</td>
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<td></td>
<td>Difference between when the file has been determined Eligible and when Vendor has satisfactorily completed all steps in <em>(5.2.D.6).</em></td>
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<tr>
<td><strong>22</strong></td>
<td><em>(5.2.D.7.a)</em> Vendor shall describe how it shall perform Appraisal services for Applicants that are determined to be eligible for CDBG-DR funding.</td>
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<tr>
<td></td>
<td>Difference between when the file has been determined Eligible and when Vendor has satisfactorily completed all steps in <em>(5.2.D.7).</em></td>
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<tr>
<td><strong>23</strong></td>
<td><em>(5.2.D.8.a.i.)</em> Complete Tier II Environmental Reviews for each eligible property. The Tier II Environmental Review shall provide sufficient level of detail to meet HUD expectations and shall satisfy all HUD, Federal, and State regulations.</td>
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<td></td>
<td>Difference between final scope of work determination/construction intent and when the Tier II Environmental Review is completed and submitted to NCORR for approval.</td>
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<td><strong>24</strong></td>
<td><em>(5.2.D.9.a.)</em> Vendor shall provide all legal work to be performed by North Carolina barred Attorneys required of HUD, State, or local regulations...</td>
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<td></td>
<td>Difference between when the file has been determined Eligible and when Vendor has satisfactorily completed all steps in <em>(5.2.D.9).</em></td>
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<td><strong>25</strong></td>
<td><em>(5.2.D.10.a)</em> Vendor shall perform all services necessary to generate offers following at least Intake, Eligibility, DOB/VOB, Inspections, Environmental Reviews, Appraisals, and Title Reviews.</td>
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<td></td>
<td>Difference between when the file has completed all required steps to be moved into the Offer determination step and when the Offer, following a full QC and at least all items detailed in <em>(5.2.D.10)</em>, has been presented to the applicant and presentation is verifiable in the System of Record.</td>
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<tr>
<td><strong>26</strong></td>
<td><em>(5.2.D.11.a)</em> Vendor shall perform all services necessary to complete appeals determinations and deliver Appeals results to applicant.</td>
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<td></td>
<td>Difference between when the Appeal is received by the Vendor and when the Vendor has completed the Appeals review and determination and the Appeals result letter is mailed to the applicant and delivery is verifiable in the System of Record.</td>
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<tr>
<td><strong>27</strong></td>
<td><em>(5.2.D.13.a)</em> Vendor shall perform all services necessary to close and execute Offers with applicants.</td>
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</tbody>
</table>
|   | Difference between when the program participant has accepted the award and when the Purchase Agreement is
<table>
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<tr>
<th></th>
<th><strong>(5.2.E.1)</strong> Vendor shall be responsible for relocation and URA services as directed by NCORR…</th>
<th>Difference between when either the HOGA or Grant Agreement is executed and when the applicant has been relocated per NCORR policy and it is verifiable in the System of Record. NCORR shall hold Vendor accountable for 80% of the cumulative total.</th>
</tr>
</thead>
<tbody>
<tr>
<td>28</td>
<td><strong>(5.2.F.1.a)</strong> Vendor shall respond with its proposal to stand up a fully functional Small Rental intake system to include at least the staffing and training of skilled intake specialists.</td>
<td>Difference between when NCORR approves the start of Small Rental intake and when Vendor shall complete intake System setup to complete all scope of work items in (5.2.F.1)</td>
</tr>
<tr>
<td>29</td>
<td><strong>(5.2.F.1.a)</strong> Vendor shall… [be responsible for] application intake scheduling, and the completion of application intake.</td>
<td>Difference between when a Small Rental Repair application is received, the application is completed, a full file QA/QC is complete, and all of the above is verifiable in the System of Record.</td>
</tr>
<tr>
<td>30</td>
<td><strong>(5.2.F.2.a)</strong> Vendor shall describe how it shall accomplish an Eligibility Review and determination for received and completed applications</td>
<td>Difference between when the QC’d file is uploaded into the System of Record, pushed into Step 2 for Eligibility Review, and when the Eligibility review is complete and verifiable in the System of Record.</td>
</tr>
<tr>
<td>31</td>
<td><strong>(5.2.F.3.a)</strong> Vendor shall describe how it shall perform DOB and VOB services for Applicants that are determined to be eligible for CDBG-DR funding.</td>
<td>Difference between when the file is determined Eligible, and when the DOB/VOB review and determination is complete and verifiable in the System of Record.</td>
</tr>
<tr>
<td>32</td>
<td><strong>(5.2.F.4.a)</strong> Vendor shall perform all services necessary for eligible projects to validate and document reported storm damages. All inspection data and evidence shall be uploaded per file report into the System of Record.</td>
<td>Difference between when the file has been determined to be Eligible and when Vendor has completed all steps in (5.2.F.4).</td>
</tr>
<tr>
<td>33</td>
<td><strong>(5.2.F.5.a)</strong> Complete Tier II Environmental Reviews for each eligible property.</td>
<td>Difference between final scope of work determination/construction intent and when the Tier II Environmental Review is</td>
</tr>
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</table>

- Executed and uploaded into the System of Record. NCORR will monitor performance according to “Vendor’s Timeframe,” Column C, once per month. NCORR shall hold Vendor accountable to its proposed timeframe for 80% of the cumulative file total.
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<tbody>
<tr>
<td>35</td>
<td>(5.2.F.6.a) Vendor shall perform all services necessary to complete appeals determinations and deliver Appeals results to applicant.</td>
<td>Difference between when the Appeals process is initiated by the applicant and when Vendor has completed the Appeals review and determination and the Appeals result letter is mailed to the applicant and delivery is verifiable in the System of Record.</td>
</tr>
<tr>
<td>36</td>
<td>(5.2.F.7.a) Vendor shall perform all services necessary to execute awards with applicants.</td>
<td>&quot;Difference between when the program participant has accepted the award and when the HOGA is executed and uploaded into the System of Record. NCORR will monitor performance according to &quot;Vendor’s Timeframe,&quot; Column C, once per month. NCORR shall hold Vendor accountable to its proposed timeframe for 80% of the cumulative file total.</td>
</tr>
<tr>
<td>37</td>
<td>(5.2.I) Vendor shall perform all services necessary to complete federally required environmental reviews subject to 24 CFR Part 58. These environmental reviews may include but are not limited to: exemptions. . . .</td>
<td>Difference between when the Vendor has been issued a Notice to Proceed and when an exemption is complete and verifiable in the System of Record.</td>
</tr>
<tr>
<td>38</td>
<td>Vendor shall perform all services necessary to complete federally required environmental reviews subject to 24 CFR Part 58. These environmental reviews may include but are not limited to: . . . categorical exclusions . . . subject to 24 CFR Part 58.5</td>
<td>Difference between when the Vendor has been issued a Notice to Proceed and when a CEST form is complete and verifiable in the System of Record.</td>
</tr>
<tr>
<td>39</td>
<td>Vendor shall perform all services necessary to complete federally required environmental reviews subject to 24 CFR Part 58. These environmental reviews may include but are not limited to: . . . categorical exclusions . . . not subject to 24 CFR Part 58.5.</td>
<td>Difference between when the Vendor has been issued a Notice to Proceed and when a CENST form is complete and verifiable in the System of Record.</td>
</tr>
<tr>
<td>40</td>
<td>Vendor shall perform all services necessary to complete federally required environmental reviews subject to 24 CFR Part 58. These environmental reviews may include but are not limited to: . . . environmental assessments.</td>
<td>Difference between when the Vendor has been issued a Notice to Proceed and when a Finding of No Significant Impact is complete and verifiable in the System of Record.</td>
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</table>
# QUESTIONS AND ANSWERS:

<table>
<thead>
<tr>
<th>Reference</th>
<th>Vendor Question</th>
<th>Answer</th>
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<tbody>
<tr>
<td>Section 1.0, Table A, Page 7</td>
<td>For the current NCORR program applicants, what has been the historical fallout rate from those applicants that completed an application to those that were eligible for benefits?</td>
<td>For current program historical fallout rate is estimated between 35% and 45% per section 5.0 of the RFP, NCORR expects the Vendor to Propose its process to improve current production.</td>
</tr>
<tr>
<td>Section 1.0, Table A, Page 7</td>
<td>What is &quot;Under Further Review&quot; and what activities and level of effort is expected to resolve these applications?</td>
<td>Under further review consists of applications with unresolved eligibility issues currently under review. NCORR expect Vendors to close out all files per NCORR direction.</td>
</tr>
<tr>
<td>Section 1.0, Table A, Page 7</td>
<td>What activities and level of effort remains to close the &quot;Ineligible&quot;, &quot;Withdrawn&quot;, and &quot;Inactive&quot; applications?</td>
<td>See answer to Question #2.</td>
</tr>
<tr>
<td>Section 5.2, Page 19</td>
<td>“…Vendor must describe its timeline to standing up a fully functional intake system.”</td>
<td>A respondent may reasonably assume the program will require 10 intake centers to form a cost basis, however, NCORR does not guarantee the intake center total need at this time.</td>
</tr>
<tr>
<td>Section 5.2.A.2, Page 21</td>
<td>The possible development of an “online application” is included. Does “online application” mean an application capable of being completed through a web-accessed portal connected to the system of record or does it mean a separate “online application” which is available on the program website?</td>
<td>NCORR may require the awarded vendor to assist in the development and implementation of an online application that will feed directly or indirectly to the System of Record. This online application will need to be accessible via rebuild.nc.gov.</td>
</tr>
<tr>
<td>Section 5.2.B.1.ii, Page 21</td>
<td>The RFP refers to an application period. What is the expected application period for each program? If the period is yet to be finalized, what length of time does NCORR currently contemplate for the application period for each program?</td>
<td>NCORR does not have a defined period of time developed for application periods for programs listed in the RFP.</td>
</tr>
<tr>
<td>Section 5.2.B.5.a.ii.1, Page 23</td>
<td>“Vendor shall use only fully qualified inspectors (HQ5-certified damage assessors, State-certified lead and asbestos inspectors, State-certified NC Building Code inspectors) to conduct inspections.” Given the limited number of inspectors in the field who have all of the required certifications (17 currently certified in North Carolina – per <a href="http://www.nahro.org/nahro-certified-listing">http://www.nahro.org/nahro-certified-listing</a>), may a vendor utilize a team of inspectors who have all identified certifications to manage and QA/QC the inspections performed in the program?</td>
<td>NCORR will require that all damage assessments are completed in compliance with the specifications of the RFP. Inspectors must be certified under applicable local, state and/or federal certifications for the type of inspections being performed.</td>
</tr>
<tr>
<td>Section 5.2.B.5.a.ii.1, Page 23</td>
<td>In the RFP, Tier II (Site Specific) Environmental Review is addressed in three places: 5.2 Scope of Work, B. Single-Family Homeowner Programs, Section 5 again in D. Buyout and Acquisition, Section 8 and lastly in F. Small Rental Repair,</td>
<td>See Below.</td>
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<td>Section 5.2.D.8.a.ii.1, Page 27</td>
<td>Section 5.2.F.5.b.i, Page 30</td>
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<td><strong>Section 5.</strong> In all instances, the RFP indicates that &quot;Vendor shall describe how it will perform Tier II Environmental Review services which shall include, at a minimum:&quot;</td>
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<td>i. Soil investigation, testing and scoping activities, for properties that sustained flood damage, and for properties at which there is an underground storage tank or above-ground fuel storage tank</td>
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<td>ii. SHPO coordination</td>
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<td>iii. 8-Step wetland mitigation</td>
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<td>iv. Recognized Environmental Condition</td>
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The items for SHPO coordination and Recognized Environmental Condition are typically included in all Tier II reviews; however, soil investigation activities (as opposed to a records review which is typical in a Tier II review) and 8-Step wetland mitigation process are not typically included as part of the Tier II investigation requirements.

During the Tier II Site-specific environmental review, we would check for potential action in a wetland and determine if an 8-Step for Wetlands is needed. However, this check rarely results in the preparation of an 8-Step Decision Making Process for Wetlands. If NCORR anticipates that there will be substantial numbers of 8-Steps for Wetlands, a request could be made to HUD to allow the preparation of a Programmatic 8-Step Decision Making Process for Wetlands to be included in the Tier I Environmental Review Record. In our experience, the vast majority of Wetlands issues in North Carolina can be settled with discussions with the Wilmington District Corps of Engineers.

The other topic, Soil Investigation, etc., in the way presented could be extremely cost prohibitive if intended for a substantial number of properties. Many of the properties damaged in North Carolina will have sustained flood damage from Hurricane Florence. The Hurricane Florence Recovery Recommendations, prepared on October 10, 2018, indicated that up to 74,000 residential structures were damaged by water, including 56,000 that were single-family homes, manufactured homes or duplexes. The cost sheets indicate approximately 4,900 individual applicants (and structures) are anticipated for this program. Many of those are likely to have sustained damage from flooding. To provide the sample collection and analytical testing, the costs for just the soil investigation could be millions of dollars. Additionally, many of the rural structures
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<thead>
<tr>
<th>Section</th>
<th>Description</th>
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<tbody>
<tr>
<td>9</td>
<td>Section 6.3, Page 34</td>
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<tr>
<td>10</td>
<td>Attachment A, Page 36</td>
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<tr>
<td>11</td>
<td>Just wanted to see if you are planning to send out the sign-in sheet from the pre-proposal conference from earlier today? A copy of the pre-proposal sign-in sheet is attached to this addendum.</td>
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<tr>
<td>12</td>
<td>If a contractor or subcontractor is currently working on a project with NCORR, would they be excluded from submitting a proposal response for this specific RFP (i.e. conflict of interest)? Monitoring and compliance duties may present a conflict of interest and will be assessed on a case-by-case basis.</td>
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<tr>
<td>13</td>
<td>What phone system will be utilized in the intake centers? Vendor provided system in compliance with the RFP.</td>
</tr>
<tr>
<td>14</td>
<td>If we were to build a website which allows you to submit the intake application online and functions similar to the FEMA site, would we have access to use the Salesforce API so that the application can link directly to the Salesforce system of record? API access is possible but would be dependent upon a thorough review of the platform base for the online intake application.</td>
</tr>
<tr>
<td>15</td>
<td>Given you currently use 2-1-1 to manage your calls, what factors would warrant a serious look at an alternative remote option? Respondents may propose solutions that they believe to be in the best interest of NCORR to consider.</td>
</tr>
<tr>
<td>16</td>
<td>Pg. 32, 5.2.1 System of Record In addition to Salesforce, what platforms, systems, standard tools are utilized by the State? Currently, additional systems include but are not limited to ArcGIS, AppointmentsPlus, DocuSign.</td>
</tr>
</tbody>
</table>
### 17  Pg. 32, 5.2.1  System of Record:

In reference to the statement: “The Vendor shall be responsible for gathering data feeds from all sources to perform DOB and VOB as directed by NCORR”

1. Are there currently existing interfaces between Salesforce and other systems and data sources that will be provided to the awarded vendor?
2. Please clarify if the expectation is that DOB and VOB will be performed outside of Salesforce?

1. Data feeds include FEMA IA, NFIP, SBA for both Hurricanes Matthew and Florence and are uploaded into Salesforce.
2. DOB will be performed by vendor in Salesforce. VOB will be both performed in Salesforce and documented through vendor contact with 3rd party.

### 18  Pg. 32, 5.2.1  System of Record:

In reference to the statement: “The awarded Vendor will not be expected to bring these systems with them, but will be expected to become proficient in using them and may be asked to help in setting up new systems, separate from the System of Record, for financial management and reporting.”

*Please clarify what type of assistance will be requested in helping to set up new systems. Will it include development of software or simply creating technical requirements, testing, and implementation?*

Information is not available at this time.

### 19  Pg. 21, B. SINGLE-FAMILY HOMEOWNER PROGRAMS

Will applications currently in process be transitioned to the awarded vendor?

Yes

### 20  Pg. 36  Attachment A: Pricing

Regarding the key personnel and related position titles, the rate sheet identifies 12 position slots at 6,000 hours per slot. For evaluation purposes are we required to include a position for each slot, or are we allowed to create our own key personnel rate sheet based upon our organizational chart? Also, each set of three (3) slots have an identified position (i.e. A.1 Case Managers). Do we have the opportunity to amend those titles to reflect our organizational chart?

Review Attachment A: Pricing, specifically paragraph three, page 36 which details how Vendors will provide pricing. Vendors are also reminded to review 5.3: Project Organization and 4.7: Personnel. Vendors will not amend titles of items specifically reflecting the Scope of Work (i.e. A.1 Case Managers) but shall include all proposed position titles when required by the Scope of Work item in accordance with the proposed organizational chart which may be greater or fewer than twelve total positions.

### 21  Pg. 36  Attachment A: Pricing

Is the State able to provide more definition on the volume and time distribution of the inspections, environmental reviews, and other items over the 3 year term, such that proposers can develop unit pricing based on similar assumptions?

Vendors can expect an increase in volume of inspections, environmental reviews, and other items as new application periods are opened for Buyouts, Florence Single Family intake, etc.

### 22  1.0 Purpose & Background, pg6.

Is the State open to changing Steps 1 – 5 of the Program’s 8-Step process to integrate lessons learned from Hurricane Matthew program

Yes. Vendors are reminded to review the Scope of Work in detail. See 5.0 Scope of Work: “NCORR will give preference to
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<th>Question/Comment</th>
<th>Response</th>
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<tr>
<td>23</td>
<td>RFP states: “The tables are inclusive of all applicants across all types of programs (single-family, small rental, buyout, etc.).” Would NCORR consider providing tables by types of programs (single-family, small rental, buyout, etc.)? That way vendors can develop more competitive rates which account for the specific percentages of each program, rather than having to make varying assumptions of which programs constitute a majority of the effort.</td>
<td>Vendors will use estimates provided in Attachment A: Pricing, Item 1: Cost Components to develop responses to pricing.</td>
</tr>
<tr>
<td>24</td>
<td>There are sub-recipient agreements currently in place in Robeson County and the City of Fayetteville for the Hurricane Matthew program. Will these be dissolved to accurately provide the awarded contractor the complete 3,516 Applicant pool?</td>
<td>NCORR does not have this information at this time.</td>
</tr>
<tr>
<td>25</td>
<td>RFP lists seven (7) criteria in the order of importance but does not assign a weight to any of the criteria. Can the state please update its criteria to include a weight for each of the seven (7) criteria?</td>
<td>No, Per Section 3.4 evaluation will be done by ranking vendors using the listed criteria which is listed in order of importance. There will be no scoring attached to the evaluation.</td>
</tr>
<tr>
<td>26</td>
<td>RFP states: “Any hours in excess of 40 hours per week per individual personnel shall require pre-approval by NCORR.” Will pre-approved hours in excess of 40 hours per week per individual be in addition to, and not taking the place of, the 6000 hours shown in Attachment A?</td>
<td>In the case of excess hours being approved, the excess hours shall not be in addition to the Estimated Initial Term Total.</td>
</tr>
<tr>
<td>27</td>
<td>Since the State has procured a Construction Management vendor, will the Case Managers assigned only assist the Applicant through Steps 1 - 5 of the Program? The lifecycle of an application ends at Step 8, closeout, and not Step 5 after grant closing. Will there be a hand-off between our Case Manager and the Construction Management Case Manager? Please clarify.</td>
<td>Case Managers sought through this RFP shall be responsible for case management services outside of the scope of case management services already provided NCORR Construction Management vendor. Respondents are reminded of Section 1.0, Background, “The awarded Vendor for Disaster Recovery Program Management services will not be responsible for Construction Management services… The awarded Vendor will… be responsible for program coordination and process improvement for interfaces between program steps and contractors.”</td>
</tr>
<tr>
<td>28</td>
<td>Will the State be utilizing the 2-1-1 call center and scheduling software Appointment Plus for the</td>
<td>NCORR anticipates but does not guarantee utilizing the 2-1-1 call center and existing operations as a master</td>
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<td>29</td>
<td>5.2 Scope of Work, pg20.</td>
<td>Hurricane Florence Program? This answer will assist in the Case Management plan requested.</td>
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<td>“Vendor shall describe how its proposed Case Management solution will support timely applicant file completions and how it will lessen the denial of Applicants after intake.” Please define ‘denial.’ Does ‘denial’ mean the Applicant is not eligible under federal and/or program guidelines? If the latter, and if an Applicant is not eligible due to federal requirements, e.g. second home, no primary residency, there is no means in which to lessen the denial of Applicants after intake.</td>
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<td></td>
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<td>“Denial” in this context is equivalent to involuntary removal from the programs due to ineligibility with federal and/or program guidelines. NCORR encourages respondents to review existing policies and procedures found on rebuild.nc.gov to provide NCORR with solutions to increase total applicant participation by both lessening the intake of ineligible applicants and improving case management and policies.</td>
</tr>
<tr>
<td>30</td>
<td>5.2 Scope of Work, pg22.</td>
<td>“Vendor shall provide its timeline from when an applicant schedules an application appointment to when the applicant’s file shall be complete with a QA/QC check complete, and the file is moved to Step 2.” Will the State allow for flexibility in this timeline due to the varying complexity of the application and the Applicant’s ability to return necessary documentation in a timely manner?</td>
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<td>Vendors shall be held accountable to all timelines provided in Attachment B: Performance.</td>
</tr>
<tr>
<td>31</td>
<td>5.2 Scope of Work, pg22.</td>
<td>Will the vendor not be paid when an intake appointment takes place and the Applicant chooses to voluntarily withdraw from the Program? This will hinder the movement of the file from Step 1 into Step 2, however, there was work being done on the application during intake.</td>
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<td>Respondents are reminded of 5.0.H: Closeout.</td>
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<tr>
<td>32</td>
<td>5.2 Scope of Work, pg22.</td>
<td>“Vendor shall provide its timeline for completing the DOB and VOB review for each applicant file.” Will the State provide assistance in retrieving data feeds from the HMGP and DRA programs, or is this the responsibility of the awarded vendor? This timeline is dependent on agency response to data requests.</td>
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<td></td>
<td>See Section 5.2.1: System of Record: “The Vendor shall be responsible for gathering data feeds from all sources to perform DOB and VOB as directed by NCORR.”</td>
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<td>33</td>
<td>5.2 Scope of Work, pg23.</td>
<td>Are all damage inspectors required to also be NC Building Code inspectors?</td>
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<td>No, however all damage assessments must be completed pursuant to specifications of the RFP.</td>
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<tr>
<td>34</td>
<td>5.2 Scope of Work, pg25.</td>
<td>Is the system of record currently built to support a Buyout and Acquisition Program? Or will this need to be developed in coordination with the awarded vendor?</td>
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<td>The System of Record will need to be developed to support the Buyout program.</td>
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<tr>
<td>35</td>
<td>5.2 Scope of Work, pg29.</td>
<td>Is the system of record currently built to support a Small Rental Repair Program? Or will this need to be developed in coordination with the awarded vendor?</td>
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<td>The System of Record will need to be developed to support the Small Rental program.</td>
</tr>
<tr>
<td>36</td>
<td>5.2.1 System of Record, pg32.</td>
<td>RFP states: “The awarded Vendor will not be expected to bring these systems with them, but will be expected to become proficient in using them and may be asked to help in setting up new systems, separate from the System of Record, for At this time the state does not know of additional needs. See Attachment D Paragraph 24.</td>
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<td>37. Are vendors permitted to insert additional line items as needed underneath each title, so long as the estimated maximum hours for each title is not altered?</td>
<td>See response to #20.</td>
<td></td>
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<tr>
<td>38. Should vendors include travel in the hourly billing rates?</td>
<td>Vendors are reminded to read the RFP carefully. See Attachment A: Pricing: “The Price Proposal shall consist of both hourly rates and unit prices fully inclusive of salary, overhead, travel outside of home office, and expenses. No additional costs shall be paid.”</td>
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<td>39. Are vendors supposed to list this reimbursable expense item?</td>
<td>See Amended 5.2 Scope of Work at the beginning of this addendum.</td>
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<td>40. Will the awarded vendor be bound by the timelines provided through the life of the contract? Most timelines requested are dependent on Applicant turnaround on required documentation and/or NCORR approval on requested policies and procedures.</td>
<td>See response to #30.</td>
<td></td>
</tr>
<tr>
<td>41. Is the State of North Carolina (NCORR) open to negotiating the terms and conditions at the contract stage with the awarded Vendor/Contractor?</td>
<td>The state may negotiate certain Terms and Conditions during the BAFO stage but is not obligated to accept or change any Terms and Conditions.</td>
<td></td>
</tr>
<tr>
<td>42. Will the State please provide more clarity and definition on the volume and time distribution of the inspections, environmental reviews, and other items over the 3 year term, such that vendors can develop unit pricing based on similar assumptions?</td>
<td>See response to #23.</td>
<td></td>
</tr>
<tr>
<td>43. Will you please clarify if the State intends to assign a score rating for each of the evaluation criteria? If so, can you define what those scores are?</td>
<td>No, Per Section 3.4 evaluation will be accomplished by ranking vendors using the listed criteria which is listed in order of importance.</td>
<td></td>
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<tr>
<td>44. Is the State open for Vendor to submit 2 (two) invoices every month, separating the hourly from miscellaneous expenses?</td>
<td>Yes, the vendor may submit multiple invoices.</td>
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<tr>
<td>45</td>
<td>4.7</td>
<td>Is the State agreeable that removal of personnel shall be for cause only?</td>
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<tr>
<td>46</td>
<td>5.2</td>
<td>Does the State intend to reimburse vendors for utilities, furniture rental, etc if not included in lease agreements for intake centers?</td>
</tr>
<tr>
<td>47</td>
<td>5.6</td>
<td>Is the State open to accepting a Payment and Performance Bond in lieu of Liquidated Damages?</td>
</tr>
<tr>
<td>48</td>
<td>ATTACHMENT D: NORTH CAROLINA GENERAL CONTRACT TERMS &amp; CONDITIONS 1. PERFORMANCE AND DEFAULT, Page 45</td>
<td>Is the State open to providing the Vendor with a Notice to Cure of ten (10) business days before terminating the Contract?</td>
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<tr>
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<td>Is the State agreeable that if the Vendor is in default and the Contract is terminated, the Payment and Performance Bond shall be set in place instead of excess cost be occasioned by the Vendor?</td>
</tr>
<tr>
<td>49</td>
<td>ATTACHMENT D, 3. AVAILABILITY OF FUNDS, Page 45</td>
<td>Is the State agreeable that services invoiced and accepted shall be paid to Vendor no later than 30 days regardless if State has received funds from its agency?</td>
</tr>
<tr>
<td>50</td>
<td>Section 2.4, Instructions, pages 9 and 11</td>
<td>The contact number provided for the pre-proposal conference did not connect to the conference. Please share any information that was presented during this conference for bidders who were unable to join.</td>
</tr>
<tr>
<td>51</td>
<td>Section 2.7, page 11</td>
<td>The required Proposal Contents do not list a table of contents. Is it permissible for bidders to insert a table of contents after the title page, to help evaluators locate specific areas of the proposal?</td>
</tr>
<tr>
<td>52</td>
<td>Section 2.7, page 11</td>
<td>Is it permissible to add an Introduction or Executive Summary section after the Execution Pages in order to present a team overview and understanding of the project?</td>
</tr>
<tr>
<td>53</td>
<td>Section 2.6, Item a, page 10</td>
<td>The RFP specifies that bidders should submit one signed original and “5 photo copies.” Is it permissible for copies to be reproduced via another method for better quality, as long as the resulting copy reproduces all parts of the original proposal, including signatures?</td>
</tr>
<tr>
<td>54</td>
<td>Section 2.7, Item j, page 11 and Attachment F, page 51</td>
<td>The RFP states that bidders must submit a “Completed and Signed Version of ATTACHMENT E: LOCATION OF WORKERS UTILIZED BY VENDOR.” However, there is no Attachment E needs to be attached but does not require a signature.</td>
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<tr>
<td><strong>55</strong></td>
<td>Section 2.7, Item i, page 11 and Attachment E, page 50</td>
<td>The RFP states that bidders must submit a &quot;Completed and signed version of ATTACHMENT F: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION.&quot; However, there is no place on Attachment F for a signature. Is a signature required, and if so, where should it be placed?</td>
</tr>
<tr>
<td><strong>57</strong></td>
<td>Section 4.7, page 17</td>
<td>This item states that &quot;Resumes with attached bios for each Key Personnel assigned to this project are required.&quot; Are both resumes and bios required, or is one or the other sufficient as long as the person's qualifications are addressed?</td>
</tr>
<tr>
<td><strong>58</strong></td>
<td>Section 5.2, General</td>
<td>Is there a current call center in place for homeowners? If yes, is it staffed and managed by the current vendor? If so, will that duty be transitioned to the vendor awarded a contract from this RFP?</td>
</tr>
<tr>
<td><strong>60</strong></td>
<td>Section 5.2.B, Item 4.a, pages 22–23</td>
<td>Tier 1 completed reviews may require re-evaluation in accordance with 28 CFR Part 58.47 due to changes in the program after the initial ERR is issued. Such re-evaluation requires review and possibly re-solicitation of views from agencies or other analyses. In most cases, the re-evaluation will determine that the original FONSI is still valid, but may also require a new Tier 1 to be completed. Please confirm how re-evaluations will be managed and billed in terms of either time and materials basis or unit pricing.</td>
</tr>
<tr>
<td><strong>61</strong></td>
<td>Section 5.2.B, Item 5.a.i, page 23, and Attachment A, page 37</td>
<td>Tier II environmental reviews are to be completed on each eligible property. The Scope of Work indicates that this will be performed after the duplication and verification of benefits but prior to the inspection and damage assessment. In Attachment A, the Tier II review appears to follow the duplication of benefits review, the inspection/damage assessment, and the appraisal. Does NCORR have a specific requirement for the sequence and timing of the Tier II review, or can the bidder propose the most efficient process and timing for the Tier II reviews?</td>
</tr>
<tr>
<td><strong>62</strong></td>
<td>Section 5.2.B, Item 5.a.ii.1, page 23</td>
<td>This section states that a soil investigation is required for &quot;properties that sustained flood damage, and for properties at which there is an&quot;</td>
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underground or above-ground fuel storage tank. As such sampling is not typically required by HUD (notwithstanding the Lead-Safe Housing Rule) and, as written, this would apply to the vast majority of homes, please elaborate on this requirement. Specifically, under what circumstances would such sampling be required, and what would be the criteria for requiring sampling? For example, would this only apply if site observations indicate significant spills or releases on such properties, or if tanks are under a specific size? Please specify the numbers, depths, and analytical requirements for such soil sampling, as well as how such data is to be used to determine whether the home passes environmental review (i.e., residential screening standards). Finally, since shallow soil samples for volatile organics typically cannot confirm whether vapor intrusion exists (e.g., via groundwater plumes), please confirm that the bidder will not be held responsible for failure to identify vapor intrusion into structures above applicable standards. In such cases that a phase I Environmental Site Assessment indicates the need for a phase II analysis, then sampling would be required. Yes

The State does not have this information at this time.

| 63 | Section 5.2.B, Item 5.a.ii.3, page 23 | The Tier I review will include an eight-step analysis, so the Tier II review will only require a site-specific determination of whether flood hazards, jurisdictional wetlands, or waters of the U.S. will be impacted. If certain lands are determined to be jurisdictional wetlands with no applicable exemptions and filling is unavoidable, a Section 404 permit may be required for a specific site, including possible mitigation. However, such a requirement would typically be stated in the completed Tier II as a condition of the grant. Please explain what is intended by an "8-step wetland mitigation" and what determinations, permits, and/or mitigation would be required to complete the Tier II environmental review. See HUD requirements for 8-STEP review process for wetlands at https://www.hudexchange.info/environmental-review/wetlands-protection/. |
| 64 | Section 5.2.B, Item 5.a.ii.3, page 23 | With relation to the question above, please confirm that completion of the Tier II environmental review does not require obtaining any site-specific environmental permits or approvals for construction other than obtaining approvals from the SHPO through the Section 106 process. Construction permitting is the responsibility of the General Contractor perform the construction. |
| 65 | Section 5.2.B, Item 5.a.ii.3, page 23 | Please confirm whether all Section 106 reviews under this contract will be managed through Programmatic Agreements with the SHPO. Only the single family housing reviews are covered under the programmatic agreement. |
| 66 | Section 5.2.B, Item 5.a.ii.4, page 23 | Please confirm the scope of work to provide a determination of "Recognized Environmental Conditions." As you may be aware, the term "Recognized Environmental Conditions" as specifically defined under ASTM 1527-13 Determinations of RECs are required when a Phase I is required. |
### Section C

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<td>depends upon conducting a full Phase I Environmental Site Assessment (Phase I ESA). Under 24 CFR Part 58.5.i, responsible entities must comply with HUD’s “toxics policy,” which requires only certain aspects of the ASTM standard to be performed to ascertain whether a hazard exists that “could affect the health and safety of occupants or conflict with the intended utilization of the property.” Our experience is that a full Phase I ESA is not required by HUD unless the funding involves multi-family housing units, but also may be required by the state agency if the state is acquiring title to a property.</td>
</tr>
<tr>
<td>67</td>
<td>This section states that “NCORR has the ability to assess Liquidated Damages of $200 per day per deliverable.” Would damages be assessed in instances where the delay is due to factors out of the contractor’s control (such as unresponsive homeowners, or delays in approvals or decisions by agencies)?</td>
</tr>
<tr>
<td>68</td>
<td>These tasks involve the timeframe between when “the program participant” has accepted an award and when the award is “executed and uploaded into the System of Record for 90% of applicants.” The timeframe suggests that the task begins based on the measure of a single applicant file, but ends based on a long-term achievement for the respective program overall. Please clarify.</td>
</tr>
<tr>
<td>69</td>
<td>Task 15 involves standing up a fully functional intake system with trained staff, but the timeframe is defined as the difference between NCORR approving the start of Buyout and Acquisition intake and when intake is complete per file. Please clarify this task or timeframe, since staffing, training and standing up an intake system would not be completed on a “per file” basis.</td>
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<td>70</td>
<td>These regulations specify that “Contractor covenants that he presently has no interest and shall not acquire any interest direct or indirect in … any other interest which would conflict in any manner or degree with the performance or services hereunder.” If firms are currently providing any services to NCORR (e.g., construction management, system of record, staff augmentation) in areas related to these disaster programs—as a prime contractor or as a subcontractor—would they be conflicted from responding to this solicitation?</td>
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<td>71</td>
<td>Would you please provide a copy of the sign-in sheet and any materials shared at the July 2 pre-proposal meeting?</td>
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<td>72</td>
<td>Proposal Meeting</td>
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Information regarding State IT policies and standards can be found on the North Carolina Department of Information Technology’s website ([https://it.nc.gov](https://it.nc.gov)) within its “Resources” section.

See response to Question #72.

Vendors are reminded to read the RFP in detail. See 1.0: Background: “Further details on these recovery programs, including the State’s Action Plan and Housing Program Manual, can be found on the State’s CDBG-DR website: [https://www.rebuild.nc.gov/](https://www.rebuild.nc.gov/).” NCORR expects at least all Key Personnel to have the referenced expertise after the Effective Date of the Contract.

NCORR does not have this information at this time.

Intake staff will be supplied with secured Salesforce licenses. Vendor must provide secured work stations.

The description in Section 5.2: Scope of Work is intended to describe services the Vendor shall provide “at a minimum.” Some services, such as Environmental Reviews, may support additional programs.

NCORR does not discuss possible additional RFPs.

NCORR does not have this information at this time.

NCORR is unable to provide this information at this time. See Section
<p>| Page 23 of 43 |
|---|---|
| <strong>5.2 Scope of Work</strong> | The RFP indicates that the &quot;Vendor shall be responsible for ensuring that each program in the Vendor's Scope of Work has guiding policies in place with Standard Operating Procedures (SOPs) to enact the policies; Vendor shall be responsible for providing policy recommendations, process improvement solutions, or policy incorporation into SOP for all items in the Scope of Work but shall follow guidance and policy given by NCORR.&quot; |
| | Does NCORR have existing policies and SOPs beyond what is posted on the website? If yes, could NCORR please share the documents for the three programs? |
| | Does NCORR anticipate extensive revisions to these policies and SOPs and/or development of new documents? If so, where should the vendor incorporate the price for carrying out this work? |
| <strong>5.2 Scope of Work B. Single Family Homeowner Program: 3. Duplication and Verification of Benefit</strong> | What is the current process for obtaining information about other benefits received by homeowners from FEMA, SBA, private insurance, NFIP and other federal, state, local and non-profit organizations? |
| <strong>80</strong> | General Requirements bullets a) through l) includes items that are not directly allocable to Section 1 Hourly Rates or Section 2 Unit Costs in Attachment A, Pricing. |
| | • To standardize the pricing, we ask NCORR to add additional rows to Attachment A. |
| | • If additional rows are not added to Attachment A, where should proposers incorporate the costs associated with the general requirements? |
| | See responses to #34 and #35. Vendors were urged and cautioned to attend a pre-bid conference meeting per the RFP where a Salesforce demonstration was given. |
| <strong>81</strong> | Is Salesforce set up and operational to handle all grant and case management functions for the three programs? If not, what set up remains and what is the timeframe for completion? |
| | If available, please provide vendors access to a sandbox of the Salesforce system being utilized by NCORR. |
| <strong>82</strong> | The RFP indicates that the &quot;Vendor shall be responsible for ensuring that each program in the Vendor's Scope of Work has guiding policies in place with Standard Operating Procedures (SOPs) to enact the policies; Vendor shall be responsible for providing policy recommendations, process improvement solutions, or policy incorporation into SOP for all items in the Scope of Work but shall follow guidance and policy given by NCORR.&quot; |
| | NCORR posts final policies and procedures to the public website. |
| | NCORR may make all policies and procedures available to the awarded Vendor. |
| | Vendor shall not add additional rows for policy and SOP development. |
| | See Attachment A: Pricing: &quot;The Price Proposal shall consist of both hourly rates and unit prices fully inclusive of salary, overhead, travel outside of home office, and expenses. No additional costs shall be paid.&quot; |
| <strong>83</strong> | What is the current process for obtaining information about other benefits received by homeowners from FEMA, SBA, private insurance, NFIP and other federal, state, local and non-profit organizations? |
| | See response to #32. |</p>
<table>
<thead>
<tr>
<th>Question</th>
<th>Scope of Work</th>
<th>RFP References</th>
<th>Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>84</td>
<td>7. Award</td>
<td>What is the current award letter distribution process?</td>
<td>Awards are distributed by a variety of methods that best suites the individual applicant’s needs.</td>
</tr>
<tr>
<td>85</td>
<td>Intake Centers</td>
<td>RFP page 19 of 58 references that “Vendor shall be responsible for standing up intake centers that will serve all programs in the Scope of Work”. On the <a href="https://www.rebuild.nc.gov/information-assistance">https://www.rebuild.nc.gov/information-assistance</a> website eight centers are currently listed. Does NCORR anticipate a need to open additional centers in different locations and/or different centers in the same towns/areas in the immediate future? If so, please provide information on the timetable and location(s) and responsibility of the vendor related to additional intake centers.</td>
<td>Vendors are reminded to read the Scope of Work in detail. See Section 5.2: “NCORR may provide public space for Intake Centers, however, if public space is not available Vendor shall be responsible for identifying and leasing intake centers.” Additional centers will be needed, however, NCORR cannot describe needed locations at this time.</td>
</tr>
<tr>
<td>86</td>
<td>Buyout and Acquisition</td>
<td>RFP page 26 of 58 (Buyouts and Acquisitions, Inspection a.) there is a statement that “Vendor shall be responsible for conducting inspections that meet all Federal, State, HUD and NCORR regulations including but not limited to HQS, Energy Star, Green Building Standards, local building codes, and HUD housing regulations.” Which, if any, of the inspections does NCORR anticipate will be performed by the vendor for the Buyout and Acquisition Programs?</td>
<td>See Answer to Question #87.</td>
</tr>
<tr>
<td>87</td>
<td>Buyout and Acquisition</td>
<td>RFP page 26 of 58 (Buyouts and Acquisitions, Inspection b), there is reference to: “ii. Mold inspections, testing and scoping activities. iv. Lead-based paint inspections, testing and scoping. v. Asbestos containing materials inspections, testing and scoping. vi. Radon inspections, testing and scoping activities. vii. Vendor must provide services to assess whether structural damages must be referred to an engineer and subsequently must develop an ECR for structural damage, if deemed necessary by an engineer.” Which, if any, of the inspections does NCORR anticipate will be performed by the vendor for the Buyout and Acquisition Programs?</td>
<td>Vendor shall perform inspections as necessary per NCORR policy on Buyouts and Acquisitions.</td>
</tr>
<tr>
<td>88</td>
<td>Action Plan Amendment 3-Buyout and Acquisition</td>
<td>APA 3 includes the following statement: “The State upon review of applications for the Program reserves the right to offer incentives to alter the maximum award amount.” Should respondents include the full application review, calculation, grant award, and closeout</td>
<td>Yes, however vendors shall not add additional line items.</td>
</tr>
<tr>
<td>Page</td>
<td>Question</td>
<td>Instructions</td>
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| 89   | 5.2 Scope of Work – Buyout and Acquisition – Demolition | Demolition services are not included in 5.2.D.  
- Please confirm these services are not required from respondents to this RFP.  
- If these services are required from respondents, under which task should respondents include this work?  
- Demolition services are not a part of the scope of work for this RFP. |
| 90   | 5.2 Scope of Work- Buyout and Acquisition- Final Disposition | Open space and other covenant recording, collecting documentation and monitoring for final disposition of acquired properties are not included in 5.2.D.  
- Please confirm these services are not required from respondents to this RFP.  
- If these services are required from respondents, under which task should respondents include this work?  
- Please see 5.2.D.13.a.i.-v. |
| 91   | Execution, Page 3 | The first paragraph of the Execution of the RFP notwithstanding, [Vendor] seeks the following edits:  
As If required by 2 CFR § 200.317, the undersigned vendor certifies that it, and each of its sub-Contractors for a Contract awarded as a result of this RFP, complies with the requirements of 2 CFR § 200.318-.326. As required by the Byrd Anti-Lobbying Amendment, 31 U.S.C. § 1352 (as amended), the undersigned vendor certifies that by applying or bidding for an award of $100,000 or more shall file the required certification, if required.  
No, Execution page remains as written in the RFP. |
| 92   | Execution, Page 3 | Is the term 'Vendor' (and its subcontractors, if any) considered 'Contractors' as defined in 2 C.F.R. § 200.330(b) or are they considered a subrecipient?  
- The State will not sign a subrecipient agreement with the selected vendor. |
| 93   | Background, Page 8 | Do you anticipate any changes to the total number of Estimated Clients on Table B: Florence Impact?  
- See Attachment A: Pricing: “NCORR does not guarantee minimum or maximum number of units.” See Section 1.0: Background, totals are estimates. |
| 94   | Section 4.5 Vendor Experience Reference page 16 | Can subcontractor references be included as part of the three required references?  
- No. All references must be clients of the vendor. |
| 95   | Section 4.6 Background Checks, Page 17 | The last paragraph of section 4.6 of the RFP notwithstanding, [Vendor] seeks the following edits:  
Vendor’s responses to these requests shall be considered to be continuing representations, and Vendor’s failure to notify the State within thirty (30) days of any criminal litigation, investigation or proceeding involving Vendor this contract or its Vendor’s then current officers, directors or other persons providing Services under this contract during its term shall constitute a material  
No |
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<td>breach of contract. The provisions of this paragraph shall also apply to any subcontractor utilized by Vendor to perform Services under this contract.</td>
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</table>
| 96 | Section 4.8b of the RFP notwithstanding, [Vendor] seeks the following edits:  

*a) Vendor warrants that qualified personnel shall provide Services under this Contract in a professional manner. "Professional manner" means that the personnel performing the Services will possess the skill and competence consistent with the prevailing business professional standards in the industry. Vendor agrees that it will not enter any agreement with a third party that may abridge any rights of the State under this Contract.  

Vendor will serve as the prime contractor under this Contract and shall be responsible for the performance and payment of all subcontractor(s) that may be approved by the State. Names of any third party Vendors or subcontractors of Vendor may appear for purposes of convenience in Contract documents; and shall not limit Vendor’s obligations hereunder. Vendor will retain executive representation for functional and technical expertise as needed in order to incorporate any work by third party subcontractor(s).* | No |
| 97 | The first paragraph of section 4.8b of the RFP notwithstanding, [Vendor] seeks the following edits:  

*b) If any Services, deliverables, functions, or responsibilities not specifically described in this Contract are required for Vendor’s proper performance, provision and delivery of the service and deliverables under this Contract, or are an inherent part of or necessary sub-task included within such service, they will be mutually agreed to in writing deemed to be implied by and included within the scope of the contract to the same extent and in the same manner as if specifically described in the contract. Unless otherwise expressly provided herein, Vendor will furnish all of its own necessary management, supervision, labor, facilities, furniture, computer and telecommunications equipment, software, supplies and materials necessary for the Vendor to provide and deliver the Services and Deliverables.* | No |
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
<th>Vendor’s Representation(s), Page</th>
<th>RFP Notwithstanding</th>
<th>Vendor’s Requests</th>
<th>Comments</th>
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<tbody>
<tr>
<td>98</td>
<td>Section 4.8c</td>
<td>The first paragraph of section 4.8c of the RFP notwithstanding, [Vendor] seeks the following edits:</td>
<td>No</td>
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<td>Vendor’s Representation(s), Page 17</td>
<td>'c) Vendor warrants that it has the financial capacity to perform and to continue to perform its obligations under the contract; that Vendor has no constructive or actual knowledge of an actual or potential legal proceeding being brought against Vendor that could materially adversely affect performance of this Contract; and that entering into this Contract is not prohibited by any contract, or order by any court of competent jurisdiction.</td>
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<td>99</td>
<td>Section 4.8f</td>
<td>The first paragraph of section 4.8f of the RFP notwithstanding, [Vendor] seeks the following edits:</td>
<td>No</td>
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<td>Vendor’s Representation(s), Page 18</td>
<td>'f) Vendor agrees to comply with all applicable standards, orders or regulations issued pursuant to the Clean Air Act (42 U.S.C. 7401-7671q) and the Federal Water Pollution Control Act as amended (33 U.S.C. 1251-1387), and will report identified violations to Federal Emergency Management Agency (FEMA) (if FEMA funds are used to reimburse vendor) and the Regional Office of the Environmental Protection Agency (EPA).</td>
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<td>100</td>
<td>Section 5.2</td>
<td>Are design services being procured separately and not included as part of the selected vendor’s scope?</td>
<td>Insufficient detail is provided to answer this question.</td>
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<td>Scope of Work, Page 19</td>
<td>RFP notes Vendor responsible for ensuring all of its staff are training in using Salesforce. Can training occur after contract award?</td>
<td>NCORR expects all training will take place after the contract is awarded.</td>
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<td>101</td>
<td>Section 5.2</td>
<td>Will the selected vendor actually be required to execute and sign grant agreements with applicants or will NCORR sign agreements?</td>
<td>Vendor shall facilitate the applicant signing of HOGAs in accordance with vendor’s response to RFP. See at least 5.2.B.9.a., 5.2.D.13.a, 5.2.F.7.a.</td>
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<td>Scope of Work, Page 19</td>
<td>Could you please elaborate further on this sentence mentioned in the fourth paragraph of 5.2 Scope of Work:</td>
<td>See response to #74.</td>
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<td>'Vendor shall ensure that its Key Personnel are experts in Federal Registers guiding NCORR’s CDBG-DR awards, NCORR policies, all of the North Carolina CDBG-DR Action Plans, and HUD regulations.'</td>
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<td>104</td>
<td>Section 5.2</td>
<td>Section 5.2 2v of the RFP notwithstanding, [Vendor] seeks the following edits:</td>
<td>No</td>
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<td>Scope of Work A2(v), Page 21</td>
<td>'v. Staff training: Vendor shall provide subject-matter expertise to NCORR Communications Staff on the communications needs of disaster recovery programs, HUD communications and website policy compliance, and content of NCORR guiding</td>
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<td>Section</td>
<td>Federal Registers and communications and public reporting requirements therein.¹</td>
<td>Would the State be willing to discuss a role that does not include acting as a fiduciary? Perhaps, a role under another applicable standard?</td>
<td>No. Vendor shall propose services to meet specifications of the RFP.</td>
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<td>105</td>
<td>Section B1(c-e) Single-Family Homeowner Programs, Page 22 Section B7(i-iv) Single-Family Homeowner Programs, Page 24 Section D4a(i-v) Buyout and Acquisition, Page 26 Section G Buyout and Acquisition, Page 32 Section 5.2.2(g-h) General</td>
<td>Would the State be willing to discuss a role that does not include acting as a fiduciary? Perhaps, a role under another applicable standard?</td>
<td>No. Vendor shall propose services to meet specifications of the RFP.</td>
<td></td>
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<tr>
<td>106</td>
<td>Section B1(c-e) Single-Family Homeowner Programs, Page 22 Section B7(i-iv) Single-Family Homeowner Programs, Page 24 Section D4a(i-v) Buyout and Acquisition, Page 26 Section G Buyout and Acquisition, Page 32 Section 5.2.2(g-h) General</td>
<td>In the RFP, it appears that vendors will be giving legal advice. Given that many vendors are not law firms, is the expectation of the State that Vendors will provide legal advice?</td>
<td>Advice is being supplied to NCORR therefor no legal advice is needed.</td>
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<td>Requirements, Page 32</td>
<td>Section B1a(iii) of the RFP notwithstanding, [Vendor] seeks the following edits:</td>
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<td>107</td>
<td>iii. Vendor shall perform initial application screening and processing that will minimize subsequent denial or ineligibility letters including completeness review and threshold eligibility review; determine if Applicant fits program priorities.</td>
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<tr>
<th>108</th>
<th>Section B9a(i-iv) of the RFP notwithstanding, [Vendor] seeks the following edits:</th>
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<tbody>
<tr>
<td></td>
<td>i. Provide program expertise at each Award consultation and Signing to walk each applicant through the factual details of the Award. Vendor shall not provide legal advice to the applicant.</td>
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<td></td>
<td>ii. Generate individualized Homeowner Grant Agreement (HOGA) as provided by NCORR.</td>
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<td>iii. Deliver HOGA. NCORR may shall provide guidance on distribution method during the contract. Signing of HOGA and other documents as necessary required. NCORR may shall provide guidance on signing methodology during the contract.</td>
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<tr>
<th>109</th>
<th>Section D1(b) of the RFP notwithstanding, [Vendor] seeks the following edits:</th>
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<tr>
<td></td>
<td>b. Vendor shall incorporate the DRRAs into intake process and the State's eligibility determination.</td>
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<tr>
<th>110</th>
<th>Section D4a(i-iv) of the RFP notwithstanding, [Vendor] seeks the following edits:</th>
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<tr>
<td></td>
<td>i. Perform all services necessary to determine program eligibility for all applications that are received and completed by homeowners.</td>
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<td></td>
<td>ii. Application processing must follow prioritization requirements as identified in each allocation’s Action Plan.</td>
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<td>iii. Evaluate documentation submitted to determine property owner eligibility based on all program, Federal, and State requirements. Vendor shall conduct Anti-fraud waste and abuse checks.</td>
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<tr>
<th>111</th>
<th>The fourth paragraph of Section 5.6 of the RFP notwithstanding, [Vendor] seeks the following edits:</th>
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<tbody>
<tr>
<td>Section 5.6 Liquidated Damages, Page 33</td>
<td>&quot;If the State elects not to impose liquidated damages in a particular instance, this decision shall not be construed as a waiver of the State’s right to pursue future assessment of performance standards and associated liquidated damages; nor construed to limit any additional remedies available to the State.&quot;</td>
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<td>112</td>
<td>The first paragraph of Section 6.4, [Vendor] seeks the following additions:</td>
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<td>*[Vendor] seeks the following additions:</td>
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<td></td>
<td>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 both the State’s Contract Administrator for this contract and NCORR’s Contracts Manager 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 submit the dispute to non-binding mediation, which shall be a prerequisite to litigation. Mediation may take place at a location to be designated by the parties using the Mediation Procedures of the International Institute for Conflict Prevention and Resolution, with the exception of paragraph 2 (Selecting the Mediator). If, after good faith efforts, the parties are unable to resolve their dispute through mediation within ninety (90) days after the issuance by one of the parties of a request for mediation, then the parties are free to pursue all other legal and equitable remedies available to them. Nothing herein shall preclude the Contractor from filing a timely formal claim in accordance with applicable North Carolina law provided, however, that the Contractor shall, if permitted, seek a stay of said claim during the pendency of any mediation. Either party may seek to enforce any written agreement reached by the parties during mediation in any court of competent jurisdiction. 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. 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.</td>
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<td>113</td>
<td>Number 24 of Attachment C, [Vendor] seeks the following edit:</td>
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<tr>
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<td>‘24. INSPECTION AT VENDOR’S SITE: The State reserves the right to inspect, at a</td>
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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.

114

Number 1a of Attachment D, [Vendor] seeks the following edit:

’a) It is anticipated that the tasks and duties undertaken by the Vendor shall include services or the manufacturing, furnishing, or development of goods and other tangible features or components as deliverables that are directly correlated and/or ancillary to the services performed identified herein. Except as provided immediately below, and unless otherwise mutually agreed in writing prior to award, any service deliverables or ancillary services provided by Vendor in performance of the contract shall remain property of the State. During performance, Vendor may provide proprietary components as part of the service deliverables that are identified in the solicitation response. Vendor grants the State a personal, permanent, non-transferable license to use such proprietary components of the service deliverables and other functionalities, as provided under this Agreement. Any technical and business information owned by Vendor or its suppliers or licensors made accessible or furnished to the State shall be and remain the property of the Vendor or such other party, respectively. Vendor agrees to perform its services under the contract in the same or similar manner provided to comparable users. The State shall notify the Vendor of any defects or deficiencies in performance of its services or failure of service deliverables to conform to the standards and specifications provided in this solicitation requirements of the Contract. Vendor agrees to remedy defective performance or any nonconforming deliverables upon timely written notice provided by the State including the nature of the defect or deficiency.

115

Number 1b of Attachment D, [Vendor] seeks the following edit:

‘b) Vendor has a limited, non-exclusive license to access and use State Data provided to Vendor, but solely for performing its obligations under this Agreement and in confidence as may be further provided herein. Vendor or its suppliers shall at a minimum, and except as otherwise specified and agreed herein, provide assistance to the State

No
related to all services performed or deliverables procured hereunder during the State's normal business hours. Vendor warrants that its support, customer service, and assistance will be performed in accordance with generally accepted and applicable industry applicable professional standards.'

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<th>116</th>
<th>Number 1c of Attachment D, [Vendor] seeks the following edit:</th>
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<tr>
<td>Attachment D #1c, Page 45</td>
<td>'c) If, through any cause, Vendor shall fail to fulfill in a timely and proper manner the obligations under The Contract, the State shall have the right to terminate The Contract by giving written notice to the Vendor and specifying the effective date thereof. However, if the State seeks to terminate the Contract for breach or default by the Vendor, the State shall first notify the Vendor in writing of its intent to terminate, identify the alleged deficiencies in performing giving rise to the intent to terminate, and shall not terminate the Contract for cause or default unless the Vendor fails to cure the specified deficiencies within thirty (30) days of Vendor’s receipt of notice of such deficiencies. In that event, any or all finished or unfinished deliverables under The Contract prepared by the Vendor shall, at the option of the State, become its property, and the Vendor shall be entitled to receive just and equitable compensation for any acceptable work completed performed according to the requirements of the Contract as to which the option is exercised. Notwithstanding, Vendor shall not be relieved of liability to the State for damages sustained by the State by virtue of any breach of The Contract, and the State may withhold any payment due the Vendor for the purpose of setoff until such time as the exact amount of damages due the State from such breach can be determined. The State may require at any time a performance bond or other acceptable alternative performance guarantees from a Vendor without expense to the State. In the event of a termination for any reason, the Vendor shall not have any liability to the State as a result of the State’s use of any unfinished, incomplete, or draft deliverables that are furnished to it, provided that the Vendor has notified the State of the incomplete status of such material.</td>
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<th>117</th>
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<td>Attachment D #1d, Page 45</td>
<td>Number 1d of Attachment D, [Vendor] seeks the following edit:</td>
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<td>'d) In the event of a termination for default by the Vendor, the State may procure the goods and services necessary to complete performance hereunder from other sources and hold the Vendor responsible for any excess cost</td>
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occasioned thereby. In addition, in the event of default by the Vendor under The Contract, or upon the Vendor filing a petition for bankruptcy or the entering of a judgment of bankruptcy by or against the Vendor, the State may immediately cease doing business with the Vendor, immediately terminate The Contract for cause, and may take action to debar the Vendor from doing future business with the State.

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<th>118</th>
<th>Attachment D #9a, Page 46</th>
<th>Number 9a of Attachment D, [Vendor] seeks the following edit:</th>
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<td>'a) Vendor warrants to the best of its knowledge that:</td>
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<td>i. Performance under The Contract does not infringe upon any intellectual property rights of any third party; and</td>
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<td>There are no actual or threatened actions arising from, or alleged under, any intellectual property rights of any third party in regards to the deliverables to be delivered hereunder:'</td>
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<tr>
<th>119</th>
<th>Attachment D #9b, Page 46</th>
<th>Number 9b of Attachment D, [Vendor] seeks the following edit:</th>
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<td>'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 infringing Services or Deliverables.'</td>
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<th>120</th>
<th>Attachment D #9c, Page 46</th>
<th>Number 9c of Attachment D, [Vendor] seeks the following edit:</th>
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<td>'c) The Vendor, at its own expense, shall defend any action brought against the State to the extent that such action is based upon a claim that the deliverables supplied by the Vendor, their use or operation, infringes on a patent, copyright,</td>
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<th>Attachment D #10, Page 47</th>
<th>Number 10 of Attachment D, [Vendor] seeks the following edit:</th>
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<tr>
<td></td>
<td>‘10. TERMINATION FOR CONVENIENCE: If this contract contemplates deliveries or performance over a period of time, the State may terminate this contract at any time by providing 15 days’ notice in writing from the State to the Vendor. In that event, any or all finished or unfinished deliverables prepared by the Vendor under this contract shall, at the option of the State, become its property, subject to paragraph 1.c). If the contract is terminated by the State as provided in this section, the State shall pay for those items for which such option is exercised, less any payment or compensation previously made.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Attachment D #11, Page 47</th>
<th>Number 11 of Attachment D, [Vendor] seeks the following edit:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>‘11. ADVERTISING: Vendor agrees not to use the existence of The Contract or the name of the State of North Carolina as part of any commercial advertising or marketing of products or Services. A Vendor may inquire whether The State is willing to act as as agrees that the Vendor may use the Contract as a past performance reference when responding to future solicitations for services. a reference by providing factual information directly to other prospective customers.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Attachment D #14, Page 47</th>
<th>The first paragraph of Number 14 of Attachment D, [Vendor] seeks the following edit:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>‘COVERAGE - During the term of the Contract, the Vendor at its sole cost and expense shall provide commercial insurance of such type and with such terms and limits as may be reasonably associated with the Contract. As a minimum, the Vendor shall provide and maintain the following coverage and limits:’</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Attachment D #14, Page 48</th>
<th>The fifth (5) paragraph of Number 14 of Attachment D, [Vendor] seeks the following edit:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>‘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 applicable laws of the State of North Carolina. Such insurance coverage shall be obtained from companies that are authorized to provide such</td>
</tr>
</tbody>
</table>
coverage and that are authorized by the Commissioner of Insurance to do business in North Carolina. The Vendor shall at all times comply with the terms of such insurance policies, and all requirements of the insurer under any such insurance policies, except as they may conflict with existing North Carolina laws or the Contract. The limits of coverage under each insurance policy maintained by the Vendor shall not be interpreted as limiting the Vendor’s liability and obligations under the Contract.'

<table>
<thead>
<tr>
<th>125</th>
<th>Attachment D #15, Page 48</th>
<th>Number 15 of Attachment D, [Vendor] seeks the following edit:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>‘15. GENERAL INDEMNITY: The Vendor shall hold and save the State, its officers, agents, and employees, harmless from liability of any kind, including all claims and losses accruing or resulting to any other person, firm, or corporation furnishing or supplying work, Services, materials, or supplies in connection with the performance of the Contract, and from any and all claims and losses accruing or resulting to any person, firm, or corporation for damage to tangible property, bodily injury or death that may be injured or damaged by the Vendor in the performance of the Contract and that are attributable to the extent caused by the negligence or intentionally tortious acts of the Vendor provided that the Vendor is notified in writing within 30 days from the date that the State has knowledge of such claims. The Vendor represents and warrants that it shall make no claim of any kind or nature against the State’s agents State personnel who are involved in the delivery or processing of Vendor deliverables or Services to the State. The representation and warranty in the preceding sentence shall survive the termination or expiration of the Contract.’</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>126</th>
<th>Attachment D #17, Page 48</th>
<th>Number 17 of Attachment D, [Vendor] seeks the following edit:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>‘17. CONFIDENTIALITY: Any State information, data, instruments, documents, studies or reports given to or prepared or assembled by or provided by the State 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 Vendor and its partners, principals, employees, vendors, or subcontractors (if any) may disclose information to the extent disclosure is required by law, legal process, or applicable professional standards.’</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No (should reference 18)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>127</th>
<th></th>
<th>Number 18 of Attachment D, [Vendor] seeks the</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>No (should reference 19)</td>
</tr>
<tr>
<td>128</td>
<td>The first paragraph of Number 21 of Attachment D [Vendor] seeks the following edit:</td>
<td></td>
</tr>
<tr>
<td>---</td>
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<td></td>
</tr>
<tr>
<td><strong>21. ENTIRE AGREEMENT:</strong> This <strong>RFP</strong> Contract and any documents incorporated specifically by reference represent the entire agreement between the parties and supersede all prior oral or written statements or agreements. This <strong>RFP</strong> Contract, any addenda hereto, and the Vendor’s proposal are incorporated herein by reference as though set forth verbatim.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No (should reference 22)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>129</th>
<th>Number 24 of Attachment D [Vendor] seeks the following edit:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>24. NO WAIVER:</strong> Notwithstanding any other language or provision in The Contract, nothing</td>
<td></td>
</tr>
<tr>
<td>No (should reference 25)</td>
<td></td>
</tr>
</tbody>
</table>
| 130 | **Limitation of Liability** | [Vendor] seeks to include the following additional term:

"Limitation of Liability. Notwithstanding anything else in this contract to the contrary, including all attachments, the liability of the Vendor on account of any actions, damages, claims, liabilities, costs, expenses or losses in any way arising out of or relating to the services performed under the Contract shall be limited to the amount of fees paid or owing to the Vendor under the Contract. In no event shall the Vendor be liable for consequential, special, indirect, incidental, punitive or exemplary damages, costs, expenses, or losses (including, without limitation, lost profits and opportunity costs). The provisions of this paragraph shall apply regardless of the form of action, damage, claim, liability, cost, expense, or loss asserted, whether in contract, statute, rule, regulation or tort (including but not limited to negligence) or otherwise, and shall survive contract termination or expiration." | No |
| 131 | **Management Decisions** | [Vendor] seeks to include the following additional term:

"Management Decisions. The State acknowledges and agrees that the Vendor’s services may include advice and recommendations; but all decisions in connection with the implementation of such advice and recommendations shall be the responsibility of, and made by, the State. The Vendor will not perform management functions or make management decisions for the State." | No |
| 132 | **Third Party Usage** | [Vendor] seeks to include the following additional term:

"Third Party Usage. The State acknowledges and agrees that any advice, recommendations, information, Deliverables or other work product ("Advice") provided by the Vendor in connection with the services under the Contract is intended for the State’s sole benefit and the Vendor does not authorize any party other than the State to benefit from or rely upon such Advice, or make any claims against the Vendor relating thereto. Any such benefit or reliance by another party shall be at such party’s sole risk. The Vendor may, in its sole discretion mark such Advice to reflect the State’s intent." | No |
| 133 | **California Accountancy Act** | [Vendor] seeks to include the following additional term:  
"California Accountancy Act. For engagements where services will be provided by the Vendor through offices located in California, the State acknowledges that certain of Vendor's personnel who may be considered "owners" under the California Accountancy Act and implementing regulations (California Business and Professions Code section 5079(a); 16 Cal. Code Regs. sections 51 and 51.1) and who may provide services in connection with this engagement, may not be licensed as certified public accountants under the laws of any of the various states. [Note to team: This may be omitted where you have no individuals coded to California AND where you do not plan to use any individuals later on. If this section is omitted in the contract, you may not use any employees coded to California.]" | No |
| 134 | **Ownership** | [Vendor] seeks to include the following additional term:  
"Ownership. Upon full and final payment to Vendor under the Contract, the Vendor assigns and grants to the State, title in the tangible items specified as deliverables in the Contract (the "Deliverables") and any copyright interest in the Deliverables; provided that if and to the extent that any Vendor property is contained in any of the Deliverables ("Vendor"), Vendor hereby grants the State, under Vendor’s intellectual property rights in such [Vendor] Property, a royalty-free, non-exclusive, non-transferable, perpetual license to use such [Vendor] Property solely in connection with the State’s use of the Deliverables. Vendor acknowledges that it shall obtain no ownership right in confidential information of the State. In addition, the State acknowledges and agrees that Vendor shall have the right to retain for its files copies of each of the Deliverables and all information necessary to comply with its contractual obligations and applicable professional standards." | No |
| 135 | **Electronic Communications** | [Vendor] seeks to include the following additional term:  
"Electronic Communications. The Vendor and the State may communicate with one another by electronic mail or otherwise transmit documents in electronic form during the course of this | No |
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>136</td>
<td><strong>Active Spreadsheets and Electronic Files</strong></td>
<td>[Vendor] seeks to include the following additional term:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>’Active Spreadsheets and Electronic Files. The Vendor may use models, electronic files and spreadsheets with embedded macros created by the Vendor to assist the Vendor in providing the services under the Contract. If the State requests a working copy of any such model, electronic file or spreadsheet, the Vendor may, at its discretion, make such item available to the State for its internal use only on an as-is basis and such item shall be considered a Deliverable; provided that the State is responsible for obtaining the right to use any third party products necessary to use or operate such item. The Vendor retains ownership of and all rights in such models, electronic files, and/or spreadsheets with embedded macros; except for the State data contained therein.’</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>137</td>
<td><strong>Use of Vendors</strong></td>
<td>[Vendor] seeks to include the following additional term:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>’Use of Vendors. The State acknowledges and agrees that in connection with the performance of services under the Contract, Vendor and its Member Firms, in their discretion or at the State’s direction, may utilize the services of third parties within of the United States to complete the services under the Contract. The State further acknowledges and agrees that Vendor-controlled parties, member Firms of [Vendor]International, and other third party service providers (collectively, “Vendors”) may have access to Confidential Information from offshore locations, and that the Vendor uses Vendors within and outside of the United States to provide at Vendor’s direction administrative or clerical services to Vendor. These Vendors may in the performance of such services have access to the State’s Confidential Information. Vendor represents to the State that with respect to each Vendor, Vendor has technical, legal and/or other safeguards, measures and controls in place to protect</td>
</tr>
<tr>
<td></td>
<td></td>
<td>No</td>
</tr>
<tr>
<td>Section</td>
<td>Term</td>
<td>Description</td>
</tr>
<tr>
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</tbody>
</table>
| Volume Rebates | Vendor seeks to include the following additional term: | "Volume Rebates. Where Vendor is reimbursed for expenses, Vendor’s policy is to bill clients the amount incurred at the time the good or service is purchased. If the Vendor subsequently receives a volume rebate or other incentive payment from a vendor relating to such expenses, the Vendor does not credit such payment to its clients. Instead, Vendor applies such payments to reduce its overhead costs, which costs are taken into account in determining Vendor’s standard billing rates and certain transaction charges that may be charged to clients. [Note to team: only necessary if there is a cost-reimbursable travel element]."
| No | |
| State Vendors and Conflicts | Vendor seeks to include the following additional term: | "State Vendors and Conflicts. The State is aware that Vendor may be providing assurance, tax and/or advisory services to other actual or potential contractors of the State. Vendor will perform an internal search for any potential client conflicts relating to any of the State’s contractors identified by the State as having a role in connection with Vendor’s performance of this Contract. The State hereby agrees that a contractor’s status as the Vendor’s client does not impact Vendor’s engagement to perform this Contract. Vendor will advise the State of any conflicts of interest that could prevent it from performing the Contract. However, Vendor is a large firm that is engaged by new clients on a daily basis and as a result it cannot guarantee that, following its conflict search, an engagement for any other related party will not be accepted somewhere else in Vendor’s firm. Should any new information come to Vendor’s attention, Vendor will promptly inform the State. Vendor shall perform this Contract in accordance with applicable professional standards. [Note to team: only necessary if the engagement entails an analysis or assessment of third parties]."
| No | |
| Export Control | Vendor seeks to include the following additional term: | "Export Control. Vendor and the State acknowledge and agree that each shall comply with all applicable United States export control laws and regulations in the performance of each party’s respective activities under this Contract."
<p>| No | |</p>
<table>
<thead>
<tr>
<th>#</th>
<th>Attachment/Amendment</th>
<th>Number</th>
<th>Edit/Removal</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>141</td>
<td>Attachment G #6, Page 52</td>
<td>Number 6</td>
<td>[Vendor] seeks the following removal of the entire 'Termination for Cause' section</td>
<td>No</td>
</tr>
<tr>
<td>142</td>
<td>Attachment G #12, Page 53</td>
<td>Number 12</td>
<td>[Vendor] seeks the following removal of the entire 'Rights to Inventions Made Under a Contract of Agreement' section</td>
<td>No</td>
</tr>
<tr>
<td>143</td>
<td>Attachment G #15, Page 54</td>
<td>If the Vendor does not do any federal lobbying, will they still have to file the anti-lobbying certification?</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>144</td>
<td>Attachment G #16, Page 54</td>
<td>Number 16</td>
<td>[Vendor] seeks the following removal of the entire 'Procurement of Recovered Materials' section</td>
<td>No</td>
</tr>
<tr>
<td>145</td>
<td>Amendment G #17, Page 54</td>
<td>Why is the Section 3 Clauses necessary for the discrete scope of work outlined in this RFP?</td>
<td>Required by Federal Law</td>
<td></td>
</tr>
<tr>
<td>146</td>
<td>Attachment G #19, Page 55</td>
<td>Number 19</td>
<td>[Vendor] seeks the following edit:</td>
<td>No</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>‘19. Access of the State of North Carolina (i.e., its agencies), HUD and Others to CDBG-DR Documents, Papers, and Books. Vendor agrees to allow the law enforcement departments and agencies of the State of North Carolina, HUD, the Comptroller General of the United States, and any of their duly authorized representatives access to any books, documents, papers, and records of Vendor which are directly pertinent to the CDBG-DR Program for the purpose of making audits, examinations, excerpts, and transcriptions.</td>
<td></td>
</tr>
<tr>
<td>147</td>
<td>Attachment G #24, Page 55</td>
<td>Number 24</td>
<td>[Vendor] seeks the following removal of the entire 'Compliance with Office Management and Budget' section</td>
<td>No</td>
</tr>
<tr>
<td>148</td>
<td>Attachment H, Page 56</td>
<td></td>
<td>The first paragraph of Attachment H, [vendor]seeks the following edit:</td>
<td></td>
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<tr>
<td></td>
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<td></td>
<td>‘The Homeowner/Contractor Agreement Contract will be subject to the following laws, rules and regulations, as the same may be amended from time to time.’</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>The first sentence of Attachment H is deleted and replace with “The Agreement will be subject to the following laws, rules and regulations, as the same may be amended from time to time.”</td>
<td></td>
</tr>
<tr>
<td>Attachment H (B), Page 56</td>
<td>Section B of Attachment H, [Vendor] seeks the following removal of the entire 'Flood Disaster Protection' section</td>
<td>No</td>
<td></td>
<td></td>
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<tr>
<td>----------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Attachment H (H), Page 57</td>
<td>Section H of Attachment H, [Vendor] seeks the following removal of the entire 'Access to Records, Maintenance of Records' section</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Attachment H (I), Page 57</td>
<td>Section I of Attachment H, [Vendor] seeks the following removal of the entire 'Copyright' section</td>
<td>No</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Attachment H (J), Page 57 | Section J of Attachment H, [Vendor] seeks the following edit:  
'G. Confidential Findings: Some of the reports, information, data, etc. (e.g., homeowner personally identifying information such as income, tax, social security numbers, birthdates, driver’s license numbers), prepared or assembled by NCORR, DOC, HUD, FEMA, counties, other governmental agency, and/or the Contractor under award HRP contracts may be confidential, and the Contractor agrees that they shall not be made available to any individual or organization except as otherwise provided herein without prior written approval of the appropriate governmental entity that authored the information, requested the information and/or responsible for the program that the contractor is performing the work that generated the confidential information. Contractor understands that most documents and billing will be public records and contractor will have to have to consult with the governmental entity to determine whether in proposed document may be submitted to the governmental entity with confidential and the method used to maintain confidential if the document contains confidential information.' | No |
| Attachment H (M), Page 58 | Section M of Attachment H, [Vendor] seeks the following edit:  
'J. Political Activity: Contractor will comply with the provisions of the Hatch Act (5 U.S.C. 1501 et seq.), which limits the political activity of employees, as applicable.' | No |
INSTRUCTIONS:

1. Check ONLY one of the following categories and return one properly executed copy of this addendum prior to proposal opening time and date.

☐ Proposal has already been mailed. Changes resulting from this addendum are as follows:

☐ Proposal has already been mailed. NO CHANGES resulted from this addendum.

☑ Proposal has NOT been mailed and ANY CHANGES resulting from this addendum are included in our response.

Execute Addendum:

VENDOR: HORNE LLP

ADDRESS (CITY & STATE): Ridgeland, MS

AUTHORIZED SIGNATURE: 

NAME and TITLE (Typed): Anna Stroble, Engagement Partner

DELIVERED BY US POSTAL SERVICE

PROPOSAL NO. 19-RFP-014752-GSX
Attn: Sherri Garte
North Carolina Department of Public Safety
Purchasing & Logistics
3030 Hammond Business Place
Raleigh, NC 27603
# Pre-Proposal Conference
## Sign in Sheet

**REQUEST FOR PROPOSAL # 19-RFP-014752-GSX Disaster Recovery Program Management**

**Date & Time:** Tuesday, July 2, 2019 1:30 PM  
**Location:** 800 Park Office Drive, Durham NC  
**Attendance Is (Check one):** [ ] Mandatory  [ X ] Optional

<table>
<thead>
<tr>
<th>Company</th>
<th>Printed Name of Attendee</th>
<th>Phone Number</th>
<th>Email Address</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 LCF</td>
<td>Brandy Barnes</td>
<td>410-350-9109</td>
<td><a href="mailto:brandy.banes@act.com">brandy.banes@act.com</a></td>
<td></td>
</tr>
<tr>
<td>2 LGS Logistics</td>
<td>Chase LaCombe</td>
<td>504-875-8611</td>
<td><a href="mailto:c.lacombe@gslogisticsllc.com">c.lacombe@gslogisticsllc.com</a></td>
<td></td>
</tr>
<tr>
<td>3 LAMAR CONTRACTORS</td>
<td>Jacob Twiner</td>
<td>504-388-0152</td>
<td><a href="mailto:s.louque@lamarcontractors.com">s.louque@lamarcontractors.com</a></td>
<td></td>
</tr>
<tr>
<td>4 Summit DesignEng</td>
<td>Rick Leone</td>
<td>919-752-3833</td>
<td><a href="mailto:rick.leone@summitde.net">rick.leone@summitde.net</a></td>
<td></td>
</tr>
<tr>
<td>5 Atkins</td>
<td>Ryan Wiederer</td>
<td>919-431-5246</td>
<td><a href="mailto:ryan.wiederer@atkinsglobal.com">ryan.wiederer@atkinsglobal.com</a></td>
<td></td>
</tr>
<tr>
<td>6 Atkins</td>
<td>Dean Goodson</td>
<td>919-451-5248</td>
<td><a href="mailto:dean.goodson@atkinsglobal.com">dean.goodson@atkinsglobal.com</a></td>
<td></td>
</tr>
<tr>
<td>7 Horne</td>
<td>Anna Spokub</td>
<td>411-210-5884</td>
<td><a href="mailto:anna.spokeb@homeplace.com">anna.spokeb@homeplace.com</a></td>
<td></td>
</tr>
<tr>
<td>8 Hughey Consulting</td>
<td>Matt Hochstein</td>
<td>919-021-5234</td>
<td><a href="mailto:m.hochstein@hugheyconsulting.com">m.hochstein@hugheyconsulting.com</a></td>
<td></td>
</tr>
<tr>
<td>9 Town Branch Govt</td>
<td>Anthony Kilburn</td>
<td>704-302-3141</td>
<td><a href="mailto:akilburn@tibh.org">akilburn@tibh.org</a></td>
<td></td>
</tr>
<tr>
<td>10 N.C. Healt Care</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11 MPACT Strategic Consulting</td>
<td>Gilbert Martinez</td>
<td>(512) 627-2135</td>
<td><a href="mailto:gmartinez@mpact-consulting.com">gmartinez@mpact-consulting.com</a></td>
<td></td>
</tr>
<tr>
<td>12 IEM</td>
<td>Jen Menaker</td>
<td>919-237-7545</td>
<td><a href="mailto:jen.menaker@iem.com">jen.menaker@iem.com</a></td>
<td></td>
</tr>
<tr>
<td>13 WITT O’RAEWS</td>
<td>Charlie Fisher</td>
<td>919-730-6594</td>
<td><a href="mailto:cfisher@wittwaresees.com">cfisher@wittwaresees.com</a></td>
<td></td>
</tr>
<tr>
<td>14 Ward &amp; Smith</td>
<td>Whitney Christiansen</td>
<td>919-308-0764</td>
<td><a href="mailto:wchristensen@wardandsmith.com">wchristensen@wardandsmith.com</a></td>
<td></td>
</tr>
</tbody>
</table>
## Pre-Proposal Conference
### Sign in Sheet

<table>
<thead>
<tr>
<th>Company</th>
<th>Printed Name of Attendee</th>
<th>Phone Number</th>
<th>Email Address</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>HICAPS</td>
<td>Chris Roth</td>
<td>336-908-2177</td>
<td><a href="mailto:chris@chicaps.com">chris@chicaps.com</a></td>
<td></td>
</tr>
<tr>
<td>HICAPS</td>
<td>Daniel Short</td>
<td>336-541-0096</td>
<td><a href="mailto:daniel.short@chicaps.com">daniel.short@chicaps.com</a></td>
<td></td>
</tr>
<tr>
<td>HICAPS</td>
<td>Larry L. Davis</td>
<td>336-408-8210</td>
<td><a href="mailto:larry.davis@chicaps.com">larry.davis@chicaps.com</a></td>
<td></td>
</tr>
<tr>
<td>ISM</td>
<td>Angela Johnson</td>
<td>336-308-8249</td>
<td><a href="mailto:gunnel.johnson@ism.com">gunnel.johnson@ism.com</a></td>
<td></td>
</tr>
<tr>
<td>&quot;RCS Consulting&quot;</td>
<td>Trent Rawley</td>
<td>919-291-8668</td>
<td><a href="mailto:trent.rawley@rcsconsulting.com">trent.rawley@rcsconsulting.com</a></td>
<td></td>
</tr>
<tr>
<td>APTIM</td>
<td>Teresa Carter</td>
<td>919-291-8668</td>
<td><a href="mailto:teresa.carter@aptim.com">teresa.carter@aptim.com</a></td>
<td></td>
</tr>
<tr>
<td>RPG Construction</td>
<td>Todd Pederson Trumble</td>
<td>980-985-2522</td>
<td><a href="mailto:silcarthwerks@gmail.com">silcarthwerks@gmail.com</a></td>
<td></td>
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Section D

Proposed Solution

Project Management Methodology, Project Organization, Vendor Experience, Personnel, and Financial Stability
HORNE serving North Carolina Recovery Programs since 2018.
Proven Recovery Results since 2006.
D.1 HORNE PMO - IMMEDIATE PROGRESS FOR NCORR

Fierce ownership and appropriate urgency will drive our approach to the management of NCORR's recovery programs. Expediting your Matthew program activities and a rapid launch of your Florence programs will be our mission. Four immediate actions by this team will facilitate mission accomplished.

1. DEPLOY KEY LEADERSHIP TO RALEIGH IN 48 HOURS

Our Executive Leadership team with immediate leadership in place, the program can proceed at a rapid pace. This team knows your programs, your polices, HUD’s newest guidance and the industry’s best practices. Together, they offer NCORR more than 50 years of combined CDBG-DR experience. Capitalize on this knowledge offered for the future of your recovery.

With immediate leadership in place, the program can proceed at a rapid pace. This team knows your programs, your polices, HUD’s newest guidance and the industry’s best practices. Together, they offer NCORR more than 50 years of combined CDBG-DR experience. Capitalize on this knowledge offered for the future of your recovery.

2. MATTHEW STRIKE TEAM - Transition and Scale

are invested in the progress of your Matthew pipeline and will devote seasoned knowledge and skills to realize this progress.

As detailed in Section D.1.3 Unit Re-Completion, if requested, a Unit Recompletion Plan/Assessment will be performed to determine whether re-work is recommended for the Matthew applications. Leveraging the on-site presence of our CDBG-DR Compliance Director and his team, barriers will be resolved quickly with the advancement of your pipeline as the daily goal.
Currently, HORNE’s recovery team includes more than 200 professionals. We augment and scale this team by investing in your local communities. Our North Carolina leadership team is already on the ground in North Carolina ready to go. Our staff is invested in successful outcomes because most are and will be North Carolina residents.

HORNE’s team includes Grace Federal Solutions, a local North Carolina HUB partner, who will support our efforts to hire from within the community we are serving. By investing locally, HORNE fully develops
our team members’ knowledge which will outlast HORNE and create a more resilient North Carolina. Our hiring model aligns with NCORR’s recovery vision – it is neighbor serving neighbor.

HORNE is effective. Our methods have been perfected over time producing consistent results. The trainings, procedures, guidelines, and processes are scalable and additional counties added into the current system is a simple matter of adding more North Carolinians as HORNE team members.

In fact, we’ve started our recruiting process for this opportunity. With targeted outreach, we’ve identified numerous candidates for intake specialists and case managers in your most impacted and distressed counties.

We are prepared and our team is ready to accept all ReBuild NC’s customers and deliver results.
4. EMPOWER NCORR BY HORNE’S EXPERTISE

NCORR is charged with the mission of designing, administering and quickly executing all CDBG-DR recovery activities.

Would it help to have the former deputy director of HUD DRSI sitting in your offices during a HUD monitoring visit? Someone able to answer questions immediately, correctly and professionally?

HORNE has the SOLUTION

Ryan Flanery | Compliance Subject Matter Expert
- Former deputy director of HUD DRSI
- Managed $37 billion CDBG-DR portfolio

Would it help to have one of the industry’s experts in DRGR available to you by a simple phone call – one of HUD’s DRGR superusers?

HORNE has the SOLUTION

Bob Harland | DRGR Subject Matter Expert
- Industry expert in DRGR
- Supports DRGR functions for more than $10 billion in CDBG-DR programs

Would it help to have the team relied upon by HUD to design HUD’s CDBG-DR Toolkits and Guidance?

ICF | Disaster Recovery Experts
Authored 3 major publications to make disaster-related resources readily accessible to communities: Toolkit for Disaster Recovery, Disaster Recovery Homelessness Toolkit, and DRGR Manual and Training Course

Experience identifying compliance issues within programs is only one piece of the puzzle. Experience that can remediate identified issues is the differentiator required to keep North Carolina progress on pace. Thus, our team commits to not only support the compliance of your programs by identifying concerns, we bring you experts with the solutions to resolve those problems immediately.
We have successfully overseen and monitored, all the way through close-out a $5 billion-dollar CDBG-DR program for over a decade which includes housing, infrastructure, and economic development activities. Given our deep and rare housing program close-out experience, our experts are positioned now to support NCORR by proactively overseeing activities for HUD’s close-out expectations.

Ryan Flanery
NCORR’s CDBG-DR Compliance SME

Ryan has nearly a decade of experience with the federal government, where he was responsible for oversight of disaster recovery grants across the country. He will serve as your HUD Compliance officer on this program. He will assist your staff in delivery of technical assistance and solving complex problems to ensure NCORR’s implementation of an effective and compliant programs.

EXPECT EXCELLENCE.
REALIZE RESULTS

We have helped federal, state and local government entities produce transparency and oversight that ensures compliance with federal grants and state policies and standards.
D.1.1 PROJECT MANAGEMENT APPROACH FOR PMO SERVICES

Subject expertise, operational skills and communication practices must all blend and braid together daily to realize successful program execution. HORNE’s approach to program management services will retain this focus throughout our service to NCORR.

APPLICANT COMMUNICATIONS SERVICES

CASE MANAGERS
The Rebuild NC program’s priority of providing excellent customer service through long-term case managers matches HORNE’s recommended best practice. Whether we were assisting an elderly rental property owner on the Mississippi Gulf Coast rebuild his one-bedroom rental cottage after Hurricane Katrina or a service-disabled veteran repair the only home they’ve ever known on New York’s Long Island after Superstorm Sandy, HORNE has made delivering customer service excellence its mission.

Our approach is rooted in our own team’s personal experiences of surviving Hurricanes Katrina, Sandy, Harvey, Matthew and Florence. We accept the challenging reality that recovery doesn’t happen overnight. Recovery changes you, but it doesn’t have to break you. Our case managers are the key function in our overall approach to ensuring ReBuild NC’s customers agree with this truth.

We know that an expertly trained and selfless case manager can be a gamechanger for a homeowner or tenant that is walking through one of the lowest points in their life. It’s our highest honor to treat the applicant like family—walking alongside them every step of the way.
Our overall approach to case management includes two main priorities:

Upon the shoulders of these two priorities, we build our case management implementation plan. A robust solution tailored for North Carolina's program and service objectives.

Investing in Local Hiring: HORNE Case Managers are local citizens.
Case Management Implementation Plan

At full capacity, we expect at least 80% of our team to be local North Carolinians.
COMMUNICATION SERVICES

Compliant and User-Friendly Intake Applications

*Paper Application*

HORNE’s experience has afforded us with the knowledge and expertise to assist NCORR in developing a compliant application that encompasses all data needed to ensure that there aren’t any required reporting data holes in what is being obtained in the beginning.
Identify Priority Audiences
Though NCORR has undoubtedly mapped many key audiences, after our early meetings, we will review the following initial priority audiences for program communications:
Outreach Plan
The HORNE team has unique experience in public outreach, having previously delivered statewide outreach efforts across South Carolina, Louisiana, Texas, New York, Mississippi, US Virgin Islands, and Puerto Rico. We have learned that the best outreach is thoughtfully designed and delivered locally.

Document Translation Services
**Staff Training – Excellence in Compliance**

**Strategic Communications**

**General Public and Media Engagement**

Hurricane disasters disrupt normal communications channels in a number of ways. This disruption carries on well past the initial impact and response to the storm. Previous communication channels are nullified because of the displacement of residents and community leaders and internet forums and social media pages become key sources of information. As a result, recovery information must be communicated broadly across a number of channels.
Applicants to your program should not be expected to invest their precious personal time tracking down information about the program, trying to decode the intricate mysteries of the application process, or arranging to take time off work or from personal obligations to ensure their face is seen and their case is prioritized.
Working together, we can provide excellence in public meeting support.

REPORTING ON NCORR’S PROGRESS

Our work across the country has required our teams to become proficient in multiple financial and grant management systems. Due to our implementation experience, on numerous occasions, our clients have called upon us to assist them with the final build out of their systems.

Bob Harland III, CFE
NCORR’s Reporting SME

Bob is known as a subject matter expert in HUD’s Disaster Recovery Grant Reporting System (DRGR). He will serve as the DRGR Reporting expert providing team development and training, policy development, client communications, budget analysis, and monitoring, with a strong emphasis in program reporting. His goal is providing NCORR with clear, concise, accurate program reports on semi-weekly, quarterly, semi-annual, and annual intervals.
Reporting Requirements
Quarterly Reporting
Developing insightful and transparent reports inclusive of relevant data points that measure success will be one of HORNE’s top priorities as your PMO.

Like NCORR, HORNE values transparency and a no-surprises approach when delivering services, even when that means sharing difficult news.
D.1.2 EXPEDITED APPROACH FOR NCORR’s SINGLE-FAMILY HOUSING AND SMALL RENTAL PROGRAMS

Robeson County Intake Center during Hurricane Florence.
This team of experts will anticipate your challenges and offer proven solutions for your programs. Together, NCORR and HORNE can deliver these programs faster than any other grantee while we develop innovative strategies that will improve NCORR’s success.

HORNE’s approach to the implementation of ReBuild NC’s housing programs builds on:

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This team of experts will anticipate your challenges and offer proven solutions for your programs. Together, NCORR and HORNE can deliver these programs faster than any other grantee while we develop innovative strategies that will improve NCORR’s success.

HORNE’s approach to the implementation of ReBuild NC’s housing programs builds on:

Jonathan Krebs, CFA, CHFM, CFE
NCORR’s Housing Operations SME

Jonathan is a nationally recognized expert in disaster recovery finance and compliance. He has led some of the fastest and most successful housing programs in HUD’s disaster portfolio: Mississippi, Texas, New York, South Carolina, Puerto Rico and the U.S. Virgin Islands. He will assist NCORR’s officials with maximizing their funding opportunities, integrating compliance with operations, and embedding fiscal stewardship throughout the lifecycle of your programs.
Hurricane Matthew Step 1

1 230 applicants in Step 1 per RFP dated June 25, 2019.
Hurricane Florence Intake Operations, Mobilization and Approach

*Intake Mobilization*
Hurricane Matthew ReBuild NC center operated by HORNE staff.

Our Mission: assisting each applicant through the process fairly, professionally, and with respect.
Approach to Step 1: Intake

1.

4.
Comprehensive Customer Service:

The case management team will accommodate applicants with special needs by visiting them in their homes.
**STEP 2: Eligibility Review**

2 DAYS

**ELIGIBILITY**

49,634

Eligibility Reviews Completed in 7 States across 19 programs

Map highlights states where eligibility function successfully completed.

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2 105 applicants in Step 2 per RFP dated June 25, 2019.
**STEP 3:**
**Duplication & Verification of Benefits Review**

14 DAYS

DOB

38,231
DOB/VOB Reviews Completed across 19 programs

Map highlights states where DOB/VOB function successfully completed.
3 114 applicants in Step 3 per RFP dated June 25, 2019.
HORNE stands behind every one of the nearly 40,000 DOB/VOB reviews we’ve performed. Our QA/QC processes and team’s skills produce consistent funding decisions that withstand regulatory scrutiny. **HUD collaborates with HORNE’s Stafford Act/CDBG-DR experts to develop DOB/VOB guidance.**
The Tier I Area-Wide Environmental Review establishes the foundation for all housing recovery work and often determines how quickly a grantee can begin construction operations. Ultimately, this process is about demonstrating to HUD that NCORR has appropriately considered the environmental impacts of the recovery work and appropriately informed the public.
Tier I Completion Timeline
We have prepared dozens of Tier I ERRs for disasters nationwide, including NCORR’s first Hurricane Matthew Tier I review in Robeson County. That work provides HORNE with the necessary environmental data, relationships with NCORR environmental professionals, and contacts at NC agencies, Catawba and Muskogee (Creek) nations to quickly coordinate and complete your Tier I reviews. Our existing environmental work in North Carolina allows HORNE to reduce its Tier I completion costs and complete Tier Is faster than other firms.

Mike Richardson, PE, CPM
NCORR’s Environmental SME

Mike is an environmental program expert with over 35 years’ experience in designing and managing FEMA and HUD programs for disaster recovery operations in Texas, New York, New Jersey, Mississippi, Louisiana, North Carolina (Robeson County) and Puerto Rico. He will serve as the Environmental Program Expert providing NCORR with environmental reviews, construction design, and oversight.
**Tier II (Site-Specific) Environmental Review**

Map highlights states where Tier II reviews have been successfully completed.

**TIER II**

20,608 Tier II Environmental Reviews Completed across 13 programs

**HORNE’s Tier II Work Plan**
Recognized Environmental Concerns

Special Studies

Historic Preservation

HORNE has provided Tier II ERR services to Robeson County and the City of Fayetteville for more than a year. We have coordinated productively with North Carolina SHPO and fully understand NCORR’s expectations. To date, HORNE has performed a large share of the Tier II ERRs for ReBuild NC, and we have the capacity and expertise to deliver significantly more at your direction.
Inspection Services

Map highlights states where inspections have been successfully completed.

Site Inspection Completion Timeline

25,000+ Inspections Completed across 13 programs

Site Inspection Work Plan
Asbestos

The HORNE Team has performed over 25,000 housing site inspections for 10 CDBG-DR grantees across the country, including North Carolina. Our professionals have more than just the expert credentials; they have field tested experiences that improve program delivery and expedite recovery. We pay attention to the details and hold every Inspector accountable for their interactions with citizens, the accuracy of their Scope of Work, and the timeliness of their deliverables.

Radon

Mold
Once the Eligibility, DOB/VOB, Inspection, and Environmental processes have all been completed, the application will be sent to Step 5 – Grant Determination and the Case Manager will communicate the status with the applicant.
Appeals

• 3 DAYS
Award Consultation and Signing

Map highlights states where successful award consultation / signing services were provided.

SIGNING
22,475 Homeowner Signings
Completed in 5 States across 18 programs
Awarding over 20,000 homeowners with the assistance they desperately needed, HORNE executes daily with the philosophy that progress cannot be slowed for compliance and compliance cannot be compromised for speed. We have successfully married these two competing dynamics for over a decade ensuring program awards are maximized. Our top priority in this step 5 is to ensure customer’s understanding of the award determination and positive case management service.
We have worked alongside the AECOM team within similar roles for disaster recovery efforts in Texas and Mississippi to great success. Our companies complement each other and have worked cooperatively to drive construction completion on multiple housing programs.
STEP 8: Closeout

Map highlights states where successful closeout services have been completed.

CLOSEOUT
21,919 Closeouts Completed across 18 programs
After having closed out more than $3 Billion in CDBG-DR programs, HORNE knows what works and what does not work. We serve NCORR with best practices and the anticipatory insight to identify remaining program funds able to be reprogrammed for other program needs.
SMALL RENTAL REPAIR | UNIQUE PROGRAM ELEMENTS

TENANT INCOME VERIFICATION
DRGR ACTIVITY REPORTING

PROPERTY MANAGEMENT COMPLIANCE
Alongside NCORR, we will refine program policies and standard operating procedures that account for:

- Expect Excellence
- Realize Results

Brandy Bones, PMP, AICP
NCORR’s Buyout/Acquisition Program SME

Brandy has more than 13 years of experience working on HUD housing programs including CDBG, CDBG-DR, HOME, NSP and Choice Neighborhoods. She has worked with various states and localities providing compliance oversight and toolkits for buyout and voluntary acquisition programs. In her role, she will ensure compliance on HUD CDBG-DR Buyout and Acquisitions functions to ensure that all projects are delivered compliantly and utilizing best practices.
DISASTER RISK REDUCTION AREAS (DRRA) DETERMINATION AND/OR INCORPORATION

A team who can translate the Federal Register Notice requirements associated with DRRA into implementation.
DRRA Incorporation in Intake and Eligibility
PROCESS MAPPING AND SYSTEM OF RECORD INTERFACE

Process Map Development

System of Record Development Coordination

INTAKE

Intake System Standup

Simplified, Predicable and Compassionate Intake System
This PMO Team has:

- performed over 100,000 eligibility reviews
- developed the income calculator on the HUD website to verify household income
- worked with HUD to develop webinar trainings on DOB.

ICF brings 3 decades of supporting grantees navigate complex federal programs.
DUPLICATION AND VERIFICATION OF BENEFIT

[Text obscured for privacy]
INSPECTION

- Storm Damage Verification –
- Initial Damage Assessment –
- Hazardous Materials Survey or Testing for Mold, Radon, Lead Based Paint or Asbestos –
- Structural Assessment –

H2Bravo has provided quality assurance inspections for over 20,000 single and multi-family housing projects in 8 major CDBG-DR programs.
Quality Management and Schedule Control
Our team includes a local appraisal firm from Florence’s MID area.
VACANCY INSPECTION
D.1.5 RELOCATION AND UNIFORM RELOCATION ACT (URA) SERVICES

[Content of the page discussing relocation and URA services]
D.1.6 FIDUCIARY SERVICES
Subsection D.2.1
Key Personnel

Anna Stroble, JD
Engagement Partner

John Hadjis, PMP
Program Director

Daron Wilson
Deputy Program Director

Tiffany Schwarzauer
Single Family Housing Program Manager

Matt Betz, CFM
Buyout & Acquisition Program Manager

Jessica Catchings, JD
Small Rental Repair Program Manager

Melissa Walker
Communications Services

Destiny Moore
Case Management Team

Marianne Holstein
Relocation & URA

Sharon Goodson
Outreach

Bill Waddlington
Reporting

Dana Hunt
Intake/Eligibility Lead

Ginny Breckenridge, CPA, CFE
DOB/VOB

Steve Swick, RPG
Environmental/Inspections

Lindsey Williams, PMP
QA/QC

Mark Weiss, PE
Structural Engineer
D.2 – PROJECT ORGANIZATION

D.2.1 THE RIGHT KEY PERSONNEL FOR NORTH CAROLINA

Proven and trusted leadership is the catalyst for successful recovery projects, and we deliver experienced leadership to educate and guide you through complex Federal requirements. Anna Stroble will serve as HORNE’s authorized agent. She is the point of contact from proposal to contract acceptance and will assume full responsibility of the contract requirements and deliverables.

HORNE has carefully selected the following key personnel who possess the experience and capacity needed to support NCORR’s program delivery. Our team’s current work activities will not compromise their availability to deploy immediately and appropriately to meet the needs of your CDBG-DR program. We will remain fully engaged as warranted until the assigned tasks are completed. Included on the following pages are an organizational chart incorporating all key personnel, proposed subcontractors and the subcontractors’ key staff; bios for our leadership, program execution and subject matter expert team; and, experience matrix demonstrating the experience of our personnel and teaming partners. resumes included in Appendix A.
HORNE’s Leadership & Program Execution Team

Anna G. Stroble, JD | Engagement Partner
Anna has practiced law for over 15 years in the areas of commercial transactions, government relations, federal and state regulatory compliance, corporate law and government contracts. Her broad experience in recovery includes the development and oversight of all types of CDBG-DR activities critical to a comprehensive recovery: housing, infrastructure and economic revitalization. Anna will serve NCORR as the engagement partner to guide executive leadership in their strategic vision for a successful recovery.

John Hadjis, PMP | Program Director
John has an extensive background in emergency preparedness, defense, and security operations and logistics. He will serve as the Senior Program Manager for NCORR. He will assist NCORR with executing the program management, case management, financial management and compliance oversight of your CDBG-DR grant. He will lead a team that partners with the communities and its citizens to execute efficient programs. John served as HORNE’s Project Manager for the 2015 Severe Storm and Hurricane Matthew Recovery Program in South Carolina. His team repaired, replaced, or reconstructed the homes of more than 2,200 families affected by those disasters. John is currently serving as the Program Director for the Robeson County and City of Fayetteville Matthew Recovery Programs. If selected, John would transition his role to HORNE’s local Deputy Project Manager and relocate to Raleigh to lead alongside NCORR.

Daron Wilson | Deputy Program Director
Daron brings 10+ years of CDBG-DR Implementation and Operations experience. As Director of a $5.5 Billion CDBG-DR program, he has deep knowledge of best practices to operationalize NCORR’s programs. Daron will support the operational phase of Matthew and Florence available to NCORR 3 days each week at no cost to NCORR. He ensures launch is on time, the proper resources are allocated and the appropriate tasks are prioritized to meet NCORR’s goals.

Tiffany Schwarzauer | Single Family Housing Program Lead
Tiffany has spent more than 10 years of providing financial oversight and CDBG-DR housing experience. She will serve NCORR as the Project Manager for the Single Family Housing Programs where she will oversee the daily operations and progress of Steps 1-5 and Step 8 executed for the Matthew and Florence SFH programs. Her knowledge gained from her work on Robeson County’s Hurricane Matthew Recovery Program will help ensure a seamless transition for the current Hurricane Matthew recovery efforts and smooth start for the Hurricane Florence recovery. Tiffany also brings lessons learned and best practices from CDBG-DR housing programs around the country, including South Carolina’s 2015 Severe Storm and Hurricane Matthew Recovery Programs; Colorado’s HMGP and CDBG-DR Programs; Texas’s CDBG-DR Housing Program in Houston; and Mississippi’s Hurricane Katrina response programs (MDA’s CDBG-DR Long-Term Workforce Housing Project).
Jessica Catchings, JD | Small Rental Assistance Program Lead

Jessica is a lawyer and brings six years of experience assisting in managing the application, fulfillment, and compliance of grants awarded through the Community Development Block Grant (CDBG) program, Social Services Block Grant (SSBG) program, and the Federal Fair Housing Act. Jessica brings experience from initial program implementation and intake to long-term recovery program management post-intake period. She gained this experience from her time serving in roles such as Deputy Program Manager on HORNE’s New York Superstorm Recovery effort and Housing Team Lead on our South Carolina Recovery project.

Matt Betz, CFM | Buyout & Acquisition Program Lead

Matt is a certified Floodplain Manager with experience in managing flood hazard areas in a post-disaster landscape, and an expert in CDBG-DR Demolition Programs, Housing Assistance Programs, and Section 3. He has experience establishing and implementing several grant programs at the local level, each with average reimbursement rates over 97%. Matt has experience developing and managing residential demolition programs and recently streamlined programmatic forms for the Texas GLO’s Hurricane Harvey Buyout and Acquisition programs to reduce administrative burden, cutting program forms by roughly half. He is currently developing trainings for core competencies related to Buyout and Acquisition for the Texas GLO (e.g. Buyout and Acquisition Program Fundamentals, Duplication of Benefits, and Section).

Melissa Walker | Communications Manager

Melissa brings more than 19 years of experience in state and federal government communications – having developed and implemented communications programs after Hurricanes Katrina and Rita, as well as Superstorm Sandy. She has extensive experience in disaster recovery communications for CDBG-DR programs, which fully comply with the Fair Housing Act. Melissa served as the Director of External Affairs and Communications for Louisiana’s Road Home Program, the largest housing recovery programs in U.S. history. She also served as the communications and outreach task lead for the New Jersey, New York and Houston, TX disaster recovery programs, where she has developed and implemented comprehensive media and outreach campaigns to reach LMI and LEP residents.

Destiny Moore | Lead Case Manager

Destiny has several years of case management experience including multiple years on projects dedicated to providing government program related services. She has utilized excellent skills of communication, advocacy, negotiation, collaboration, teaching and critical thinking to serve her local community as well as others. She provides programmatic processing of eligibility for CDBG-DR homeowner program applicants through personal consultations, income verification, disqualification, appeal review and approval, monitoring and oversight. Destiny currently serves as a lead case manager and award coordinator Destiny’s experience includes case management leadership over 24 counties in South Carolina during the Hurricane Matthew Recovery Program.
Marianne Holstein  |  Relocation and URA Services Coordinator
Marianne holds more than a decade of acquisition and relocation experience under the Uniform Relocation Act (URA), as well as 3 years of experience as the acquisition and relocation SME on the CDBG-DR project for Minot, ND. Her acquisition experience includes, acquiring lands for public agencies such as Cities, Department of Transportation and Airports, reviewing of appraisals, title and environmental reports. Marianne also has prepared sales contracts and instruments for recording, negotiated offers with property owners, updated title reports and prepared closing documents, as well as attended closings and recorded instruments. During her time on the CDBG-DR project for Minot, Marianne redesigned forms and developed procedures to facilitate the process and reduce errors.

Sharon Goodson  |  Outreach
Sharon brings more than 30 years of experience from the public/nonprofit sectors at both the local and state levels to her leadership as Executive Director of the NC Community Action Association – a statewide network of 34 community action agencies, whose overarching mission is to move individuals/families from dependence to independence. For more than a decade she has guided operations, advocacy, fund development, and communication, as well as, fostered public/private alliances to help carry out the Association’s mission and the promise of community action.

Bill Wadlington  |  Reporting
For the last 13 years, Bill has worked with grant management systems developed to support multiple federally funded disaster recovery assistance projects since. His focus is to collaborate with project teams to find innovative ways to continue to support and improve disaster recovery program management software solutions. Bill has worked on multiple CDBG-DR projects including Virgin Islands’ Housing Reconstruction Programs following Hurricanes Irma and Maria; South Carolina recovery responses to Hurricane Matthew and the 2015 Severe Storm Flooding; and Mississippi’s ongoing recovery efforts following Hurricane Katrina.

Dana Hunt  |  Intake and Eligibility
Dana has over 11 years’ experience in case management and customer service for government programs. Dana will serve NCORR as their intake and eligibility lead providing leadership over program processes for intake and eligibility by leading the team to serve NCORR’s impacted citizens. Dana currently serves as the center manager for the Rebuild NC in Robeson County where she provides extensive training to case managers, completes team lead reviews on each application, and manages eligibility production while ensuring quality and compliance. In South Carolina, Dana gathered and input applicant’s eligibility information – including income verification, title verification, and duplication of benefits – while helping resolve any concerns or questions the applicants had about the program.
Ginny Breckenridge, CPA, CFE | Duplication and Verification of Benefits

Ginny has over a decade of duplication of benefits reviews, financial and programmatic monitoring experience. She is a Certified Public Account that will serve as the Duplication of Benefits Lead for NCORR to ensure accuracy and compliance with federal regulations and program policy. On the CDBG-DR programs in South Carolina and New York, Ginny led monitoring team to review policies and procedures, programmatic activities, and application information to verify projects were compliant with federal, state, and project guidelines. For the Robeson County recovery program, Ginny leads HORNE’s centralized duplication of benefits team where she oversees verification of third-party funding received by program applicants to ensure duplication of benefits are captured and program award calculations are adjusted accurately.

Steve Swick, RPG | Environmental / Inspection

Steve has over 30 years’ experience and has managed HUD and FEMA programs for disaster recovery operations all over the southeast. He will serve as your Inspection and Environmental lead to ensure state-wide environmental compliance services. He will ensure the efficient timely execution of inspections and Tier II environmental reviews. In Robeson County, NC and on South Carolina’s recovery programs, Steve manages the environmental team performing the Tier I and Tier II reviews, as well as performing Quality Assurance (QA) reviews of the Environmental Review Records (ERRs). For Louisiana’s Shelter at Home Program following the Great Louisiana Flood of 2016, his team was responsible for performing site inspections for 10,600 residences as well as program management, outreach, intake and eligibility determination, and construction administration.

Lindsey Williams, PMP | QA/QC

Lindsey provides compliance and quality assurance for CDBG-DR projects and reviews various types of applications prepared by eligibility counselors to ensure accuracy and program compliance with federal, state and project policy. She also assists grantees with the design and development of policies and procedures and trains state and local employees. Lindsey has perfected her QA/QC skills on disaster recovery programs in Mississippi, New Jersey, and New York.

Matt Weiss, PE | Structural Engineering

Mark has 15 years of experience in structural engineering assessments, inspections, design and construction oversight for residential, commercial, government, marine and coastal engineering facilities. This experience includes construction observation and special inspections. His career has been focused on projects and programs throughout North Carolina and South Carolina, including work for the University of North Carolina Wilmington.
NCORR’s Subject Matter Experts

Jonathan Krebs, CFA, CHFM, CFE | SME: Housing Operations
Jonathan is a nationally recognized expert in disaster recovery housing programs, finance and compliance. He has led some of the fastest and most successful housing programs in HUD’s disaster portfolio. Programs such as Mississippi, Texas, New York, South Carolina, Puerto Rico and the U.S. Virgin Islands. He will assist NCORR’s officials with maximizing their funding opportunities, integrating compliance with operations, and embedding transparency and fiscal stewardship throughout the lifecycle of your programs.

Ryan Flanery | SME: Compliance
Ryan has nearly a decade of experience with HUD, where he was responsible for oversight of disaster recovery grants across the country. During Ryan’s service at HUD, he was responsible for the management of a $37 Billion portfolio of CDBG-DR funds. He will serve as your CDBG-DR compliance expert on this program. He will solve NCORR’s most complex problems facilitating the completion of effective and compliant programs.

Bob Harland III, CFE | SME: Reporting
Bob is known as a subject matter expert on HUD’s Disaster Recovery Grant Reporting System (DRGR). He will serve as the DRGR Reporting expert providing team development and training, policy development, client communications, budget analysis, and monitoring, with a strong emphasis in program reporting. His goal is providing NCORR with clear, concise, accurate program reports on semi-weekly, quarterly, semi-annual, and annual intervals.

Mike Richardson, PE, CPM | SME: Environmental
Mike is an environmental program expert with over 35 years’ experience in designing and managing FEMA and HUD programs for disaster recovery operations in Texas, New York, New Jersey, Mississippi, Louisiana, North Carolina (Robeson County) and Puerto Rico. He will serve as the Environmental Program Expert providing NCORR with environmental reviews, construction design, and oversight.
Dionne Roberts  
SME: CDBG-DR Policy

Dionne serves as the President and Chief Executive Officer of the TDA Family of Companies. With 25 years of experience in the affordable housing and community development arena, she has extensive experience with and knowledge of a wide variety of programs, allowing her to identify innovative solutions for her clients. Dionne has a strong background in housing program analysis and development; technical assistance and training; and public policy analysis. She has also personally trained more than 4,000 housing and community development professionals.

Brandy Bones, PMP, AICP  
SME: CDBG-DR Buyout & Acquisition

Brandy has more than 14 years of experience working on HUD housing programs including CDBG, CDBG-DR, HOME, NSP and Choice Neighborhoods. She has worked with various states and localities on housing and disaster recovery and resilience initiatives and programs including buyout and voluntary acquisition programs. Brandy helps implement all of ICF’s HUD CDBG-DR funded projects providing expertise to ensure that all projects are delivered compliantly and utilizing best practices. She led the development and was the lead author of the CDBG-DR Launch Toolkit with 18 new tools and resources on how grantees should set up disaster recovery programs.

Lauren Nichols  
SME: CDBG-DR Policy

Lauren has been working in community development and disaster recovery for over 12 years and has managed CDBG-DR programs and staff for the last 10 years. She has held multiple roles directly designing, managing and implementing buyout, acquisition, economic development, rental, infrastructure, planning, and homeowner programs. In her most recent role, Lauren has supported the Texas General Land Office (GLO) in the program and process improvement of their buyout, acquisition, infrastructure and homeowner assistance programs, as well as developed training curricula for state. Prior to leaving the Louisiana Office of Community Development (OCD) Disaster Recovery Unit, Lauren led the design, policy manual writing and standing up the implementation of the state’s most recent Buyout and Housing Incentive program, Restore LA Solution 4.

Scott Keller  
SME: Strategic Communications

Scott has 30 years’ experience leading teams at the federal, state and local levels to successfully find solutions for some of government’s biggest problems. He works around the nation in developing complex housing finance options and finding creative solutions for communities recovering from disasters. From 2003 to 2007, Scott served as the Deputy Chief of Staff for HUD where he directed personnel, political, and policy matters for over 9,000 employees in Washington, D.C. and across the country. He also recently served on the Presidential Transition Team where he led the efforts to prepare both Secretary Ben Carson and Deputy Secretary Pamela Patenaude for their Senate confirmation hearings and to lead HUD in their roles as the department’s principal staff.
D.2.2 THE RIGHT OPERATIONAL STRUCTURE FOR NORTH CAROLINA – FUNCTIONAL ORGANIZATION CHART
YOUR TEAM. The HORNE team consists of partners that lead the industry with cutting-edge processes and proven disaster recovery experience that will provide NCORR valuable perspective and sound guidance. All subcontractors will be licensed in the State of North Carolina and meet North Carolina’s regulatory and compliance guidelines.
THE RIGHT TEAM FOR NORTH CAROLINA – QUALIFICATIONS & EXPERIENCE

The HORNE team consists of partners that lead the recovery industry with cutting-edge processes and proven experience that will serve NCORR with valuable perspective and sound guidance. HORNE intentionally paired its seasoned expertise with that of partner firms ICF, H2Bravo, CTEH, Ardurra, Workforce Group, and TDA Consulting. This team has worked on multi-billion CDBG-DR programs for the last decade. Let their experience drive your progress.

We also proudly partner with six local North Carolina firms such as NCCAA, Grace Federal Solutions, Brooks Law firm and other local law and appraisal firms. Building your local capacity is one of our passions - we look forward to working with these great local teams to realize results for NCORR.

HORNE

Our core mission is to create value and make a difference – it’s what sets us apart. For more than a decade, we’ve supported communities across eight states to manage compliance on more than $35.3 billion in federal funds. Our specialization in disaster recovery services is not a side focus or a distraction from our day-to-day business; it is the core competency of our entire Government Services group. Our singular focus is to improve the disaster recovery process and help communities rebuild faster and better than anyone thought possible.

HORNE LLP (HORNE) was established in 1962 in the small town of Laurel, Mississippi. In 2004, our firm converted into a limited liability partnership – incorporated in Delaware – and has since grown into eight different focus groups consisting of over 600 employees in offices throughout the country, including North Carolina. Our firm provides clients with a wide array of services such as but not limited to assurance & advisory, fraud forensic & litigation, cyber, outsourced accounting, tax, valuation, and government services.
HORNE’s In-Depth Qualifications and Experience

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<th>Client/Program/Dates/Role</th>
<th>Program / Size</th>
<th>Program Design</th>
<th>Strategic Communications</th>
<th>Intake / Eligibility / DOB and VDB</th>
<th>Information Technology</th>
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<td>- Texas Disaster Recovery Programs</td>
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HORNE’s Partners’ Qualifications and Experience

ICF  
*Project Role: Buyout & Acquisition, Relocation and URA Services*

A multidisciplinary, publicly traded, large business with in-house expertise in all the areas needed for comprehensive solutions—disaster recovery, housing, policy, financial controls and data management, procurement, energy, environmental reviews, communications and outreach, transportation, training, workforce development, and building back for resilience (energy, environmental, and economic). 25-year partnership with HUD and 20+ years of successfully performing work for FEMA. **Has managed more than $17.5 billion in CDBG-DR funds.**

ICF is:

- The company that made New Jersey’s Superstorm Sandy recovery a model for CDBG-DR programs.
• The only contractor to have helped a state achieve the unheard-of HUD low-risk grantee status in the past decade and guarantees bullet-proof regulatory compliance in North Carolina.

• The company that the states of New York and New Jersey brought in to take over when other contractors failed.

• The deep-pocketed, financially stable, high-credit firm that has mastered the disaster-recovery field in cities, counties, parishes, and states throughout the nation – in Texas, Louisiana, Mississippi, New York, New Jersey, and Connecticut; after Rita, Katrina, Sandy, and Ike; after floods, mega-storms, earthquakes, and 9/11.

CTEH Government Services, LLC

CTEH Government Services, LLC (CTEH) is an innovative and comprehensive provider of program and construction management services on disaster recovery projects. They support a variety of stakeholders from federal, state, and local government organizations to private sector clients. Their organization was developed as an extension of an emergency response organization CTEH, LLC (est. 1997), that has been responding to large-scale emergency response and recovery projects for over 20 years. Since Katrina’s landfall in 2005, CTEH has helped organizations respond to and recover from the impacts of natural disasters. They currently have staff in Wilson, Chocowinity, Wilmington, and Greensboro, NC.

CTEH has provided services for CDBG-DR housing recovery programs in multiple states, including: Louisiana, Texas, Mississippi, and South Carolina. Their team is ready to support the State in all items presented in the RFP, including, but not limited to:

• Inspection(s) process to competition
• Program guidelines (e.g. housing rehabilitation, reconstruction, and/or replacement)
• Best practices for program eligibility
• Building standards
• Bid review and evaluation/program pricing guidance
• Site-specific environmental clearance and abatement issues (lead-based paint, mold, and asbestos)
• Scope of work development
• Program data and reporting requirements
• Compliance with Federal, State, County, and any other authority-having jurisdiction (AHJ) codes or regulations
• Audit support and defense

Salesforce Experience – CTEH’s development team has extensive experience integrating with third party systems over common interfaces (REST, SOAP, GraphQL). When it comes specifically to Salesforce,
they have developers who have overseen and assisted in the creation of a variety of custom solutions ranging from simply pushing customer feedback data into Salesforce tables to full blown Visualforce workflows. Recently, CTEH had a large software development agency that was looking to visualize their entire work pipeline. Salesforce managed the firm’s opportunities and client relations, but the rest of the process existed solely in other systems. CTEH was able to pull relevant data from several of these systems, and was even able to help them migrate their change-advisory board process directly into Salesforce. This meant the firm could see from first client contact right up to when a particular software change was deemed safe to deploy to production all in one place.

H2Bravo

Project Role: Inspection / Damage Assessment

For over 25 years, Carrera Management Group, LLC DBA H2Bravo principals and team members have assisted States, Counties, and Cities recover from of the worst disasters in U.S. History. They have effectively managed billions of dollars of CDBG-DR Housing assistance including Buyout and Acquisition Programs.

H2Bravo was founded in its current form in 2011 as a Program and Construction Management firm with an emphasis on disaster recovery housing programs. Their work includes program management at all levels, with specific capability with Damage Assessments, Environmental Remediation Assessments, and Construction Quality Assurance Inspections. Housing recovery is their specialty, and they focus on what they do best to deliver a quality – and compliant – product. H2Bravo’s unique corporate culture and business organization is based on the relationship and common vision of their principal owners. With traits, characteristics, and values derived from our service in the United States Army, they have successfully applied their military training and experiences to a market sector in need of those attributes during difficult times. Throughout all aspects of their work, H2Bravo never lose sight of their mission and the primary objective. Because of that, their corporate philosophy can be summarized by one guiding principle, Success Matters.

“Glad we finished under budget – and on time! – and that the program, overall, went smoothly. Thanks again for all your – and everyone at H2Bravo’s - help!”

– Molly Keller | Texas GLO PREPS (aka “FEMA STEP”) Program Manager

H2Bravo has:

- Planned and conducted over 21,000 ECR Assessments in 30 days for the NY Rising Program CDBG-DR Program in 2013
- Developed the program and conducted over 35,000 damage assessments for the Shelter At Home program in Louisiana and the PREPS Program in Texas after Hurricane Harvey.
- Provided Quality Assurance inspections of over 20,000 single and multi-family housing projects in 8 major CDBG-DR programs
- Supervised the demolition and removal of over 8,000 houses
TDA Consulting

Project Role: CDBG-DR Policy Development

TDA Consulting Inc. (TDA) is a small minority woman-owned corporation established in the State of North Carolina in 1998. They are a national technical assistance and training provider that provides professional services, develops training curricula, and delivers workshops related to community development programs and activities. They also provide organizational, professional, and board development assistance to a broad range of organizations. To help communities develop their full potential, TDA delivers high-quality training and consulting services that enhance the capacity of their clients' organizations to achieve their community development goals while consistently exceeding their expectations. For 20 years, TDA has been providing its services throughout the United States on behalf of the federal government, private organizations, municipalities, and states.

TDA provides its clients with consulting and training services in a variety of specialized areas that enhance the capacity of organizations and their leaders to achieve community development goals. Our services include:

- Change Management & Organizational Performance
- Distance Education
- Large Group Conferences and Work Sessions
- Project-specific Development and Implementation
- Research & Analysis
- Strategic Planning & Policy Development
- Traditional Face-to-face Training

Since 1998, TDA has received over $60 million from the U.S. Department of Housing and Urban Development (HUD) in technical assistance funds, and over $5 million in awards from other government and private organizations to provide technical assistance, training, and organizational development. We manage hundreds of complex projects across the country and have established a reputation for completing activities within the defined budget and time frames.

Grace Federal Solutions

Project Role: Case Management, Local Hiring

Grace Federal Solutions (Grace) is a privately owned, SBA-Certified Woman Owned, SDB Certified Small Business headquartered in Raleigh, NC. Grace delivers a full range of professional services. Grace specializes in providing quality staff to support our Federal, State and local government as well as the private and commercial sectors. They take pride in their ability to recruit quality local staff and our exceptional project management while delivering solutions on schedule at the best value to their clients. Grace has a strong reputation for providing a stable workforce with low turnover rates, rapid fill rates, superior program management, and top quality performance.
M-TO-Pros Development Inc.
Project Role: Case Management

M-TO-Pros Development Inc. (M-TO-Pros), originally Tolentino Design Group was founded in 2004 by Mildred Tolentino. In 2015 the company was changed to a corporation and obtained the Minority and Women Business Enterprise certification in NYC, NY state and NJ as well as a Disadvantage Business Enterprise Certification (DBE).

To create a strong team, M-TO-Pros has alliances with other minority certified firms in the project and cost management services in most sectors of the construction industry including Healthcare, and Infrastructure facilities; Retail, Corporate Interiors, Residential, Hotel, Commercial, Cultural, Institutional, for prospective building owners, architects, government agencies, and developers.

Disaster Response and Recovery Services

- FEMA and HUD compliance and monitoring
- Federal, state, and local agency coordination
- Grant management and administration
- Public relations and community outreach
- CDBG-DR
- Stafford Act compliance
- Individual Assistance (IA)

- Public Assistance (PA)
- Hazard Mitigation Planning and Implementation
- National Incident Management System (NIMS)
- Continuity of Operations Planning
- Emergency Operations Planning
- Incident Command System (ICS) Implementation and Training

The Brooks Law Firm
Project Role: Title Review

The Law Office of Edward Brooks was started in 2013 in Pembroke, North Carolina by Ed Brooks. He was born and raised in Pembroke, where he watched his father develop a family-independent pharmacy into a thriving home health agency serving the majority of southeast North Carolina – instilling within him deep values of hard work and community. Ed received his undergraduate degree at the University of North Carolina at Chapel Hill and his Juris Doctorate from the North Carolina Central University School of Law. He is also an enrolled member of the Lumbee Tribe of North Carolina, whom he served as legal counsel for more than a decade. Ed is tied to the Robeson County community – by birth and by choice: through his law practice, by raising three growing boys there, and through his participation as a deacon at Hyde Park Baptist Church. Ed is vested in seeing North Carolina recover and thrive.
Law Office of Jeffrey W. Porter, PC.
Project Role: Title Review

For over 25 years, the Law Office of Jeffrey W. Porter, PC has been providing top quality legal services in and around Wilmington, North Carolina. To date, they have handled more than 27,000 real estate closings. Their decades of experience have been focused primarily on real estate work and will be effectively engaged through title-related matters. The office is led by Jeff Porter – a graduate of the University of Virginia and the College of William and Mary, Marshall-Wythe School of Law.

Ardurra Group, Inc.
Project Role: Inspection / Damage Assessment, Structural Engineering

The Ardurra Group of companies dates to 1960, furnishing engineering and construction management services throughout North Carolina and specializing in civil, structural, coastal and marine infrastructure programs. Ardurra has three offices in NC – Charlotte, Wilmington, and Raleigh. Through Ardurra’s extensive work with government agencies, they have developed an expertise in federal funds management including HUD CDBG & CDBG-DR grant administration. Grant management capabilities include planning, mitigation, facility assessment, recovery, construction management and close out. As such, Ardurra has completed multiple large- and small-scale housing revitalization, rehabilitation, reconstruction and elevation programs throughout the nation. They bring lessons learned from 12+ housing programs using CDBG and FEMA funds and more than $700M in housing construction in South Carolina, Louisiana, Texas, New York and New Jersey.

The Workforce Group
Project Role: Inspection / Damage Assessment

The Workforce Group (TWG) is a small business specializing in disaster response and recovery staffing and management. TWG owners came together in 2013, after spending years in the disaster recovery field. TWG’s owners and staff have extensive experience working with private, local, state, and federal agencies including LA OCD-DRU, GOHSEP, LA DOTD, FEMA, and HUD following Katrina, Rita, Gustav, and Ike. They mastered the challenge of finding, placing, and training, as necessary, qualified staff for every aspect of disaster response, recovery, compliance, database management, and construction.

Combined, TWG’s owners and staff have either managed or personally provided as many as 100,000 damage assessments, construction inspections, or environmental site assessments within 24 hours following notice to proceed in CDBG programs alone. TWG recently completed scope write-ups and final inspections of over 13,000 homes for the Louisiana Shelter at Home Program in less than three months. Additionally, they developed databases and systems which expedite and track CDBG recovery processes, including Tier 2 Reviews.
Ingram & Company, Inc.  
Project Role: Appraisals

Ingram & Company, Inc. specializes in providing real estate appraisal services in the Eastern Carolinas. They serve attorneys and private land owners, financial institutions, developers, investors, and public agencies providing timely and professional advice on eminent domain issues, equitable distribution, development, cost management, financing, managing, marketing, acquisition, liquidation and valuation of all types of real estate. Their services include commercial and residential appraisals; real estate consulting; and acquisition and development; among others.

North Carolina Community Action Association  
Project Role: Outreach

The North Carolina Community Action Association (NCCAA) was organized in November of 1966. Recognizing the need for a statewide organization that would represent community action agencies across the state, leaders of several agencies met in Chapel Hill, North Carolina and formed the NCCAA which received its charter in 1967. Today, NCCAA is a trusted resource and proven advocate for our statewide network of 34 Community Action Agencies. Throughout North Carolina, they continue their anti-poverty mission by providing opportunities for vulnerable people to help themselves and each other, while building strong vibrant communities for all people to live, work, play and learn.

Under the leadership of Sharon Goodson, NCCAA has grown from a staff of one to a team of 15. She has garnered partnerships with Duke Energy, PNC Bank, the NC Department of Public Safety, and Blue Cross & Blue Shield of NC that have led to more than $40 million in funding to assist vulnerable North Carolinians as they navigate the challenge of having more month than money.
D.2.3 YOUR TEAM’S EXPERIENCE

We encourage you to contact our five references below. Case studies of the work we performed for these references are provided on the subsequent pages – highlighting our experience on programs with similar or larger size and equal complexity to the State of North Carolina – along with descriptions of relevant work from our teaming partners.
HORNE has or is still currently providing the services outlined within this solicitation to multiple Grantees.

Relevance to this Contract:
- Knowledge of NCORR policies and procedures
- Salesforce System of Record – Reporting experience
- Applicant Intake in North Carolina
- Tier 1 and Tier 2 Environmental Reviews
- DOB / VOB
- Customer service-oriented Case Management

HORNE currently provides full-spectrum recovery program management to the communities within Robeson County who were affected by Hurricane Matthew. Our services include applicant outreach, intake services, VOAD coordination, strategic communications, information technology, internal audit/program compliance controls, construction management, environmental review and program closeout.

HORNE began working with Robeson County in December of 2017 to layout a program designed for success in the administration of the County’s CDBG-DR, HMGP, and North Carolina Disaster Recovery Act funding. Our team quickly focused on the application and intake process to increase awareness in the community through outreach efforts at both council and county meetings, and festivals. Program information is also being disseminated to area churches, business and non-profit organizations to ensure affected residents understand their role in applying for assistance HORNE is mobilizing kiosk service centers in high-traffic areas manned by intake specialists to assist residents with completing their applications. Through this effort, HORNE has completed intake for over 700 applications as of May 1, 2018.
Another task of which HORNE is focusing is the completion of the Tier 1 environmental review. Our team has expedited delivery of the County’s Tier 1 environmental review and is projected to complete approximately 400 site-specific Tier 2 environmental reviews. In addition, we have successfully completed a Categorically Excluded Subject to 58.5 (CEST) environmental review which allows some applicants to proceed through eligibility and receive assistance needed. As Program Manager, HORNE will oversee every step of these programs implemented in the County. Some of the support we provide includes review of necessary procurements for projects approved through the federal programs, review applications and confirm eligibility, provide program policy and procedure development to ensure compliance, construction management and provide transparent reporting. Our team has collaborated with state officials on specific steps to speed up the provision of assistance in the County through these programs.

HORNE is providing unprecedented rapid recovery services in the State of South Carolina for both the 2015 Storm Flooding and Hurricane Matthew recovery programs. Full-spectrum services provided by HORNE include applicant outreach/intake, VOAD coordination, Eligibility Verification, Award Calculation and closing, case management, strategic stakeholder communications, custom system of record implementation, process quality control/quality assurance, Fraud, Waste, and Abuse deterrence and detection, internal audit/program compliance controls, construction management and program closeout.

We expedited recovery by absorbing risk and placing the impetus for quality and delivery on ourselves. HORNE redefined the standard recovery model by combining intake and eligibility processes into a single action. We managed procurement and oversight of multiple local construction contractors to ensure competitive pricing and an abundant workforce to keep up production. Through due diligence and years of recovery experience, we have also identified opportunities for cost savings which will allow South Carolina to reconstruct an approximately 1,000 additional homes.
HORNE team members strive to be anticipatory with each engagement and client we serve. Our program leaders recognized two areas in which we could better serve South Carolina without additional cost or interruption in their work flows. In preparing for an upcoming HUD visit in July of 2018, HORNE began testing 20% of the applicant files in December of 2017 to ensure program requirements were being met. This step allowed the State to circumvent unnecessary findings and identify areas where efficiencies could be realized. We also learned the State’s DRGR appointee would be leaving their position and saw an opportunity to assist them in developing a transition and training plan for the new staff member to seamlessly step in and take over the tasks of that position.
In 2012, The State of New York received more than $3.8 billion in CDBG-DR assistance funds to support recovery from Hurricane Irene, Tropical Storm Lee and Superstorm Sandy. Collectively, these storms damaged over 300,000 homes from Long Island up to the Hudson River Valley. HORNE replaced an incumbent vendor to provide applicant intake and eligibility reviews, verification of benefits, ongoing case management and customer service for over 19,000 applicants. HORNE has also provided a variety of specialized support services, including providing proactive policy recommendations and identifying additional funding streams.

Starting in 2014, HORNE worked with the Governor’s Office of Storm Recovery (GOSR) to supplement the IntelliGrants system of record with our eligibility software suite, CanopyTM. This enhancement improved service to applicants and reduced case management expenses to the State. At this time, the HORNE team also began to collaborate with our client in their weekly policy meetings. This inclusion showed to be beneficial and we were better equipped to identify our clients’ needs and concerns. Ultimately, this resulted in leveraging an additional $26.5 million in federal funds through the Department of Human Services Social Services Block Grant (SSBG) program which helped one of GOSR’s most vulnerable populations. After which, we trained our case management staff on the eligibility criteria of this funding and successfully have helped more applicants.

GOSR uses an innovative assistance model focused on expedited distribution of funds directly to homeowners. This strategy effectively empowers individuals in their own recoveries and provides opportunities for homeowners to incorporate forward-thinking resiliency measures. Homeowners who require additional assistance to complete their recovery may also have access to State-managed resources to repair or reconstruct their damaged homes. HORNE’s applicant-facing services go beyond over-the-phone technical advice to include home visits and procuring handyman services for hot-spot repairs. HORNE works closely with the construction contractors to increase awareness of the integrated relationship of case management and construction technical advice.
Simultaneously, HORNE began working with GOSR to tailor case management and recovery options for mobile and manufactured homeowners. Program options were tailored to allow mobile homeowners the flexibility to procure their own replacement home. In some cases, mobile homeowners opted for the agency to procure the homes. HORNE was tasked with oversight of the procurement for all GOSR-supplied manufactured homes.

In addition, HORNE worked with GOSR’s policy team to develop a temporary relocation assistance program for mobile homeowners modeled on the provisions of Uniform Relocation Act. Mobile homeowners are reimbursed for expenses incurred while they were displaced from their primary residence.

Hurricane Katrina escalated the use of CDBG-DR as a long-term recovery mechanism well beyond previous events. States impacted by the storm as well as HUD itself were faced with administering billions of dollars in CDBG-DR funds through the prism of an unpresented disaster and a host of new waiver and requirements.

Ultimately, HORNE came in after an incumbent, saved the State of Mississippi more than $30 million, and leveraged recovery resources to achieve unprecedented results. This required a flexible and experienced response team prepared for the unknown and ready to execute at a moments notice. The Governor’s Office and the Mississippi Development Authority (MDA) recognized a need for an overall project management contractor to facilitate cross-program coordination. To accomplish this need, the state contracted with HORNE in 2008 to streamline reporting, monitor project finances, monitor budgets and project timelines, coordinate document management, and work directly with the state to ensure overall compliance.
The HORNE Project Management Office (PMO) provided MDA a central source for program support and process solutions that encompassed 18 different programs. Some of the programs under the PMO umbrella included:

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<th>PROJECT</th>
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<td>Homeowner Assistance Program</td>
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<td>Infrastructure</td>
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<td>Community Revitalization</td>
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<td>The Port of Gulfport</td>
<td>$570,000,000</td>
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<td>Long Term Workforce Housing</td>
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<td>Small Rental Assistance Program</td>
<td>$232,500,000</td>
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<td>Elevation Grant Program</td>
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HORNE assists the Texas General Land Office (GLO) in its first ever state-administered Direct Housing Mission. This program provides over $1 billion in FEMA Individual Assistance for Direct Housing funds. We provide cross-program and department coordination, streamlined reporting, monitoring of financial management activities, document management, and overall program compliance monitoring. We designed and executed a program-wide reporting, document management, and status solution that was customized and deployed within 72 hours.

We assist the GLO with pilot recovery programs and administer the State of Texas’ plan for temporary housing for Harvey survivors. This requires a flexible and experienced response team prepared for the unknown and ready to execute at a moment’s notice. This requires implementation and coordination of Federal programs across hundreds of square miles and jurisdictions.

We provide GLO with a central source for program support and process solutions that encompassed 4 different programs and functions. Programs and functions include:

**Programs:**
- Mobile Housing Unit Program (MHU)
- Recreational Vehicle Program (RV)
- Direct Housing for Limited Home Repair Program (DALHR)
- Direct Lease Program (DL)

**Functions:**
- Project Management
- Subrecipient Monitoring (CPAs)
- QA/QC of Vendor/Contractor Invoices
- Rapid Real-time Technology Solutions
- Data Mining & Analyzing
- 24 Hour Call Center
- Face-to-Face Case Management
We developed relationships with FEMA, created training, and provided guidance around federal regulations including 44 CFR Part 206, Subpart D - Federal Assistance to Individuals and Households to ensure proper allocation of program, program management, and administrative costs. Working closely with FEMA and GLO, we limited the amount of costs assigned to administrative activities by clearly identifying and assigning costs appropriately to applicable FEMA programs.

Hurricane Ike Recovery Programs: Homeowner Opportunity Program (HAP)
The HORNE team worked directly with the state of Texas and local government agencies to provide technical assistance in the development of the HAP which provided an unprecedented relocation assistance program utilizing federal HUD CDBG-DR Grant funds. Services provided included the development of policies and procedures for the entire state.

HORNE provided training across the state on multiple CDBG-DR Programs to ensure funding was appropriately designated within federal regulations. This program required collaboration with the HAP to ensure compliance across a multitude of complex monetary regulations.

This effort required coordination with local professionals that are not accustomed to dealing with federal disaster recovery funds. We provided detailed guidance and industry-first solutions that provided the groundwork for a successful program while working with local real estate firms, title, contractors, and insurance companies.

We monitored and administered project funding. We confirmed compliance for all requests for funds and accelerated recovery effort for affected families.
Houston Housing and Community Development

The HORNE team served as an extension of the GLO to provide technical guidance to the City of Houston for their CDBG-DR Programs.

We provided streamlined processes to the City of Houston. We developed and implemented safeguards to minimize errors, provided technical guidance around the development of disbursement processes, incorporated compliance reporting which tied final project cost at an individual level and provided real-time grant reporting allowing stakeholders to make well informed decisions, provided eligibility oversight and coordinated architect and inspection services and construction oversight to ensure homes were constructed in a resilient manner to ensure families, the city, and state was prepared for future disasters.

Galveston County Round 2 Housing Programs

HORNE provides full spectrum CDBG-DR programs to Galveston County. The County of Galveston is a coastal community and is routinely affected by water related disasters. We design and implement programs with special focus on resiliency measures.

These programs include a variety of rental and non-rental housing activities such as rehabilitation, reconstruction, new construction, and demolition of homeowner and rental housing units while also addressing recognized impediments to affirmatively furthering fair housing as required under the Fair Housing Act.

We provide all required services from outreach and intake to program closeout. We implement advanced building practices for resiliency while maintain strong stewardship of funds to assist as many families as possible.

City of Galveston Rounds 1 and 2 Housing Programs

The HORNE team was engaged to provide comprehensive grant administration activities for the City of Galveston Round 1 to replace a previous provider that was removed by the State of Texas. We were tasked with process applications at an unprecedented timeline to assist citizens that had experienced extended delays for recovery assistance. The team provided electronic transitional services to the state that drastically improved the oversight abilities by providing anytime access to files instead of having to rely on paper documents that were only available at one location at a time.

We revised existing policies and procedures to better track program performance and maintain compliance standards. We quickly augmented team members on the ground and provided remote support to meet program demands. This approach allowed local team members to focus on citizen’s needs face to face while our support staff processed applications and coordinated inspection and construction activities.
We conducted contract signing events and educated applicants regarding program obligations, performed financial management activities and monitored disbursements for compliance with program, state, and federal requirements.

**Lower Rio Grande Valley**

HORNE provided aggressive outreach, intake, eligibility determination and award determination, in addition to construction management oversight services after Hurricane Ike’s devastation to the residents of the Lower Rio Grande Valley. We hired, trained, and deployed a staff consisting primarily of local Spanish speaking and bi-lingual personnel recognizing our applicants were primarily Spanish speaking.

We conducted home and mobile intake visits to facilitate serving the most vulnerable populations to ensure all eligible applicants were afforded the opportunity to apply and receive recovery assistance. Our team also worked with non-profit organizations to provide follow-up visits to the home of applicants to collect missing documentation required for final eligibility determination.

HORNE worked side by side the Local Council of Government (COG) to develop and revise policies and procedures to speed up the recovery process without compromising the integrity of the program. The HORNE team recommended the use of a modified Adjusted Gross Income (AGI) 1040 calculation instead of their policy to calculate income based 24 CFR Part 5 which alleviated the amount of documentation required and the reduce the burden on applicants.

Upon notification of GLO, HUD and OIG visits, our team provided pre-monitoring service to identify potential areas of deficiency and recommended actions for correction. Our assistance resulted in no findings or concerns.

After eligibility and award calculations, we managed GLO approved contractors and their compliance with local codes as well as CDBG-DR regulations including Davis-Bacon and Section 3 hires.

We successfully supported the Lower Rio Grande Valley in serving applicants in the completion of home repairs or reconstruction.
TEAMING PARTNER EXPERIENCE DESCRIPTION

HORNE has partnered with firms who bring a team of knowledgeable professionals, field-tested experience and best practices to serve NCORR. This team collectively can manage and maintain the program management services for all your disaster recovery programs. The HORNE Team has the capacity to meet the minimum qualifications outlined within the solicitation and financial stability to perform the services requested.

ICF’s Experience

To Buyout or Not: What We Learned From Floods In Pennsylvania

Utilizing FEMA funds and a 25 percent local match, the Pennsylvania Emergency Management Agency was able to leverage $50 million to voluntarily acquire 573 properties, homes, and businesses. In the second phase, $10 million in federal funding from the U.S. Department of Housing and Urban Development was used to acquire 93 residential properties and provide permanent relocation assistance to tenants who were living in some of the leased properties. The commonwealth worked with local governments to purchase properties from homeowners, demolish the structures, clear the land, and maintain it in perpetuity as open space.

State agencies also worked with HUD to provide assistance for those living in homes that were severely damaged due to a sinkhole that occurred as a result of Tropical Storm Lee. These homeowners were predominately low and moderate income and had no other means to move out of a neighborhood that was literally sinking into the ground.

Ultimately, 53 houses are being acquired and over a dozen tenants were permanently relocated. Ninety-one additional properties have been or are currently in the process of being acquired in four counties.

As a result of this program, in one locality—Plymouth Township—there are almost no homes or businesses in a flood zone. The buyouts are saving lives, reducing the burden on first time responders, and long term will save the state money by moving flood prone properties out of harm’s way permanently.

...this first-time collaboration between its Department of Community and Economic Development and Emergency Management Agency has led to a long-term partnership that is creating a pre-disaster recovery plan for the entire state and a template for creating recovery plans at the county level.

Superstorm Sandy Blue Acres Buyout Program

Buyouts are an important part of New Jersey’s approach to resilient housing recovery. Buying out flood-prone properties removes people from harm’s way. Converting the land to open spaces creates more areas that can help absorb waters in future storms and can serve as local parks and wildlife management areas. New Jersey has allocated $300 million to this program to purchase approximately 1,000 homes in the tidal floodplain and 300 additional homes in other flood prone areas. ICF helped develop policies and procedures, including what acquisitions were eligible pursuant to CDBG-DR, assisted with URA issues,
and provided liaison to the Fannie Mae wholesale division to assist in dealing with foreclosures and short sales.

*The Superstorm Sandy Blue Acres program launched in May 2013 and is recognized by the Federal Emergency Management Agency (FEMA) as a “National Best Practice.”*

**Buyouts: Transforming Hazard-Prone Areas into Community Havens**

**New National Objectives Help Meet Overall Low- and Moderate-Income (LMI) Benefit Requirements**

Previously, there were three ways to count a buyout activity toward meeting the grantee’s overall LMI Benefit requirement:

1. **Low Moderate Housing (LMH):** any assisted activity that involves the acquisition and/or rehabilitation of property to provide housing to an income eligible low- and moderate-income (LMI) household. Using this national objective requires the grantee to verify that the buyout assisted an LMI family to secure new housing.

2. **Low Moderate Area Benefit (LMA):** applicable if the buyout area and subsequent greenspace benefits an area that is primarily residential and 51% or more LMI.

3. **Low Moderate Limited Clientele (LMC):** buyout funding is only available to low- or moderate-income persons and the benefit to LMI sellers is provided by applying the pre-disaster fair market value to those who participate.

Two new national objectives—**LM Buyout and LM Housing Incentive**—enable more buyout program funding to qualify as LMI benefit and therefore assists grantees to meet their 70% overall LMI benefit requirement.

**Designation of Areas for Buyouts**

In prior Federal Register notices, grantees were encouraged to designate areas for buyout where severe repetitive flooding had occurred during prior disasters. Grantees now have the option of designating in their Action Plans “Disaster Risk Reduction Areas.” This may be an area that received a delayed impact or where risk was exacerbated because of the disaster (e.g. delayed appearance of sinkholes); or it may be an area where a predictable environmental risk to safety and well-being exists (e.g. area of repetitive losses). The area must be clearly delineated so that it is easy to determine which properties fall within the designated area.

**Understanding the Bigger CDBG-DR Picture**

Being able to answer common CDBG-DR-related questions is critical for those designing a compliant, impactful disaster recovery program. But for grantees, compiling, decoding, and applying that information can be challenging and confusing. To help, ICF developed the Quick Guide to the CDBG-DR Federal Register Notice, a live Google spreadsheet that provides an easy way for CDBG-DR grantees and their partners to review and understand the FR notice that is applicable to their appropriation.
Louisiana’s Road Home Program
The Road Home program posed challenges in both the volume and diversity of applicants who needed to be processed quickly and efficiently. A key part of our Road Home services consisted of a 300-seat contact center and customer assistance operation in Baton Rouge, LA, with another 13 customer service centers throughout the region. The contact center functioned as the hub of Road Home’s information services. The underlying technology was a custom interactive voice response (IVR) system that directed callers quickly and efficiently to a customer service representative. A special language line enabled the contact center to provide live-answer services in languages other than English, primarily Spanish, Vietnamese, and Creole, but it also could respond to any call, regardless of the caller’s language requirements. These special capabilities enabled ICF and the Road Home program to serve the needs of a racially, economically, and ethnically diverse population.

Houston, Texas Outreach Intake and Case Management
As part of the City of Houston’s effort to administer their allotted 1.2 billion in CDBG-DR funds, ICF was selected to help implement its CDBG-DR Action Plan by providing outreach, intake, case management, and related services for potential applicants.

To ensure that language is not a barrier to participation, ICF employs intake specialists who speak the major languages in the Houston area in addition to English (Spanish, Vietnamese, Chinese, Arabic, and Urdu). All of our facilities are compliant with the Americans with Disabilities Act (ADA) and offer multi-lingual assistance through either onsite interpretation services or AT&T Language Assistance Line, which is accessible via our call center. We provide interpreters and translated documents as needed and all centers are be equipped with an “I Speak” card in all languages identified in the LAP and have access to the AT&T Language Assistance Line.

New Jersey Superstorm Sandy Housing Recovery Program
ICF provided advisory and program implementation services to help New Jersey implement its $4.1 billion Superstorm Sandy CDBG-DR grant consisting more than 30 CDBG programs, including:

- Language Access Plan (LAP): After a HUD finding related to CDBG-DR outreach to Limited English Proficient persons (the ICF team did not undertake the original outreach), ICF and our M/WBE subcontractors, worked with New Jersey to develop a robust, compliant approach and Language Access Plan for marketing and translation.
- Outreach and M/WBE Firms: ICF led a $2M outreach effort reach Low-to-moderate income (LMI) and Limited English Proficiency (LEP) households. ICF procured two local M/WBE communications firms and a community-based non-profit organization to implement this effort because they had the best understanding of the communities.
CTEH’s Experience

Hurricane Harvey Disaster Recovery, Texas General Land Office (GLO)
CTEH managed construction-related housing programs and building contractors. They represented the GLO in review of all construction and invoicing completion packets for both their direct program and the subrecipient program run through the City of Houston. CTEH assisted in developing, executing, and improving quality control processes to meet or exceed FEMA programmatic requirements. They managed the assignment of permanent housing construction (PHC) work orders to builders based on a scoring system and assignment methodology developed by the their team. CTEH, working in coordination with GLO leadership, increased both production and satisfaction of current vendors and builders, increased visibility into all programs via the utilization of CarbonCM© software platform, and helped the GLO team improve current workflows and processes across multiple programs and management teams. They continue to act as a program consultant and agency/builder liaison for the GLO and other stakeholders.

Inspection Services – Members of the CTEH Team provided oversight and recommendations during inspections, provided oversight to contractors as they work through the construction phase on cases, and assisted GLO leadership in making process improvements based on field observations and findings.

Baton Rouge Flooding MHU Assessments, LA
CTEH was subcontracted to assist FEMA through consultation on environmental impacts occurring in their MHUs. The assessment included developing programs and documents to outline inspection procedures to develop consistent work flow from field collection personnel. CTEH also participated in daily meetings and help direct when and what types of inspections should be conducted. There was also a field component to the work which consisted of visiting occupied MHUs and working with FEMA and occupants to come to a resolution for verifying a safe living environment.

H2Bravo’s Experience

New York’ Homeowner Recovery Program
H2Bravo was hired as part of a program management team to implement the $1.3 billion Homeowner Recovery Program for New York State resulting from damages by Hurricane Sandy. H2Bravo was responsible for the development of policies and procedures, ramp-up of the damage assessment program, technical assistance and training to contractors, design professionals, and homeowners, as well as program leadership to the team. The recovery program consisted of a multi-faceted approach to housing recovery and hazard mitigation that included multiple options for the repair, reconstruction, and risk reduction from flood hazards. Homeowners were provided the option of accepting grants from the program and managing their own construction. With over 1,500 substantially damaged residential structures, New York Rising created a Mandatory Elevation Assistance Program to provide funding to applicants that are required to elevate their homes along with the repair, rehabilitation, and reconstruction programs. H2Bravo provided key services to the development of the elevation and construction programs including the development of the program guidelines and procedures, procurement and training of a design professional and construction contractor pool, the development
of Minimum Design Standards for elevation projects as well as standardized scope of work and pricing documents. The program required a rapid ramp-up of staff, including over 800 inspectors, who conducted 10,000 damage assessments in the first 30 days; issued $280 million in program funds in 45 days; and served over 9,000 program applicants, including over 4,000 elevations and a combination of repair, rehabilitation, and reconstruction projects.

The Workforce Group’s Experience

CDBG and HMGP-Related Projects

- **The Louisiana Road Home Program** – Provided damage assessments of homes and small rental properties, managed a staff of more than 50 in the Home Evaluations and Appeals Department and assisted in compliance and monitoring at the close of the project.

- **LA HMGP/CDBG Home Elevation Program** – Managed more than 150 elevation contractors in the program.

- **Mississippi Small Rental Assistance Program (SRAP)** – Provided and managed a team of inspectors to conduct environmental reviews for the program.

- **Mississippi Neighborhood Home Program** – Provided and managed assessors to produce damage estimates of homes for Mississippi residents with hurricane damages.

- **Texas Homeowner Assistance Program** – Provided and managed assessors to produce ECRs and DOBs for Galveston County, the City of Galveston, Lower Rio Grande, the Southeast Texas Regional Planning Commission and the Houston/Galveston Area Council. Helped provide construction management and inspection services for these governmental districts.

- **NY Rising Community Reconstruction Program** – Provided and managed assessors to produce SPCRs and AAs for the program.

- **NY Rising Community Reconstruction Program** – Currently providing Environmental Technicians to perform Tier 2 Environmental Reviews.

Ardurra’s Experience

**South Carolina Statewide CDBG-DR Housing Recovery Program, Flood Recovery**

**Program Cost: $70M**

In 2015, massive flooding impacted South Carolina, rendering a large volume of homes uninhabitable due to flood, rain and wind damage. As a result, SCDRO and HUD instituted a concentrated recovery program designed to restore or replace the housing stock, much of which was in the more rural areas impacted throughout the state.

Ardurra, in association with HORNE LLP we selected to provide an unprecedented full spectrum housing recovery
program (intake, design, construction, grant management, database management, internal audit, VOAD coordination, environmental compliance, closeout), with an accelerated timeline, for 1,500+ families/homes. Ardurra is teamed with HORNE LLP. Start-up included targeting community leaders, local churches, governments, and non-profit organizations to discuss program requirements, key deadlines, planned actions, and where and how to access customer service. Mobile service centers were set up and program brochures were distributed to known impacted citizens across the State’s 22 eligible counties.

The team determined eligibility for all 1,500 families within 3 months of program start. Damage assessments, environmental on-site review, and builder site reconnaissance is conducted as a joint team, delivering uniformity and expediency. Of the 1,500 applicants deemed eligible, 43% have a family make up that includes an age dependent (65 and over, 5 and under) or disabled household member, and 67% of all applicant’s income is 30% or below the area median income. By prioritizing applicants based on income, disability, and age criteria, Ardurra has ensured the most vulnerable citizens, those that could not recover on their own, are assisted as quickly as possible.

**Construction Management.** The work included the complete rehabilitation of recoverable “stick-built” homes, as well as the reconstruction of destroyed homes either through manufactured home units or modular home replacement. The team was responsible for the management and oversight of design, engineering, permitting, procurement, homeowner management, contractor selection and construction management of the homes, all performed according to HUD CDBG-DR standards and guidelines.

**Tier I Environmental Reviews.** Ardurra completed all required Tier 1 Reviews for the disaster declared counties in SC. These reviews were in accordance with 24 CFR Part 58 requirements to include all publications. Upon successful completion, HUD can release funds for all declared counties.

**Tier II Environmental Reviews.** Ardurra completed Tier 2 site specific Environmental reviews in accordance to 24 CFR Part 58 requirements. Upon successful completion, individual environmental site-specific approvals are secured, and funds are released.

**ONE KNOCK Damage Assessments.** Ardurra completed individual home damage assessments and consolidated the damage assessment, cost estimate, environmental on-site inspection questionnaire and builder site reconnaissance into one single coordinated inspection. Ardurra conducted a Duplication of Benefits site assessments and scope reduction as needed and a feasibility analysis and incorporated mitigation of costs to the ECR if LBP or other environmental mitigation was required. Policies and procedures were followed in accordance with the South Carolina Housing Assistance Program Policy and Procedure Manual. Upon successful completion, contractors can begin construction.

**Lead Based Paint Risk Assessments.** Ardurra completed LBP risk assessments in accordance to HUD requirements during individual home damage assessments. Ardurra’s damage assessor consolidated the damage assessment, cost estimate, environmental on-site inspection questionnaire and builder site
reconnaissance into a single coordinated inspection. Ardurra conducted Duplication of Benefits site assessments and scope reduction as needed and a feasibility analysis was incorporated mitigation of costs to the ECR if LBP or other environmental mitigation was required. Policies and procedures were followed in accordance with the South Carolina Housing Assistance Program Policy and Procedure Manual. Upon successful completion, LBP risk assessment reports were provided to the contractors.

**Change Order Specifics.** Ardurra performed, as necessary, desktop reviews of the change order scope and onsite inspections to verify the work to ensure damage and material quantities are accurate. When required, Ardurra coordinated special panel submission and approval. For avoidance of doubt, the parties agree that Ardurra shall not be responsible for obtaining inspections by local officials or for determining that completed work complies with applicable design specifications, building codes, zoning requirements or similar standards. Policies and procedures were followed in accordance with the South Carolina Housing Assistance Program Policy and Procedure Manual.

**Program Includes Three Types of Structures.**
- Replacement of single wide mobile home (approx. 900 SF). All single wide mobile homes over $5,000 worth of damage, and any double wide mobile homes with excessive damage.
- Rehabilitation of single-family houses or double wide mobile homes that were deemed viable for rehabilitation.
- Reconstruction (approx. 1000 SF). New construction of single-family houses that were deemed not viable for rehabilitation.

**Work completed to date:**
- 1363 homes from 2015 flood & 446 homes from Hurricane Matthew.
- 120 homes from 2015 flood and 104 homes from Hurricane Matthew currently under construction (rehab, reconstruction or replacement).
- 8 general contractors currently working on both programs.
- Ardurra is educating the state and the general contractors on requirements set by municipalities and the International Residential Code for residential construction in South Carolina. South Carolina has several high wind and seismic requirements depending on location within the state.

**New York Build it Back Housing Program**

**Program Cost: $5M**

Ardurra provided architectural and engineering design services to homeowners participating in this program on Staten Island. Ardurra was assigned 80 homes in the elevation and reconstruction pathways. Ardurra measured existing structures and prepared as-built drawings. If existing conditions suggested a pathway flip or presented a unique or challenging circumstance, Ardurra prepared a report detailing the relevant conditions for confirmation by the Build It Back Program.
Ardurra conducted a zoning analysis and prepared a schematic design set outlining the Scope of Work for approval by NYC Dept. of Buildings, NYC Dept. of Design and Construction and the applicant. Mitigation and resiliency measures were incorporated into all the designs to minimize damage from future storms. Ardurra followed up with complete engineered construction document set, prepared filings, obtained permits and conducted closeout. Responsibilities included contractor support, construction administration, scheduling, budget adherence, weekly progress reports and quarterly Section 3 compliance reporting.

Ardurra worked closely with NYC DDC and the Housing Recovery Office (HRO) to assist the BiB Staten Island Construction Manager develop and execute workflow processes to obtain DDC approval and payment based on the successful achievement of contract milestones, such as the completion of Construction Drawings, identification and completion of Post-Approval Amendment designs, and Final Department of Building (DOB) Close-Out in order to obtain the Certificate of Occupancy/Letter of Completion for completed residential elevation and reconstruction projects.

Ardurra coordinated with subcontracted designers for incorporation of CM comments, homeowner comments, and NYC DDC comments into Final/Department of Buildings approved Construction Drawings within NYC BiB Minimum Program Standards in order to obtain Final DDC Approval and identify projects requiring Post Approval Amendment design revisions.

**TDA’s Experience**

**Recovery Planning**

TDA worked with localities and public housing agencies in Connecticut, Pennsylvania, Florida, Louisiana, Mississippi and Texas after Hurricanes Jean, Katrina, Rita, Ike and Sandy and Tornadoes in Oklahoma to assess needs and financial requirements. Worked to assist localities to access recovery funding including a $130M award in Oklahoma and a $13M award in Mississippi, state and local agencies in Louisiana and PHAs in Galveston Texas and Riviera Beach FL.

**Technical Assistance Coordination**

TDA worked with localities and public housing agencies in Florida, Louisiana, Mississippi, Texas and Puerto Rico after Hurricanes Jean, Katrina, Rita and Ike, and Maria. Worked with staff to create recovery plans including LIHTC development, housing rehabilitation and new construction. Worked with local authorities on the Mississippi coast to access disaster funding and train staff.
**Service Delivery**

TDA worked with localities and public housing agencies in Florida, Louisiana, Mississippi and Texas after Hurricanes Jean, Katrina, Rita and Ike. Worked with PHAs in Louisiana and Mississippi to finance and build 13 LIHTC projects, worked with non-profit consortium and PHA in Biloxi to access $13M in recovery funds including writing 900 page application for funding, worked with the city and PHA in Biloxi to create reconstruction plan for commercial areas of city, offered TA for 3 years on all aspects of reconstruction to PHAs and localities on Mississippi Coast and in parishes around New Orleans and the City, worked with the PHA and City of Galveston to create reconstruction plan for all PHA owned housing in Galveston, created financing plan for reconstruction of hurricane damaged site in Riviera Beach FL including selection of developer and relocation of residents. We also provided direct implementation services under the State of New York Build it Back Acquisition for Redevelopment (AfR) Program, focusing on case management, eligibility, DOB, VOB and cross cutting issues such as relocation.

**M-TO-Pros’ Experience**

**Texas Severe Storms and Flooding (DR-4416)**

M-TO-Pro’s has been subcontracted to provide Program Delivery Management support on DR-4416. They are assisting applicants through the Public Assistance (PA) Grant Program. M-TO-Pro’s is leading a team of six, providing services via a Subject Matter Expert (SME) on the PA Grant process, conducting field interviews, performing site inspection, and coordinating with State and all stakeholders. Additional, M-TO-Pros has:

- Helped secure $1.2 million in PA grant funds.
- Coordinated relationships between Federal, State, local and FEMA personnel in partnership with external agencies and officials.
- Managed community, and other external relations to communicate the availability of disaster assistance to applicants and the general public.
- Directed other agencies to support the state in identifying and meeting disaster needs.
- Ensured the overall safety of personnel assigned to the disaster operation, and accountability for all property assigned to support the disaster operation.
- Aided in planning, developing, reviewing, and evaluating all phases and functions of the disaster field operation programs conducted by FEMA.
- Provided a high level of expert advice on complex and visible recovery issues to all staff in the headquarters and in the regions of the Federal Emergency Management Agency (FEMA) along with stakeholders concerning recovery issues.
D.3 – FINANCIAL STABILITY

Appendix B contains HORNE’s written statement from our certified public accountant stating our financial condition and debt-to-asset ratio for the past three years. We do not have any pending actions that may affect our financial condition.

HORNE is a strong, honest, capable firm. We:

- have sufficient ability to perform the contract;
- are able to meet our short term obligations, debts, liabilities, payroll, and expenses;
- have provided complete, reliable, and accurate financial information regarding its business operation per the RFP instructions;
- are financially solvent; and
“HORNE is passionate about serving the citizens of North Carolina. Driven by our own personal experiences surviving natural disasters, our proven approach marries compliance and speed so North Carolina’s communities realize a full recovery.”

- Anna Stroble, JD, HORNE LLP Engagement Partner
HORNE serving North Carolina Recovery Programs since 2018.
Proven Recovery Results since 2006.
SECTION E - Pricing

HORNE's Total NTE Cost Assumptions
• **Intake operations:**

• **Inspection services:**

• **Communications Services:**

Payment Schedule for the HORNE Team
ATTACHMENT A: PRICING

The Price Proposal shall consist of both hourly rates and unit prices fully inclusive of salary, overhead, travel outside of home office, and expenses. No additional costs shall be paid.

The Price Proposal must be submitted in the following form. The estimated maximum hours below are to be used only for the purposes of evaluation. The State does not guarantee minimum or maximum number of hours. Please note: no billing rate ranges will be accepted.

Vendor shall propose hourly rates and each Position Title’s rate for 5.2.A: Applicant Communications Services, 5.2.E: Relocation and URA Services, and 5.2.G: Fiduciary Services. Vendor must ensure that proposed Key Personnel, titles given on organizational charts and resumes, and all references to staff assigned to the Contract are internally consistent throughout. Vendor shall propose Unit pricing for all other Services requested in this Contract.

Unit Re-completion costs will not be used in the evaluation of this Proposal. NCORR expects Vendor will propose reduced pricing for re-completion units due to the fact that not all aspects of the unit will need to be re-completed.

NCORR anticipates serving up to an estimated 7,000 clients. Based on projections, NCORR estimates that 4,900 individuals may apply for the Single-family program, 1,400 individuals may apply for the Buyouts and Acquisitions program, and 700 individuals may apply for the Small Rental Repair program. NCORR estimates Vendor may be tasked with completing up to 10 Tier I (area-wide) Environmental Reviews. NCORR anticipates Vendor shall only invoice the State for one (1) unit each for DRRA mapping/incorporation and Buyout and Acquisition process mapping at the completion of the unit, respectively. Vendor will use these estimates to develop its cost basis. Number of units are for evaluation purposes only and may be adjusted up or down during the course of the Contract due to actual need. Optional extension terms to the Contract will not be evaluated. NCORR does not guarantee minimum or maximum number of units.
Proposal Number: 19-RFP-014752-GSX

Vendor: ____________________________

Section 2: Unit Cost
“Our priority is to help people get in a safe environment, to better the community and provide the resources that they need. When you get to tell the client they’re getting a brand-new home and see the light in their eyes from happiness. It’s just an amazing feeling to be a part of that.”

- Dana Hunt,
Robeson County resident and Team Lead
HORNE serving North Carolina Recovery Programs since 2018.
Proven Recovery Results since 2006.
<table>
<thead>
<tr>
<th>Task</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>1. Vendor shall develop training courses and materials and make</td>
<td>7 days</td>
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<tr>
<td>trainings and materials available to NCORR. Vendor shall complete</td>
<td></td>
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<tr>
<td>training of Case Managers in a timely manner.</td>
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<tr>
<td>Difference between the Effective Date of the Contract and the date</td>
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<tr>
<td>that the first weekly Case Management training is completed.</td>
<td>7 days</td>
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<td>2. Vendor shall assist in coordinating outreach efforts in accordance</td>
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<td>with an outreach plan to be developed and approved by NCORR.</td>
<td>5 days</td>
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<tr>
<td>Difference between the Effective Date of the Contract and the date</td>
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<tr>
<td>that an Outreach Plan addressing scope of work items in (5.2.A.2)</td>
<td>5 days</td>
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<tr>
<td>is presented to NCORR for review and approval.</td>
<td>7 days</td>
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<td>3. Difference between when NCORR approves service center locations</td>
<td>0 days</td>
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<td>and when Vendor has established physical centers, hired and trained</td>
<td>5 days</td>
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<tr>
<td>Intake Specialists, and established all systems to be able to</td>
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<td>perform all scope of work items in (5.2.B.1).</td>
<td>30 days</td>
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<td>– mobile intake immediately available upon NCORR approval in</td>
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<td>vulnerable areas without an service center.</td>
<td>30 days</td>
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<tr>
<td>– transition existing service centers.</td>
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<tr>
<td>– standup NCORR-approved additional service centers.</td>
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<tr>
<td>– hired, on-boarding, training Intake Specialists complete.</td>
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<tr>
<td>4. Difference between when an applicant's initial application is</td>
<td>1 day</td>
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<tr>
<td>submitted and when it is complete and verifiable in the System of</td>
<td>10 days</td>
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<tr>
<td>Record.</td>
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<tr>
<td>5. Vendor shall be responsible for efficiently moving applicants</td>
<td>3 days</td>
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<tr>
<td>from initial application intake through a full file QA/QC and into</td>
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<tr>
<td>Step 2 while establishing procedures for lessening the intake of</td>
<td></td>
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<tr>
<td>applicant files that result in subsequent denial due to ineligibility.</td>
<td></td>
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</tbody>
</table>

Assuming all required information and documentation is included at time of submission.

Assuming 1 additional contact from case manager is required to coordinate receipt of additional information.

Assumption: All information provided by applicants is correct
It is the responsibility of the Vendor to ensure Site Inspection of eligible properties are done... to meet all Federal, State, HUD and NCORR regulations.

Difference between when the file has been determined Eligible and when Vendor has satisfactorily completed all steps in (5.2.B.6).

Vendor shall perform all services necessary to generate awards following Intake, Eligibility, DOB/VOB, Inspections, and Environmental Reviews.

Difference between when the Vendor has completed all required steps to be moved into the Award determination step and when the award letter, following a full QC and at least all items detailed in (5.2.B.7) have been performed, and delivery of award letter is verifiable in the System of Record.

Vendor shall perform all services necessary to complete appeals determinations and deliver Appeals results to applicant.

Difference between when the Appeals process is initiated by the applicant and when Vendor has completed the Appeals review and determination and the Appeals result letter is mailed to the applicant and delivery is verifiable in the System of Record.

Vendor shall perform all services necessary to facilitate execution of award offers with applicants.

“Difference between when the program participant has accepted the award and when the HOGA is executed and uploaded into the System of Record.

NCORR will monitor performance according to “Vendor’s Timeframe,” Column C, once per month. NCORR shall hold Vendor accountable to meet its proposed timeframe for 80% of the cumulative file total.

Assumption: Homeowners are responsive to additional documentation/information needs as part of the appeal process, and NCORR staff are available for exceptions panel, or other similar decision making body, as applicable.

Assumption: Applicant will make themselves available to meet and sign within a reasonable timeframe.

Assumption: NCORR has a preliminary understanding of target areas and has performed some engagement with local governments.

Assumption: DRRAs (to include SFHA and floodways and external areas) will be identified in areas that include coordination with up to 35 counties and/or municipalities.

Assumption: NCORR staff and jurisdictions are available to meet within 1-2 weeks.

Assumption: Majority of DRRAs will be within areas identified in Resilient Redevelopment Plans.
(5.2.B.2.a.i) Perform all services necessary to determine program eligibility for all applications that are received and completed by homeowners. Difference between when the QC'd file is uploaded into the System of Record, pushed into Step 2 for Eligibility Review, and when the Eligibility Review is complete and verifiable in the System of Record.

4 days

(5.2.B.3.a.i) Perform all services necessary to verify DOB and VOB for applications that are determined to be eligible for CDBG-DR funding. Difference between when the file is moved into Step 3 and when the DOB/VOB review and determination is complete and verifiable in the System of Record.

14 days

(5.2.B.4.a.i) Complete Tier I Environmental Reviews. The Tier I Environmental Review shall provide sufficient level of detail to meet HUD expectations and shall meet all HUD, Federal, NCORR, and State regulations. Difference between when NCORR approves work to begin or complete a Tier I Environmental Review and when the Tier I Environmental Review is verifiably complete.

45 days
– 45 days – for the first Tier I Review.

30 days – for each subsequent Tier I Review.

(5.2.B.5.a.i) Complete Tier II Environmental Reviews for each eligible property. The Tier II Environmental Review shall provide sufficient level of detail to meet HUD expectations and shall satisfy all HUD, Federal, and State regulations. Difference between final scope of work determination/construction intent and when the Tier II Environmental Review is completed and submitted to NCORR for approval.

1 day or less
– for each typical Tier II review meeting the aforementioned assumptions. Some Tier II reviews could take substantially longer dependent upon the need for delay with agency consultation, if required.

Assumption: This activity does not start until all correct documents are in the system.

Assumption: The Programmatic Agreement with SHPO must be complete.

Assumption: "Verifiably complete" does not include the final publication of the NOI/RROF and/or FONSI if a Tiered Environmental Assessment.

Assumption: "Verifiably complete" does not include the time HUD's objection period and issuance of the Authority to Use Grant Funds.

Assumption: "Verifiably complete" is identified as the time at which the Tier I ERR is ready for publication even if we are waiting for an input outside of our control (abovementioned Programmatic Agreement).

Assumption: Review does not start until scope of work determination is finalized.

Assumption: Review is for completion of a single Tier II Site-specific review. If a large number of applications are forwarded to the environmental team in a short period of time (i.e., 200 in one day), the time to do all the reviews will require more than the timeframe identified.

Assumption: Final SOW will require all inspection work (site inspection, asbestos testing, lead-based paint testing, radon testing) to be complete and reports on the testing finalized and ready for environmental review.

Assumption: Final SOW will require a determination by SHPO as to whether historic conditions are impacted, and any mitigation measures added to the SOW.
(5.2.D.3.b) Vendor shall... stand up a fully functional Buyout and Acquisition intake system to include at least the staffing and training of skilled intake specialists, application intake scheduling, and the completion of application intake for all eligible property owners within DRRA’s.

(5.2.D.4.a) Vendor shall describe how it shall accomplish an Eligibility Review and determination for received and completed applications.

(5.2.D.5.a) Vendor shall describe how it shall perform DOB and VOB services for Applicants that are determined to be eligible for CDBG-DR funding.

(5.2.D.6.a) Vendor shall be responsible for conducting inspections that meet all federal, State, HUD, and NCORR regulations...

(5.2.D.7.a) Vendor shall describe how it shall perform Appraisal services for Applicants that are determined to be eligible for CDBG-DR funding.

(5.2.D.7.a) Vendor shall describe how it shall perform Appraisal services for Applicants that are determined to be eligible for CDBG-DR funding.

(5.2.D.8.a.i.) Complete Tier II Environmental Reviews for each eligible property. The Tier II Environmental Review shall provide sufficient level of detail to meet HUD expectations and shall satisfy all HUD, Federal, and State regulations.

Assumption: System has workflow to automate the eligibility determination based on inputs from the complete application.

Assumption: Homeowners are available for inspection within a week of scheduling the appointment.

Assumption: Applicants are available for appraisal within a week of scheduling the appointment.
15 (5.2.D.2.a/b) a. Vendor shall develop process maps for the Buyout and Acquisition program for review and approval.
b. Vendor shall coordinate with NCORR and its System of Record developers to ensure that business needs for the System of Record are developed to manage the Buyout and Acquisition program.

Difference between the Effective Date of the Contract and when Vendor has completed all items, unless otherwise directed, in (5.2.D.2).

30 days
to develop process maps

16 (5.2.D.3.a) Vendor shall… stand up a fully functional Buyout and Acquisition intake system to include at least the staffing and training of skilled intake specialists, application intake scheduling, and the completion of application intake for all eligible property owners within DRRA’s.

Difference between when NCORR approves service center locations and when Vendor has established physical centers, hired and trained Intake Specialists, and established all systems to be able to perform all scope of work items in (5.2.D.3.a).

45 days

Assumption: Significant modifications to program policies and SOPs are needed and subject to NCORR review and approval; updated policies and SOPs will be used to develop process maps and process maps cannot be developed until policies and SOPs are finalized.

Assumption: We will coordinate with system of record vendor to ensure process maps and program business needs are incorporated into System of Record. System of Record vendor is responsible for finalizing the incorporation of requirements and associated workflows into the system.

Assumption: We will assist with QA/QC and test to ensure the requirements are correct and allow for program implementation.

Assumption: Application is online within 15 days after NCORR approves service center locations.

Assumption: System of record is operational and associated training conducted necessary to carry out intake functions.

Assuming all required information and documentation is included at time of submission.

Assuming 1 additional contact from case manager is required to coordinate receipt of additional information.
(5.2.F.1.a) Vendor shall respond with its proposal to stand up a fully functional Small Rental intake system to include at least the staffing and training of skilled intake specialists.

Difference between when NCORR approves the start of Small Rental intake and when Vendor shall complete intake System setup to complete all scope of work items in (5.2.F.1):

- 0 days – mobile intake immediately available upon NCORR approval in vulnerable areas without service center.
- 5 days – transition existing service centers
- 30 days – standup NCORR-approved additional service centers.
- 30 days – hired, on-boarding, training Intake Specialists complete.

(5.2.F.1.a) Vendor shall… [be responsible for] application intake scheduling, and the completion of application intake.

Difference between when a Small Rental Repair application is received, the application is completed, a full file QA/QC is complete, and all of the above is verifiable in the System of Record:

- 3 days

(5.2.F.2.a) Vendor shall describe how it shall accomplish an Eligibility Review and determination for received and completed applications

Difference between when the QC'd file is uploaded into the System of Record, pushed into Step 2 for Eligibility Review, and when the Eligibility review is complete and verifiable in the System of Record:

- 2 days

(5.2.F.3.a) Vendor shall describe how it shall perform DOB and VOB services for Applicants that are determined to be eligible for CDBG-DR funding.

Difference between when the file is determined Eligible, and when the DOB/VOB review and determination is complete and verifiable in the System of Record:

- 14 days

(5.2.F.4.a) Vendor shall perform all services necessary for eligible projects to validate and document reported storm damages. All inspection data and evidence shall be uploaded per file report into the System of Record.

Difference between when the file has been determined to be Eligible and when Vendor has completed all steps in (5.2.F.4):

- 5 days

Assumption: All information provided by applicants is correct

Assumption: This activity does not start until all correct documents are in the system
(5.2.D.9.a.) Vendor shall provide all legal work to be performed by North Carolina barred Attorneys required of HUD, State, or local regulations…

Difference between when the file has been determined Eligible and when Vendor has satisfactorily completed all steps in (5.2.D.9).

15 - 45 days

(5.2.D.10.a) Vendor shall perform all services necessary to generate offers following at least Intake, Eligibility, DOB/VOB, Inspections, Environmental Reviews, Appraisals, and Title Reviews.

Difference between when the file has completed all required steps to be moved into the Offer determination step and when the Offer, following a full QC and at least all items detailed in (5.2.D.10), has been presented to the applicant and presentation is verifiable in the System of Record.

5 days

(5.2.D.11.a) Vendor shall perform all services necessary to complete appeals determinations and deliver Appeals results to applicant.

Difference between when the Appeal is received by the Vendor and when the Vendor has completed the Appeals review and determination and the Appeals result letter is mailed to the applicant and delivery is verifiable in the System of Record.

3 days

(5.2.D.13.a) Vendor shall perform all services necessary to close and execute Offers with applicants.

“Difference between when the program participant has accepted the award and when the Purchase Agreement is executed and uploaded into the System of Record. NCORR will monitor performance according to Vendor’s Timeframe,” Column C, once per month. NCORR shall hold Vendor accountable to its proposed timeframe for 80% of the cumulative file total.

30 - 60 days

(5.2.E.1) Vendor shall be responsible for relocation and URA services as directed by NCORR…

Difference between when either the HOGA or Grant Agreement is executed and when the applicant has been relocated per NCORR policy and it is verifiable in the System of Record.

NCORR shall hold Vendor accountable for 80% of the cumulative total.

3 days

Assumption: Property records are available electronically.

Assumption: Homeowners are responsive. If an applicant is not responsive, it could require 10 -12 business days for completion.

Assumption: There are no title issues. If title issues are present (i.e. multiple scattered heirs, intestate succession, etc.), then it could require 20-30 days to complete.

Assumption: Homeowners are responsive to additional documentation/information needs as part of the appeal process.

Assumption: NCORR staff are available for exceptions panel, or other similar decision-making body, as applicable.

Assumption: Homeowners are able to organize their affairs to be able to move and vacate the property.

Assumption: Homeowners are able to find their new homes and secure financing, as applicable.
Vendor shall perform all services necessary to complete federally required environmental reviews subject to 24 CFR Part 58. These environmental reviews may include but are not limited to: categorical exclusions subject to 24 CFR Part 58.5.

Difference between when the Vendor has been issued a Notice to Proceed and when a CEST form is complete and verifiable in the System of Record.

3 days – for each CEST review

Vendor shall perform all services necessary to complete federally required environmental reviews subject to 24 CFR Part 58. These environmental reviews may include but are not limited to: environmental assessments.

Difference between when the Vendor has been issued a Notice to Proceed and when a Finding of No Significant Impact is complete and verifiable in the System of Record.

30 days including 15-day comment period for FONSI

Assumption: Does not include publication of NOI/RROF and comment period (this would add 7 days for publication and comment period and HUD's objection period prior to award of AUGF)

Assumption: Publish the FONSI and NOI/RROF as a combined notice for the joint 15-day comment period.

Assumption: This does not include the HUD objection period prior to issuance of the AUGF

Assumption: This does not include additional publication time for 8-step floodplains or wetlands

Assumption: This does not include a Phase I or Phase II Site Assessment
(5.2.F.5.a) Complete Tier II Environmental Reviews for each eligible property.

Difference between final scope of work determination/construction intent and when the Tier II Environmental Review is completed and submitted to NCORR for approval.

1 day or less – for each typical Tier II review meeting the aforementioned assumptions. Some Tier II reviews could take substantially longer dependent upon the need for delay with agency consultation, if required.

(5.2.F.6.a) Vendor shall perform all services necessary to complete appeals determinations and deliver Appeals results to applicant.

Difference between when the Appeals process is initiated by the applicant and when Vendor has completed the Appeals review and determination and the Appeals result letter is mailed to the applicant and delivery is verifiable in the System of Record.

3 days

(5.2.F.7.a) Vendor shall perform all services necessary to execute awards with applicants.

“Difference between when the program participant has accepted the award and when the HOGA is executed and uploaded into the System of Record. NCORR will monitor performance according to “Vendor’s Timeframe,” Column C, once per month. NCORR shall hold Vendor accountable to its proposed timeframe for 80% of the cumulative file total.

7 days

(5.2.I) Vendor shall perform all services necessary to complete federally required environmental reviews subject to 24 CFR Part 58. These environmental reviews may include but are not limited to: exemptions. . . .

Difference between when the Vendor has been issued a Notice to Proceed and when an exemption is complete and verifiable in the System of Record.

1 day or less – for each Exemption review

Assumption: Review does not start until scope of work determination is finalized.

Assumption: Review is for completion of a single Tier II Site-specific review. If a large number of applications are forwarded to the environmental team in a short period of time (i.e., 200 in one day), the time to do all the reviews will require more than the timeframe identified.

Assumption: Final SOW will require all inspection work (site inspection, asbestos testing, lead-based paint testing, radon testing) to be complete and reports on the testing finalized and ready for environmental review.

Assumption: Final SOW will require a determination by SHPO as to whether historic conditions are impacted, and any mitigation measures added to the SOW.

Assumption: Applicant will make themselves available to meet and sign within a reasonable timeframe.

Assumption: Does not include CESTs that become Exempt in accordance with 24 CFR 58.34 (a)(12)
“Personally being affected by Hurricane Florence allows me to empathize with applicants. Helping them get their lives back on track gives me joy. One applicant gave us a hug every day she came in here, has come back to visit, and had written letters. Seeing that we’re making a difference is the best part of my job.”

- Destiny Moore,
Robeson County Case Management Lead
HORNE serving North Carolina Recovery Programs since 2018.  
Proven Recovery Results since 2006.
ATTACHMENT C: INSTRUCTIONS TO VENDORS

1. **READ, REVIEW AND COMPLY:** It shall be the Vendor’s responsibility to read this entire document, review all enclosures and attachments, and any addenda thereto, and comply with all requirements specified herein, regardless of whether appearing in these Instructions to Vendors or elsewhere in this RFP document.

2. **LATE PROPOSALS:** Late proposals, regardless of cause, will not be opened or considered, and will automatically be disqualified from further consideration. It shall be the Vendor’s sole responsibility to ensure the timely submission of proposals.

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

4. **BASIS FOR REJECTION:** Pursuant to 01 NCAC 05B .0501, the State reserves the right to reject any and all offers, in whole or in part, by deeming the offer unsatisfactory as to quality or quantity, delivery, price or service offered, non-compliance with the requirements or intent of this solicitation, lack of competitiveness, error(s) in specifications or indications that revision would be advantageous to the State, cancellation or other changes in the intended project or any other determination that the proposed requirement is no longer needed, limitation or lack of available funds, circumstances that prevent determination of the best offer, or any other determination that rejection would be in the best interest of the State.

5. **EXECUTION:** Failure to execute page 1 of the RFP (Execution Page) in the designated space shall render the proposal non-responsive, and it will be rejected.

6. **ORDER OF PRECEDENCE:** In cases of conflict between specific provisions in this solicitation or those in any resulting contract documents, the order of precedence shall be (high to low) (1) any special terms and conditions specific to this RFP, including any negotiated terms; (2) requirements and specifications and administration provisions in Sections 4, 5 and 6 of this RFP; (3) North Carolina General Contract Terms and Conditions in ATTACHMENT D: NORTH CAROLINA GENERAL CONTRACT TERMS AND CONDITIONS; (4) Instructions in ATTACHMENT C: INSTRUCTIONS TO VENDORS; (5) ATTACHMENT A: PRICING, and (6) Vendor’s proposal.

7. **INFORMATION AND DESCRIPTIVE LITERATURE:** Vendor shall furnish all information requested in the spaces provided in this document. Further, if required elsewhere in this proposal, each Vendor shall submit with its proposal any sketches, descriptive literature and/or complete specifications covering the products and Services offered. Reference to literature submitted with a previous proposal or available elsewhere will not satisfy this provision. Failure to comply with these requirements shall constitute sufficient cause to reject a proposal without further consideration.

8. **RECYCLING AND SOURCE REDUCTION:** It is the policy of the State to encourage and promote the purchase of products with recycled content to the extent economically practicable, and to purchase items which are reusable, refillable, repairable, more durable and less toxic to the extent that the purchase or use is practicable and cost-effective. We also encourage and promote using minimal packaging and the use of recycled/recyclable products in the packaging of commodities purchased. However, no sacrifice in quality of packaging will be acceptable. The Vendor remains responsible for providing packaging that will adequately protect the commodity and contain it for its intended use. Vendors are strongly urged to bring to the attention of purchasers those products or packaging they offer which have recycled content and that are recyclable. As required by the Resource Conservation and Recovery Act of 1976 (42 U.S.C. 6962(c)(3)(A)(i)) the Vendor certifies, by signing this offer that the percentage of recovered materials content for EPA-designated items to be delivered or used in the performance of the contract will be at least the amount required by the applicable contract specifications or other contractual requirements.

9. **CERTIFICATE TO TRANSACT BUSINESS IN NORTH CAROLINA:** As a condition of contract award, each out-of-State Vendor that is a corporation, limited-liability company or limited-liability partnership shall have received, and shall maintain throughout the term of The Contract, a Certificate of Authority to Transact Business in North Carolina from the North Carolina Secretary of State, as required by North Carolina law. A State contract requiring only an isolated transaction completed within a period of six months, and not in the course of a number of repeated transactions of like nature, shall not be considered as transacting business in North Carolina and shall not require a Certificate of Authority to Transact Business.

Ver: 10/23/18
10. **SUSTAINABILITY:** To support the sustainability efforts of the State of North Carolina we solicit your cooperation in this effort. Pursuant to Executive Order 156 (1999), it is desirable that all print responses submitted meet the following:

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

11. **HISTORICALLY UNDERUTILIZED BUSINESSES:** The State is committed to retaining Vendors from diverse backgrounds, and it invites and encourages participation in the procurement process by businesses owned by minorities, women, disabled, disabled business enterprises and non-profit work centers for the blind and severely disabled. In particular, the State encourages participation by Vendors certified by the State Office of Historically Underutilized Businesses, as well as the use of HUB-certified vendors as subcontractors on State contracts.

12. **RECI PROCEDURAL PREFERENCE:** Reserved

13. **INELIGIBLE VENDORS:** As provided in G.S. 147-86.59 and G.S. 147-86.82, the following companies are ineligible to contract with the State of North Carolina or any political subdivision of the State: a) any company identified as engaging in investment activities in Iran, as determined by appearing on the Final Divestment List created by the State Treasurer pursuant to G.S. 147-86.58, and b) any company identified as engaged in a boycott of Israel as determined by appearing on the List of restricted companies created by the State Treasurer pursuant to G.S. 147-86.81. A contract with the State or any of its political subdivisions by any company identified in a) or b) above shall be **void**.

14. **CONFIDENTIAL INFORMATION:** To the extent permitted by applicable statutes and rules, the State will maintain as confidential trade secrets in its proposal that the Vendor does not wish disclosed. As a condition to confidential treatment, each page containing trade secret information shall be identified in boldface at the top and bottom as "CONFIDENTIAL" by the Vendor, with specific trade secret information enclosed in boxes, marked in a distinctive color or by similar indication. Cost information shall not be deemed confidential under any circumstances. Regardless of what a Vendor may label as a trade secret, the determination whether it is or is not entitled to protection will be determined in accordance with G.S. 132-1.2. Any material labeled as confidential constitutes a representation by the Vendor that it has made a reasonable effort in good faith to determine that such material is, in fact, a trade secret under G.S. 132-1.2. Vendors are urged and cautioned to limit the marking of information as a trade secret or as confidential so far as is possible. If a legal action is brought to require the disclosure of any material so marked as confidential, the State will notify Vendor of such action and allow Vendor to defend the confidential status of its information.

15. **PROTEST PROCEDURES:** When a Vendor wishes to protest the award of The Contract awarded by the Division of Purchase and Contract, or awarded by an agency in an awarded amount of at least $25,000, a Vendor shall submit a written request addressed to the State Purchasing Officer at: Division of Purchase and Contract, 1305 Mail Service Center, Raleigh, NC 27699-1305. A protest request related to an award amount of less than $25,000 shall be sent to the purchasing officer of the agency that issued the award. The protest request must be received in the proper office within thirty (30) consecutive calendar days from the date of the Contract award. Protest letters **shall** contain specific grounds and reasons for the protest, how the protesting party was harmed by the award made and any documentation providing support for the protesting party’s claims. **Note:** Contract award notices are sent only to the Vendor actually awarded the Contract, and not to every person or firm responding to a solicitation. Proposal status and Award notices are posted on the Internet at [https://www.ips.state.nc.us/ips/](https://www.ips.state.nc.us/ips/). All protests will be handled pursuant to the North Carolina Administrative Code, 01 NCAC 05B .1519.

16. **MISCELLANEOUS:** Any gender-specific pronouns used herein, whether masculine or feminine, shall be read and construed as gender neutral, and the singular of any word or phrase shall be read to include the plural and vice versa.
17. **COMMUNICATIONS BY VENDORS:** In submitting its proposal, the Vendor agrees not to discuss or otherwise reveal the contents of its proposal to any source, government or private, outside of the using or issuing agency until after the award of the Contract or cancellation of this RFP. All Vendors are forbidden from having any communications with the using or issuing agency, or any other representative of the State concerning the solicitation, during the evaluation of the proposals (i.e., after the public opening of the proposals and before the award of the Contract), unless the State directly contacts the Vendor(s) for purposes of seeking clarification or another reason permitted by the solicitation. A Vendor shall not: (a) transmit to the issuing and/or using agency any information commenting on the ability or qualifications of any other Vendor to provide the advertised good, equipment, commodity; (b) identify defects, errors and/or omissions in any other Vendor’s proposal and/or prices at any time during the procurement process; and/or (c) engage in or attempt any other communication or conduct that could influence the evaluation or award of a Contract related to this RFP. Failure to comply with this requirement shall constitute sufficient justification to disqualify a Vendor from a Contract award. Only those communications with the using agency or issuing agency authorized by this RFP are permitted.

18. **TABULATIONS:** Bid tabulations can be electronically retrieved at the IPS, [https://www.ips.state.nc.us/ips/BidNumberSearch.aspx](https://www.ips.state.nc.us/ips/BidNumberSearch.aspx). Click on the IPS BIDS icon, click on Search for Bid, enter the bid number, and then search. Tabulations will normally be available at this web site not later than one working day after the bid opening. Lengthy or complex tabulations may be summarized, with other details not made available on IPS, and requests for additional details or information concerning such tabulations cannot be honored.

19. **VENDOR REGISTRATION AND SOLICITATION NOTIFICATION SYSTEM:** The North Carolina electronic Vendor Portal (eVP) allows Vendors to electronically register for free with the State to receive electronic notification of current procurement opportunities for goods and Services of potential interests to them available on IPS, as well as notifications of status changes to those solicitations. Online registration and other purchasing information is available at the following website: [http://ncadmin.nc.gov/about-doa/divisions/purchase-contract](http://ncadmin.nc.gov/about-doa/divisions/purchase-contract).

20. **WITHDRAWAL OF PROPOSAL:** Proposals that have been delivered by hand, U.S. Postal Service, courier or other delivery service may be withdrawn only in writing and if receipt is acknowledged by the office issuing the RFP prior to the time for opening proposals identified on the cover page of this RFP (or such later date included in an Addendum to the RFP). Written withdrawal requests shall be submitted on the Vendor’s letterhead and signed by an official of the Vendor authorized to make such request. Any withdrawal request made after the opening of proposals shall be allowed only for good cause shown and in the sole discretion of the Division of Purchase and Contract.

21. **INFORMAL COMMENTS:** The State shall not be bound by informal explanations, instructions or information given at any time by anyone on behalf of the State during the competitive process or after award. The State is bound only by information provided in writing in this RFP and in formal Addenda issued through IPS.

22. **COST FOR PROPOSAL PREPARATION:** Any costs incurred by Vendor in preparing or submitting offers are the Vendor’s sole responsibility; the State of North Carolina will not reimburse any Vendor for any costs incurred or associated with the preparation of proposals.

23. **VENDOR’S REPRESENTATIVE:** Each Vendor shall submit with its proposal the name, address, and telephone number of the person(s) with authority to bind the firm and answer questions or provide clarification concerning the firm’s proposal.

24. **INSPECTION AT VENDOR’S SITE:** The State reserves the right to inspect, at a reasonable time, the equipment, item, plant or other facilities of a prospective Vendor prior to Contract award, and during the Contract term as necessary for the State’s determination that such equipment, item, plant or other facilities conform with the specifications/requirements and are adequate and suitable for the proper and effective performance of the Contract.
Section H - Attachment D
North Carolina General Contract Terms and Conditions

HORNE
HORNE serving North Carolina Recovery Programs since 2018.
Proven Recovery Results since 2006.
1. PERFORMANCE AND DEFAULT:

a) It is anticipated that the tasks and duties undertaken by the Vendor shall include services or the manufacturing, furnishing, or development of goods and other tangible features or components as deliverables that are directly correlated and/or ancillary to the services performed. Except as provided immediately below, and unless otherwise mutually agreed in writing prior to award, any service deliverables or ancillary services provided by Vendor in performance of the contract shall remain property of the State. During performance, Vendor may provide proprietary components as part of the service deliverables that are identified in the solicitation response. Vendor grants the State a personal, permanent, non-transferable license to use such proprietary components of the service deliverables and other functionalities, as provided under this Agreement. Any technical and business information owned by Vendor or its suppliers or licensors made accessible or furnished to the State shall be and remain the property of the Vendor or such other party, respectively. Vendor agrees to perform its services under the contract in the same or similar manner provided to comparable users. The State shall notify the Vendor of any defects or deficiencies in performance of its services or failure of service deliverables to conform to the standards and specifications provided in this solicitation. Vendor agrees to remedy defective performance or any nonconforming deliverables upon timely notice provided by the State.

b) Vendor has a limited, non-exclusive license to access and use State Data provided to Vendor, but solely for performing its obligations under this Agreement and in confidence as may be further provided herein. Vendor or its suppliers shall at a minimum, and except as otherwise specified and agreed herein, provide assistance to the State related to all services performed or deliverables procured hereunder during the State’s normal business hours. Vendor warrants that its support, customer service, and assistance will be performed in accordance with generally accepted and applicable industry standards.

c) If, through any cause, Vendor shall fail to fulfill in a timely and proper manner the obligations under The Contract, the State shall have the right to terminate The Contract by giving written notice to the Vendor and specifying the effective date thereof. In that event, any or all finished or unfinished deliverables under The Contract prepared by the Vendor shall, at the option of the State, become its property, and the Vendor shall be entitled to receive just and equitable compensation for any acceptable work completed as to which the option is exercised. Notwithstanding, Vendor shall not be relieved of liability to the State for damages sustained by the State by virtue of any breach of The Contract, and the State may withhold any payment due the Vendor for the purpose of setoff until such time as the exact amount of damages due the State from such breach can be determined. The State may require at any time a performance bond or other acceptable alternative performance guarantees from a Vendor without expense to the State.

d) In the event of default by the Vendor, the State may procure the goods and services necessary to complete performance hereunder from other sources and hold the Vendor responsible for any excess cost occasioned thereby. In addition, in the event of default by the Vendor under The Contract, or upon the Vendor filing a petition for bankruptcy or the entering of a judgment of bankruptcy by or against the Vendor, the State may immediately cease doing business with the Vendor, immediately terminate The Contract for cause, and may take action to debar the Vendor from doing future business with the State.

2. GOVERNMENTAL RESTRICTIONS: In the event any Governmental restrictions are imposed which necessitate alteration of the goods, material, quality, workmanship or performance of the Services offered prior to acceptance, it shall be the responsibility of the Vendor to notify the Contract Administrator at once, in writing, indicating the specific regulation which required such alterations. The State reserves the right to accept any such alterations, including any price adjustments occasioned thereby, or to cancel the Contract.

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

4. TAXES: Any applicable taxes shall be invoiced as a separate item.

a) G.S. 143-59.1 bars the Secretary of Administration from entering into Contracts with Vendors if the Vendor or its affiliates meet one of the conditions of G.S. 105-164.8(b) and refuses to collect use tax on sales of
tangible personal property to purchasers in North Carolina. Conditions under G.S. 105-164.8(b) include: (1) Maintenance of a retail establishment or office, (2) Presence of representatives in the State that solicit sales or transact business on behalf of the Vendor and (3) Systematic exploitation of the market by media-assisted, media-facilitated, or media-solicited means. By execution of the proposal document the Vendor certifies that it and all of its affiliates, (if it has affiliates), collect(s) the appropriate taxes.

b) The agency(ies) participating in The Contract are exempt from Federal Taxes, such as excise and transportation. Exemption forms submitted by the Vendor will be executed and returned by the using agency.

c) Prices offered are not to include any personal property taxes, nor any sales or use tax (or fees) unless required by the North Carolina Department of Revenue.

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

6. PAYMENT TERMS: Payment terms are Net not later than 30 days after receipt of a correct invoice or acceptance of goods, whichever is later. The using agency is responsible for all payments to the Vendor under the Contract. Payment by some agencies may be made by procurement card, if the Vendor accepts that card (Visa, MasterCard, etc.) from other customers, and it shall be accepted by the Vendor for payment under the same terms and conditions as any other method of payment accepted by the Vendor. If payment is made by procurement card, then payment may be processed immediately by the Vendor.

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

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

9. INTELLECTUAL PROPERTY WARRANTY AND INDEMNITY: Vendor shall hold and save the State, its officers, agents and employees, harmless from liability of any kind, including costs and expenses, resulting from infringement of the rights of any third party in any copyrighted material, patented or patent-pending invention, article, device or appliance delivered in connection with The Contract.

a) Vendor warrants to the best of its knowledge that:
   i. Performance under The Contract does not infringe upon any intellectual property rights of any third party; and
   ii. There are no actual or threatened actions arising from, or alleged under, any intellectual property rights of any third party;

b) Should any deliverables supplied by Vendor become the subject of a claim of infringement of a patent, copyright, trademark or a trade secret in the United States, the Vendor, shall at its option and expense, either procure for the State the right to continue using the deliverables, or replace or modify the same to become non-infringing. If neither of these options can reasonably be taken in Vendor’s judgment, or if further use shall be prevented by injunction, the Vendor agrees to cease provision of any affected deliverables and refund any sums the State has paid Vendor and make every reasonable effort to assist the State in procuring substitute deliverables. If, in the sole opinion of the State, the cessation of use by the State of any such deliverables due to infringement issues makes the retention of other items acquired from the Vendor under this Agreement impractical, the State shall then have the option of terminating the Agreement, or applicable portions thereof, without penalty or termination charge; and Vendor agrees to refund any sums the State paid for unused Services or Deliverables.

c) The Vendor, at its own expense, shall defend any action brought against the State to the extent that such action is based upon a claim that the deliverables supplied by the Vendor, their use or operation, infringes on a patent, copyright, trademark or violates a trade secret in the United States. The Vendor shall pay those costs and damages finally awarded or agreed in a settlement against the State in any such action. Such defense and payment shall be conditioned on the following:
i. That the Vendor shall be notified within a reasonable time in writing by the State of any such claim; and

ii. That the Vendor shall have the sole control of the defense of any action on such claim and all negotiations for its settlement or compromise provided, however, that the State shall have the option to participate in such action at its own expense.

d) Vendor will not be required to defend or indemnify the State if any claim by a third party against the State for infringement or misappropriation results from the State's material alteration of any Vendor-branded deliverables or services, or from the continued use of the deliverable(s) or Services after receiving notice of infringement on a trade secret of a third party.

10. TERMINATION FOR CONVENIENCE: If this contract contemplates deliveries or performance over a period of time, the State may terminate this contract at any time by providing 15 days' notice in writing to the State to the Vendor. In that event, any or all finished or unfinished deliverables prepared by the Vendor under this contract shall, at the option of the State, become its property. If the contract is terminated by the State as provided in this section, the State shall pay for those items for which such option is exercised, less any payment or compensation previously made.

11. ADVERTISING: Vendor agrees not to use the existence of The Contract or the name of the State of North Carolina as part of any commercial advertising or marketing of products or Services. A Vendor may inquire whether the State is willing to act as a reference by providing factual information directly to other prospective customers.

12. ACCESS TO PERSONS AND RECORDS: During and after the term hereof, the State Auditor and any using agency's internal auditors shall have access to persons and records related to The Contract to verify accounts and data affecting fees or performance under the Contract, as provided in G.S. 143-49(9).

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

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

a) Forward the Vendor's payment check directly to any person or entity designated by the Vendor, and

b) Include any person or entity designated by Vendor as a joint payee on the Vendor's payment check.

In no event shall such approval and action obligate the State to anyone other than the Vendor and the Vendor shall remain responsible for fulfillment of all Contract obligations. Upon advance written request, the State may, in its unfettered discretion, approve an assignment to the surviving entity of a merger, acquisition or corporate reorganization, if made as part of the transfer of all or substantially all of the Vendor’s assets. Any purported assignment made in violation of this provision shall be void and a material breach of The Contract.

14. INSURANCE:

COVERAGE - During the term of the Contract, the Vendor at its sole cost and expense shall provide commercial insurance of such type and with such terms and limits as may be reasonably associated with the Contract. As a minimum, the Vendor shall provide and maintain the following coverage and limits:

a) Worker's Compensation - The Vendor shall provide and maintain Worker’s Compensation Insurance, as required by the laws of North Carolina, as well as employer’s liability coverage with minimum limits of $500,000.00, covering all of Vendor’s employees who are engaged in any work under the Contract in North Carolina. If any work is sub-contracted, the Vendor shall require the sub-Contractor to provide the same coverage for any of his employees engaged in any work under the Contract within the State.

b) Commercial General Liability - General Liability Coverage on a Comprehensive Broad Form on an occurrence basis in the minimum amount of $1,000,000.00 Combined Single Limit. Defense cost shall be in excess of the limit of liability.

c) Automobile - Automobile Liability Insurance, to include liability coverage, covering all owned, hired and non-owned vehicles, used within North Carolina in connection with the Contract. The minimum combined single limit shall be $250,000.00 bodily injury and property damage; $250,000.00 uninsured/under insured motorist; and $2,500.00 medical payment.
REQUIREMENTS - Providing and maintaining adequate insurance coverage is a material obligation of the Vendor and is of the essence of The Contract. All such insurance shall meet all laws of the State of North Carolina. Such insurance coverage shall be obtained from companies that are authorized to provide such coverage and that are authorized by the Commissioner of Insurance to do business in North Carolina. The Vendor shall at all times comply with the terms of such insurance policies, and all requirements of the insurer under any such insurance policies, except as they may conflict with existing North Carolina laws or The Contract. The limits of coverage under each insurance policy maintained by the Vendor shall not be interpreted as limiting the Vendor's liability and obligations under the Contract.

15. GENERAL INDEMNITY: The Vendor shall hold and save the State, its officers, agents, and employees, harmless from liability of any kind, including all claims and losses accruing or resulting to any other person, firm, or corporation furnishing or supplying work, Services, materials, or supplies in connection with the performance of The Contract, and from any and all claims and losses accruing or resulting to any person, firm, or corporation that may be injured or damaged by the Vendor in the performance of The Contract and that are attributable to the negligence or intentionally tortious acts of the Vendor provided that the Vendor is notified in writing within 30 days from the date that the State has knowledge of such claims. The Vendor represents and warrants that it shall make no claim of any kind or nature against the State’s agents who are involved in the delivery or processing of Vendor deliverables or Services to the State. The representation and warranty in the preceding sentence shall survive the termination or expiration of The Contract.

16. ELECTRONIC PROCUREMENT:

a) Purchasing shall be conducted through the Statewide E-Procurement Service. The State’s third-party agent shall serve as the Supplier Manager for this E-Procurement Service. The Vendor shall register for the Statewide E-Procurement Service within two (2) business days of notification of award in order to receive an electronic purchase order resulting from award of this contract.

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

e) Vendor shall at all times maintain the confidentiality of its user name and password for the Statewide E-Procurement Services. If Vendor is a corporation, partnership or other legal entity, then the Vendor may authorize its employees to use its password. Vendor shall be responsible for all activity and all charges by such employees. Vendor agrees not to permit a third party to use the Statewide E-Procurement Services through its account. If there is a breach of security through the Vendor’s account, Vendor shall immediately change its password and notify the Supplier Manager of the security breach by email. Vendor shall cooperate with the State and the Supplier Manager to mitigate and correct any security breach.

17. SUBCONTRACTING: Performance under The Contract by the Vendor shall not be subcontracted without prior written approval of the State’s assigned Contract Administrator. Unless otherwise agreed in writing, acceptance of a Vendor’s proposal shall include approval to use the subcontractor(s) that have been specified therein.

18. CONFIDENTIALITY: Any State information, data, instruments, documents, studies or reports given to or prepared or assembled by or provided to the Vendor under The Contract shall be kept as confidential, used only for the purpose(s) required to perform The Contract and not divulged or made available to any individual or organization without the prior written approval of the State.

19. CARE OF STATE DATA AND PROPERTY: The Vendor agrees that it shall be responsible for the proper custody and care of any data owned and furnished to the Vendor by the State (State Data), or other State property in the hands of the Vendor, for use in connection with the performance of The Contract or purchased by or for the State for The Contract. Vendor will reimburse the State for loss or damage of such property while in Vendor’s custody.
The State’s Data in the hands of the Vendor shall be protected from unauthorized disclosure, loss, damage, destruction by a natural event or other eventuality. Such State Data shall be returned to the State in a form acceptable to the State upon the termination or expiration of this Agreement. The Vendor shall notify the State of any security breaches within 24 hours as required by G.S. 143B-1379. See G.S. 75-60 et seq.

20. OUTSOURCING: Any Vendor or subcontractor providing call or contact center services to the State of North Carolina or any of its agencies shall disclose to inbound callers the location from which the call or contact center services are being provided.

If, after award of a contract, the contractor wishes to relocate or outsource any portion of performance to a location outside the United States, or to contract with a subcontractor for any such performance, which subcontractor and nature of the work has not previously been disclosed to the State in writing, prior written approval must be obtained from the State agency responsible for the contract.

Vendor shall give notice to the using agency of any relocation of the Vendor, employees of the Vendor, subcontractors of the Vendor, or other persons providing performance under a State contract to a location outside of the United States.

21. COMPLIANCE WITH LAWS: Vendor shall comply with all laws, ordinances, codes, rules, regulations, and licensing requirements that are applicable to the conduct of its business and its performance in accordance with The Contract, including those of federal, state, and local agencies having jurisdiction and/or authority.

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

All promises, requirements, terms, conditions, provisions, representations, guarantees, and warranties contained herein shall survive the contract expiration or termination date unless specifically provided otherwise herein, or unless superseded by applicable Federal or State statutes of limitation.

23. ELECTRONIC RECORDS: The State will digitize all Vendor responses to this solicitation, if not received electronically, as well as any awarded contract together with associated procurement-related documents. These electronic copies shall constitute a preservation record and shall serve as the official record of this procurement with the same force and effect as the original written documents comprising such record. Any electronic copy, printout or other output readable by sight shown to reflect such record accurately shall constitute an "original."

24. AMENDMENTS: This Contract may be amended only by a written amendment duly executed by the State and the Vendor.

25. NO WAIVER: Notwithstanding any other language or provision in The Contract, nothing herein is intended nor shall be interpreted as a waiver of any right or remedy otherwise available to the State under applicable law. The waiver by the State of any right or remedy on any one occasion or instance shall not constitute or be interpreted as a waiver of that or any other right or remedy on any other occasion or instance.

26. FORCE MAJEURE: Neither party shall be deemed to be in default of its obligations hereunder if and so long as it is prevented from performing such obligations as a result of events beyond its reasonable control, including without limitation, fire, power failures, any act of war, hostile foreign action, nuclear explosion, riot, strikes or failures or refusals to perform under subcontracts, civil insurrection, earthquake, hurricane, tornado, or other catastrophic natural event or act of God.

27. SOVEREIGN IMMUNITY: Notwithstanding any other term or provision in The Contract, nothing herein is intended nor shall be interpreted as waiving any claim or defense based on the principle of sovereign immunity or other State or federal constitutional provision or principle that otherwise would be available to the State under applicable law.
Section I - Attachment E
Location of Workers Utilized by Vendor

by Vendor
HORNE serving North Carolina Recovery Programs since 2018.
Proven Recovery Results since 2006.
ATTACHMENT E: 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?**

If the Vendor answered “YES” above, Vendor must complete items 1 and 2 below:

1. List the location(s) outside the United States where work under this Contract will be performed by the Vendor, any sub-Contractors, employees, or other persons performing work under the Contract:

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

**b) The Vendor agrees to provide notice, in writing to the State, of the relocation of the Vendor, employees of the Vendor, sub-Contractors of the Vendor, or other persons performing services under the Contract outside of the United States**

   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:**

The majority of services performed under this contract will be performed in North Carolina. Communications, Case Management, Outreach, Intake, Eligibility, some Environmental, Inspection, and Award services will all be performed in North Carolina. As agreed upon by NCORR, some supportive services (i.e. centralized DOB/VOB services and Tier II environmental final reviews) will be centralized in other states such as Louisiana, Mississippi, and Virginia.

Anna Stroble, Engagement Partner
Section J - Attachment F
Historically Underutilized Business Information
HORNE serving North Carolina Recovery Programs since 2018.
Proven Recovery Results since 2006.
ATTACHMENT F: HISTORICALLY UNDERUTILIZED BUSINESSES INFORMATION

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

We have teamed with TDA Consulting, Grace Federal Solutions, and M-TO-Pros. TDA Consulting and Grace Federal Solutions are certified with the State of North Carolina as a Historically Underutilized Business. TDA Consulting is currently certified and is in the process of completing their renewal application to continue their certification with the state. M-TO-Pros is certified with the States of New York and New Jersey as a Minority/Women Owned Business and is in the process of applying for its MWBE certification in North Carolina.

Anna Stroble, Engagement Partner
August 14, 2015

Dionne Roberts
TDA Consulting Inc.  (Minority Owned)
602 Lorimor Ct
San Antonio, TX 78258

Dear Dionne Roberts:

The Office for Historically Underutilized Businesses (HUB Office) is pleased to inform you that your company is now certified as a Historically Underutilized Business. Your firm is listed in the Statewide Uniform Certification (SWUC) Program database. This certification will remain in effect for four (4) years from the date of this letter, contingent upon submission of your 'Annual Status Update Affidavit' each year prior to your certification renewal date. If you fail to submit the 'Annual Status Update Affidavit' your HUB Certification shall be Revoked.

You must notify the HUB Office in writing within 30 days of any changes affecting your compliance with SWUC Program eligibility requirements, including changes in ownership, day-to-day management and operational control. Failure to notify the HUB Office of these changes or reapply for certification in a timely manner may cause your HUB Certification to be revoked. Also, it is important to maintain current contact information such as address, telephone number, and email address in the SWUC Program database.

The HUB Office collaborates with local Minority/Women/Small Business (M/W/SBE)Offices who offer assistance to certified HUB firms with identifying contract opportunities with state and local government. Many of these offices also offer assistance with business development. Please visit our website at www.doa.nc.gov/hub/swuc.htm to locate the local office near you. Another great resource is the Small Business and Technology Development Center at www.sbtdc.org for free personalized business assistance and counseling.

It is important to note that although your status as a certified HUB firm greatly improves your access to state and local government contracts, this certification does not guarantee contract awards. Your ability to research opportunities and bid competitively will be important to your success in this program.

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

Sincerely,

Bradley Hicks
Certification Specialist

Mailing Address:
Office for Historically Underutilized Businesses
Department of Administration
1336 Mail Service Center
Raleigh, NC 27699-1336

Telephone (919) 807-2330
Fax (919) 807-2335
State Courier #51-01-00

Location:
116 West Jones Street
Administration Building
Suite 4109
Raleigh, NC 27603

An Equal Opportunity/Affirmative Action Employer
## TDA Consulting Inc.

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<tbody>
<tr>
<td><strong>Contact:</strong></td>
<td>Dionne Roberts</td>
</tr>
<tr>
<td><strong>Address:</strong></td>
<td>602 Lorimor Ct</td>
</tr>
<tr>
<td></td>
<td>San Antonio, TX 78258</td>
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<tr>
<td></td>
<td>United States</td>
</tr>
<tr>
<td><strong>Phone:</strong></td>
<td>202-486-4781</td>
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<tr>
<td><strong>Fax:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Toll Free:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Email Address:</strong></td>
<td><a href="mailto:halvarez@tdainc.org">halvarez@tdainc.org</a></td>
</tr>
</tbody>
</table>

**Small Business:** No  
**HUB Certified:** Yes B  
**Business Type:** Corporation

### Registered Commodities

<table>
<thead>
<tr>
<th>918 Consulting Services</th>
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<tbody>
<tr>
<td>924 Educational/Training Services</td>
</tr>
<tr>
<td>958 Management Services</td>
</tr>
<tr>
<td>971 Real Property Rental or Lease</td>
</tr>
</tbody>
</table>
Dear Iris Phillips:

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

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

The HUB Office collaborates with local Minority/Women/Small Business (M/W/SBE) Offices who offer assistance to certified HUB firms with identifying contract opportunities with state and local government. Many of these offices also offer assistance with business development. Please visit our website at http://www.doa.nc.gov/hub/programs.aspx?pid=swuc to locate the local office near you. Another great resource is the Small Business and Technology Development Center at www.sbtdc.org for free personalized business assistance and counseling.

It is important to note that although your status as a certified HUB firm greatly improves your access to state and local government contracts, this certification does not guarantee contract awards. Your ability to research opportunities and bid competitively will be important to your success in this program.

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

Sincerely,

James Trent Rawley
Supplier Diversity Specialist
**Grace Federal Solutions, LLC**

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<th>Detail Information</th>
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<tbody>
<tr>
<td><strong>Contact:</strong></td>
<td>Iris Phillips</td>
</tr>
</tbody>
</table>
| **Address:** | 205 Fayetteville Street  
Suite 220  
Raleigh, NC 27601 WAKE  
United States |
| **Phone:** | 919-604-2685 |
| **Fax:** | 919-809-5200 |
| **Email Address:** | iris@gracefederalsolutions.com |

| **Small Business:** | Yes |
| **HUB Certified:** | Yes B |
| **Business Type:** | LLC |

**Registered Construction Codes**

| 01300 Administrative Requirements (Project Management/Coordinator) |
| 01800 Facility Operation (Maintenance) |

**Registered Commodities**

| 912 Construction Services, General (Incl. Main And Repair) |
| 918 Consulting Services |
| 920 Data Processing, Computer, Programming, & Software Services |
| 948 Health Related Services |
| 952 Human Services |
| 953 Insurance And Insurance Services, (All Types) |
| 956 Library And Subscription Services (Inc. Research ,Internet) |
| 958 Management Services |
| 961 Miscellaneous Services, No. 1 (Not Otherwise Classified) |
| 962 Miscellaneous Services, No. 2 (Not Otherwise Classified) |
Metropolitan Transportation Authority
State of New York
May 31, 2017

Ms. Mildred Tolentino, President
M TO-PROS DEVELOPMENT, INC.
100 Park Avenue – Suite 1669
New York, New York 10116

Re: DBE CERTIFICATION NOTICE

Dear Ms. Tolentino:

The Metropolitan Transportation Authority (MTA), a Certifying Partner in the New York State Unified Certification Program (NYSUCP), is pleased to inform you that your firm meets the eligibility criteria established by the U.S. Department of Transportation Disadvantaged Business Enterprises regulations codified at 49 CFR, Part 26 and has been CERTIFIED as a Disadvantaged Business Enterprise (DBE). Your firm is certified as a DBE with the NYSUCP providing the services listed below:

PROJECT MANAGEMENT
CONSTRUCTION MANAGEMENT
ADDITION, ALTERATION AND RENOVATION (Multifamily buildings)

Your business is eligible to participate as a DBE on New York State Department of Transportation, Port Authority of New York and New Jersey, and Niagara Frontier Transportation Authority’s federally assisted projects in the identified service areas.

Your firm’s certification status with the NYSUCP will remain effective for as long as your firm continues to meet all DBE certification eligibility requirements and the ownership and control of the firm, upon which DBE certification was granted, has not changed. However, you are required to submit, annually, on the anniversary date of this notice, a sworn affidavit affirming that there have been no changes in your firm’s economic disadvantaged status, ownership or control. In the event that there are changes, please be advised that you are required to notify the MTA, within 30 days, of any changes in your business’ ownership, control and/or operations including address, telephone number, business services and capabilities. Failure to adhere to these requirements may result in the removal of DBE Certification.

Your firm will be included in the NYSUCP Directory which is located at https://nysucp.newnycontracts.com. The directory will indicate the type of work your firm has been certified to perform.
Please note that any of the Certifying Partners of the NYSUCP reserves the right to review your firm’s certification eligibility prior to your firm’s participation on a federally assisted project for their agency or at any time that it is determined that such reevaluation is warranted.

We are pleased to have you as a participant in the NYSUCP and wish you much success.

Should you have any questions or concerns, please contact me at rmccune@mtahq.org or call me at (646) 252-1378.

Sincerely,

Ron McCune, Assistant Director
Certification Programs
Department of Diversity and Civil Rights

cc: M. Garner, MTA
N. Din, MTA
L. Smith, MTA
Chrono – File
Certified Profile

**Business & Contact Information**

- **Business Name:** M To-Pros Development, Inc
- **Owner:** Ms. Mildred Tolentino
- **Address:** 100 Park Avenue, 16th Floor
  New York, NY 10017
- **Phone:** 201-978-3441
- **Email:** mtalentino@mtopros.com
- **Website:** http://www.mtopros.com

**Certification Information**

- **Certifying Agency:** New York State
- **Certification Type:** MBE - Minority Business Enterprise
- **Certification Date:** 12/7/2015
- **Certified Business Description:**
  Our services include some thoughtful planning to ensure construction projects success before it begins. We assist with the conceptual planning and development of your program management systems including financials, contracts and schedules. Our services are planning and project development Construction Design coordination Management of all design and construction milestones to ensure schedule is met for specific construction project.

**Commodity Codes**

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<tr>
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<th>Description</th>
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<tbody>
<tr>
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<tr>
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</table>

**Additional Information**

- **Work Districts/Regions:** All work districts/regions
- **Industry:** Services Consultants
- **Business Size:** Less than $100,000
- **General Location:** Out of State
- **Location:** Out of State
## Business & Contact Information

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<tr>
<td></td>
<td>New York, NY 10017</td>
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<tr>
<td>Phone</td>
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<tr>
<td>Email</td>
<td><a href="mailto:mtolentino@mtopros.com">mtolentino@mtopros.com</a></td>
</tr>
<tr>
<td>Website</td>
<td><a href="http://www.mtopros.com">http://www.mtopros.com</a></td>
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<td>Certification Type</td>
<td>WBE - Women Business Enterprise</td>
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<td>Certification Date</td>
<td>12/7/2015</td>
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<td>Certified Business Description</td>
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Section K - Attachment G
NCORR Rules and Regulations
HORNE serving North Carolina Recovery Programs since 2018.
Proven Recovery Results since 2006.
ATTACHMENT G: NCORR RULES AND REGULATIONS

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

1. **No governmental non-competes.** Vendor shall not impose or enforce any non-competition agreement upon the employees included in Vendor’s bid that would prevent those employees from accepting any offer of employment from the State of North Carolina outside of the first Term of the Contract. By executing this RFP the Vendor affirms this condition, as directed in the VENDOR EXPERIENCE SECTION 4.5 section of this RFP. This affirmation is a material condition for the State’s award of any work under this RFP.

2. **Background Checks.** All proposed or replaced staff must have national criminal background checks available for review by NCORR. Upon selection, respondents will provide copies of current national criminal background checks on any proposed employees for NCORR review and approval.

3. **Availability of Personnel.** It is expected that the proposed personnel will remain committed, as long as those individuals continue to be available to the firm. Please be advised that the awarded Vendor may not change proposed project team members or their fulltime/part-time status during the term of the Contract without the prior written consent of NCORR.

4. **Reporting.** The awarded Vendor will be required to submit reports to NCORR including performance metrics for the Vendor-provided staff. The awarded Vendor will be responsible for developing the template for these monthly reports subject to the approval of NCORR. See Section 6.3

5. **Program Monitoring.** Vendor agrees to assist and cooperate with the Federal grantor agency and NCORR or their duly designated representatives in the monitoring of the project or projects to which this contract relates, and to provide in form and manner approved by NCORR such monitoring reports, progress reports, and the like as may be required and to provide such reports at the times specified.

6. **Termination for Cause.** If through any cause, Vendor shall fail to fulfill in a timely or proper manner any obligations under this Contract, or if Vendor shall violate any of the covenants, agreements, or stipulations of the Contract, NCORR shall thereupon have the right to terminate this Contract by giving written notice to Vendor of such termination and specifying the effective date of such termination. Unless a shorter time is determined by NCORR to be necessary, NCORR shall effect termination according to the following procedure:

   a. **Notice to Cure.** NCORR shall give written notice of the conditions of default, setting for the ground or grounds upon which such default is declared (“Notice to Cure”). The Vendor shall have ten (10) days from receipt of the Notice to Cure or any longer period that is set forth in the Notice to Cure to cure the default.

   b. **Notice of Termination.** If the conditions set forth in the Notice to Cure are not cured within the period set forth in the Notice to Cure, NCORR may terminate the Contract, in whole or in part. NCORR shall give the Vendor written notice of such termination (“Notice of Termination”), specifying the applicable provision(s) under which the Contract is terminated and the effective date of the termination.

   c. In such event, all finished or unfinished documents, data, studies, and reports prepared by Vendor entitle Vendor’s receipt of just and equitable compensation for any satisfactory work completed on such documents. Notwithstanding the above, Vendor shall not be relieved of liability to NCORR for damage sustained to NCORR by virtue of any breach of this Contract by Vendor. NCORR may withhold any payments toVendor for the purpose of set off until such time as the exact amount of damages due NCORR from Vendor is determined.
7. **Funding Contingency.** The awarded Contract may be suspended and/or terminated without liability to the State if the CDBG-DR grant is suspended or terminated, and unless and until the State or NCORR receives Community Development funds in an amount that is deemed sufficient to enable it to fund the Contract awarded, the State or NCORR is under no obligation to make any payments to the Vendor.

8. **Civil Rights Requirements.** Vendor shall comply with all civil-rights related requirements, pursuant to 24 CFR § 570.503(b)(5).


10. **Anti-Discrimination.** Vendor will comply with the following clauses: Titles VI and VII of the Civil Rights Act of 1964 (PL 88-352), and the regulations issued pursuant thereto (prohibiting discrimination on the basis race, color, national origin and ensuring that individuals are employed, and that employees are treated during employment, without regard to their race, color, creed, national origin, sex, or age); Title IX of the Education Amendments of 1972 (codified as amended at 20 U.S.C. § 1681 et seq.) (prohibiting discrimination on the basis of sex); Titles I, II, III, IV, and V of the Americans with Disability Act of 1990 (prohibiting discrimination on the basis of disability); Section 504 of the Rehabilitation Act of 1973 (codified as amended at 29 U.S.C. § 794) (prohibiting discrimination on the basis of handicap); the Age Discrimination Act of 1975 (codified as amended at 42 U.S.C. § 6101 et seq.) (prohibiting age discrimination); Executive Order 11063 as amended by Executive Order 2259; and Section 109 of the Housing and Community Development Act of 1974, as amended.

11. **Contract Work Hours and Safety Standards Act (40 U.S.C. 3701-3708).** Compliance with 40 U.S.C. 3702 and 3704, as supplemented by Department of Labor regulations (29 CFR Part 5) is required. Under 40 U.S.C. of the Act, each contractor must be required to compute the wages of every mechanic and laborer on the basis of a standard work week of 40 hours. Work in excess of the standard work week is permissible provided that the worker is compensated at a rate of not less than one and a half times the basic rate of pay for all hours worked in excess of 40 hours in the work week. The requirements of 40 U.S.C. 3704 are applicable to construction work and provide that no laborer or mechanic must be required to work in surroundings or under working conditions which are unsanitary, hazardous or dangerous. These requirements do not apply to the purchases of supplies or materials or articles ordinarily available on the open market, or contracts for transportation or transmission of intelligence.

12. **Rights to Inventions Made Under a Contract or Agreement.** If the Federal award meets the definition of “funding agreement” under 37 CFR §401.2 (a) and the recipient or subrecipient wishes to enter into a contract with a small business firm or nonprofit organization regarding the substitution of parties, assignment or performance of experimental, developmental, or research work under that “funding agreement,” the recipient or subrecipient must comply with the requirements of 37 CFR Part 401, “Rights to Inventions Made by Nonprofit Organizations and Small Business Firms Under Government Grants, Contracts and Cooperative Agreements,” and any implementing regulations issued by the awarding agency.

13. **Environmental Compliance.** If the Contract awarded hereby amounts to more than $100,000.00, Vendor agrees to comply with all applicable standards, orders, or requirements issued under Section 306 of the Clean Air Act (42 U.S.C. 7401-7671q.), Section 508 of the Clean Water Act (33 U.S.C. 1368), Executive Order 11 738, Environmental Protection Agency (EPA) regulations (40 CFR, 15) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387). Violations must be reported to the Federal awarding agency and the Regional Office of the EPA.
14. **Debarment and Suspension (Executive Orders 12549 and 12689).** Vendor is ineligible for an award under this RFP if they are listed on the government-wide exclusions in the System for Award Management (SAM), in accordance with OMB guidelines at 2 CFR 180 that implement Executive Orders 12549 (3 CFR part 1986 Comp., p. 189) and 12689 (3 CFR part 1989 Comp., p. 235), “Debarment and Suspension.” SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549.


16. **Procurement of Recovered Materials.** Vendor must comply with Section 6002 of the Solid Waste Disposal Act, P.L. 89-272 (1965) (codified as amended by the Resource Conservation and Recovery Act at 42 U.S.C. § 6962). See 2 C.F.R. Part 200, Appendix II, ¶ K; 2 C.F.R. § 200.322; Chapter V, ¶ 7. The requirements of Section 6002 include procuring only items designated in guidelines of the EPA at 40 C.F.R. Part 247 that contain the highest percentage of recovered materials practicable, consistent with maintaining a satisfactory level of competition, where the purchase price of the item exceeds $10,000 or the value of the quantity acquired by the preceding fiscal year exceeded $10,000; procuring solid waste management services in a manner that maximizes energy and resource recovery; and establishing an affirmative procurement program for procurement of recovered materials identified in the EPA guidelines.

17. **Section 3 Clause.** Vendor will comply with the following clauses from 24 CFR 135.38:

   a. The work performed under this Contract is subject to the requirements of section 3 of the Housing and Urban Development Act of 1968, as amended, 12 U.S.C. 1701u (section 3).

   b. The Parties agree to comply with HUD’s regulations in 24 CFR part 135, which implement section 3. As evidenced by this Contract, the Parties certify they are under no contractual obligations or other impediment that would prevent them from complying with the part 135 regulations.

   c. Vendor agrees to send each labor organization or representative or workers with which Vendor has a collective bargaining agreement or other understanding, if any, a notice advising the labor organization or worker’s representative of Vendor’s commitments under this section 3 clause, and will post copies of the notice in conspicuous places at the work site. The notice shall describe the section 3 preference, shall set forth minimum number and job titles subject to hire, availability of apprenticeship and training position, the qualifications for each, and the name and location of the person(s) taking applications for each of the positions, and the expected date the work shall begin.

   d. Vendor agrees to include this section 3 clause in every subcontract subject to compliance with regulations 24 CFR part 135, and agrees to take appropriate action, as provided in an applicable provision of the subcontract or in this section 3 clause, upon finding that the subcontractor is in violation of the regulations in 24 CFR part 135. Vendor will not subcontract with any subcontractor where Vendor has notice or knowledge that the subcontractor has been found in violation of the regulations in 24 CFR part 135.

   e. Vendor will certify that any vacant employment positions, including training positions, that are filled (1) after Vendor is selected but before the contract is executed, and (2) with persons other than those to whom the regulations of 24 CFR part 135 require employment opportunities to be directed, were not filled to circumvent Vendor’s obligations under 24 CFR part 135.
f. Noncompliance with HUD’s regulations in 24 CFR part 135 may result in sanctions, termination of this contract for default, and debarment or suspension form future HUD assisted contracts.

g. With respect to work performed in connection with section 3 covered Indian housing assistance, section 7(b) of the Indian Self-Determination and Education Assistance Act (25 U.S.C. 450e) also applies to the work to be performed under this contract.

18. Women and Minority Owned Businesses. 2 C.F.R. § 200.321 requires that all necessary affirmative steps are taken by the State and Vendor to assure that minority and women’s businesses are used when possible, and N.C. Gen. Stat. 143-128.2 establish a ten percent (10%) goal for participation by minority and women owned businesses in total value of work performed for the State.

19. Access of the State of North Carolina (i.e., its agencies), HUD and Others to CDBG-DR Documents, Papers, and Books. Vendor agrees to allow the departments and agencies of the State of North Carolina, HUD, the Comptroller General of the United States, and any of their duly authorized representatives access to any books, documents, papers, and records of Vendor which are directly pertinent to the CDBG-DR Program for the purpose of making audits, examinations, excerpts, and transcriptions.

20. Records. All records required to be kept on the project shall be maintained for at least five (5) years after final payments and until all other pending matters under the grant for this project have been closed. However, if any audit, litigation or other action arising out of or related in any way to this project is commenced before the end of the five (5) year period, the records shall be retained for one (1) year after all issues arising out of the action are finally resolved or until the end of the five (5) year period, whichever is later.

21. Changes. NCORR may, from time to time, request changes in the scope of the work of Vendor to be performed hereunder. Such changes, including any increase or decrease in the amount of Vendor’s compensation which are mutually agreed upon by and between NCORR and Vendor, shall be incorporated in written and executed amendments to this Contract.

22. Energy Efficiency. All participants in the projects funded hereby shall recognize mandatory standards and policies relating to energy efficiency, which are contained in the state energy conservation plan issued in compliance with the Energy Policy and Conservation Act (PL 94-163).

23. Personnel. Vendor represents that it has, or will secure at its own expense, all personnel required in performing the work under this Contract. Such personnel shall not be employees of or have any contractual relationship with NCORR. All of the work required hereunder will be performed by Vendor or under its supervision, and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under State and State law to perform such work. No person who is serving a sentence in penal or correctional institution shall be employed to work under this Contract.

24. Compliance with Office of Management and Budget. Vendor agrees to comply with the regulations, policies, guidelines, and requirements of the Office of Management and Budget Circulars A-95, A-102, A-133, and A-54, as they relate to the use of Federal funds under this contract.

HORNE serving North Carolina Recovery Programs since 2018.
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ATTACHMENT H: CDBG-DR RULES AND REGULATIONS

CDBG Compliance Provisions

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

A. Provisions Required by Law Deemed Inserted: Each and every provision of law and clause required by law to be inserted in this Contract shall be deemed to be inserted herein and the Contract shall be read and enforced as though it were included herein, and if through mistake or otherwise any such provision is not inserted, or is not correctly inserted, then upon the application of either party the Contract shall forthwith be physically amended to make such insertion or correction.

B. Flood Disaster Protection: This Contract is subject to the requirements of the Flood Disaster Protection Act of 1973 (P.L. 93-234). Nothing included as a part of this Contract is approved for acquisition or construction purposes as defined under Section 3(a) of said Act, for use in an area identified by the Secretary of HUD as having special flood hazards which is located in a community not then in compliance with the requirements for participation in the National Flood Insurance Program pursuant to Section 201 (d) of said Act; and the use of any assistance provided under this Contract for such acquisition for construction in such identified areas in communities then participating in the National Flood Insurance Program shall be subject to the mandatory purchase of flood insurance requirements or Section 102(a) of said Act.

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

C. Drug Free Workplace: Contractor hereby certifies that it shall provide a drug-free workplace in compliance with the Drug-Free Workplace Act of 1988, as amended, and with 24 CFR Part 21.

D. Protection of Lives and Health: Contractor shall exercise proper precaution at all times for the protection of persons and property and shall be responsible for all damages to persons or property, either on or off the worksite, which occur as a result of his prosecution of the work. The safety provisions of applicable laws and building and construction codes, in addition to specific safety and health regulations described by Chapter XIII, Bureau of Labor Standards, Department of Labor, Part 1518) Safety and Health Regulations for Construction, as outlined in the Federal Register, Volume 36, No. 75, Saturday, April 7, 1971, Title 29 – LABOR, shall be observed and Contractor shall take or cause to be taken, such additional safety and health measures as NCORR may determine to be reasonably necessary.

E. Danger Signals and Safety Devices: Contractor shall make all necessary precautions to guard against damages to property and injury to persons. He shall put up and maintain in good condition, sufficient red or warning lights at night, suitable barricades and other devices necessary to protect the public. In case Contractor fails or neglects to take such precautions, NCORR may have such lights and barricades installed and charge the cost of this work to the Contractor. Such action by NCORR does not relieve the Contractor of any liability incurred under these specifications or contract.

F. Lead Based Paint Hazards: The reconstruction and rehabilitation of residential structures is subject to the HUD Lead-Based Paint regulations, 24 CFR Part 35. The Contractor and its Subcontractors shall comply with the provisions for the elimination and reduction of lead-based paint hazards under Subpart B of said regulations.

G. Use of Explosives: When the use of explosives is necessary for the prosecution of the work, Contractor shall observe all local, state and federal laws in purchasing and handling explosives. Contractor shall take all necessary precaution to protect completed work, neighboring property, water lines, or other underground structures. Where there is danger to structures or property from blasting, the charges shall be reduced and the material shall be covered with suitable timber, steel or rope mats.
Contractor shall notify all owners of public utility property of intention to use explosives at least 8 hours before blasting is done close to such property. Any supervision or direction of use of explosives by the engineer does not in any way reduce the responsibility of Contractor or his Surety for damages that may be caused by such use.

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

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

I. Copyright: No materials, to include but not limited to reports, maps, State provided home plans and specifications, any public record, or documents resulting from this request for prequalification, HRP contractor-homeowner contracts, and related HRP and/or CDBG-DR documents pertaining to procurement, contract administration, contract monitoring, and/or contract auditing, in whole or in part, shall be available to the Contractor for copyright purposes. Any such materials produced as a result of this Contract that might be subject to copyright shall be the property of NCORR, other agencies of State of North Carolina, and/or agencies of the United States (e.g., HUD and FEMA) and all such rights shall belong to NCORR or such other governmental entities. A prequalified contractor and/or its designer that prepares home plans and specifications for any HRP project shall retain all rights of ownership in any proprietary and/or intellectual property but shall grant limited licenses to NCORR, HUD, FEMA, DOC and homeowners to use these plans and specifications limited to the construction of an HRP project and for any governmental administrative use and/or reporting requirements. The prequalified contractor and/or its design firm may enter into license agreements or otherwise sell their home plans and specifications to other prequalified contractors for use on other NCORR and/or county CDBG-DR HRP projects, HMGP project and/or State DRA projects subject to any State, federal and/or local laws, rules and/or ordinances.

J. Confidential Findings: Some of the reports, information, data, etc. (e.g., homeowner personally identifying information such as income, tax, social security numbers, birthdates, driver’s license numbers), prepared or assembled by NCORR, DOC, HUD, FEMA, counties, other governmental agency, and/or the Contractor under award HRP contracts may be confidential, and the Contractor agrees that they shall not be made available to any individual or organization without prior written approval of the appropriate governmental entity that authored the information, requested the information and/or responsible for the program that the contractor is performing the work that generated the confidential information. Contractor understands that most documents and billing will be public records and contractor will have to consult with the governmental entity to determine whether in proposed document may be submitted to the governmental entity with confidential and the method used to maintain confidential if the document contains confidential information.

K. Conflict of Interest: No member, officer, or employee of NCORR or the local jurisdictions served through this Contract, or agent, consultant, or member of the DPS, or other public official who exercises or has exercised any functions or responsibilities with respect to this Contract during his or her tenure, or for one year thereafter, shall have any interest, direct or indirect, in any contract or subcontract, or the proceeds thereof, for work to be performed in connection with the Contract or in any activity or benefit with regard to the Contract.

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

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

If a person receiving assistance under this Program does in fact have a conflict of interest as discussed herein, such conflict will be fully disclosed in writing to NCORR and addressed under applicable law.
Proposal Number: 19-RFP-014752-GSX

Vendor: __________________________________________

L. **Interest of Contractor:** Contractor covenants that he presently has no interest and shall not acquire any interest direct or indirect in the above described project or any parcels therein or any other interest which would conflict in any manner or degree with the performance or services hereunder. Contractor further covenants that in the performance of this Contract no person having any such interest shall be employed.

M. **Political Activity:** Contractor will comply with the provisions of the Hatch Act (5 U.S.C. 1501 et seq.), which limits the political activity of employees.

N. **Personnel:** Contractor represents that it has, or will secure at its own expense, all personnel required in performing the services under this Contract. Such personnel shall not be employees of or have any contractual relationship with NCORR or other governmental entity involved in other State or federal disaster recovery programs.

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

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

O. **Assignability:** Contractor shall not assign any interest in this Contract, and shall not transfer any interest in the same (whether by assignment or novation) without prior written approval of NCORR provided that claims for money due or to become due the Contractor from NCORR under this Contract may be assigned to a bank, trust company, or other financial institution, or to a Trustee in Bankruptcy, without such approval. Notice of any such assignment or transfer shall be furnished promptly to NCORR.
HORNE serving North Carolina Recovery Programs since 2018.
Proven Recovery Results since 2006.
# APPENDIX A

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Anna Stroble, JD  
Engagement Partner

Anna is an attorney and compliance expert with a passion for people and service. Her legal experience includes government relations, CDBG compliance, federal and state regulatory compliance and government contracts. Anna provides compliance expertise in disaster recovery programs and subject matter expertise in housing, economic development programs and federal procurement.

PROJECT SPECIFIC EXPERIENCE

North Carolina, Robeson County and City of Fayetteville, Hurricane Matthew Disaster Recovery

Project Partner | December 2017 – Present
Anna oversees a turn-key delivery solution implemented by Robeson County, NC. This program provides housing repair, rehabilitation and reimbursement solutions to homeowners and renters impacted by Hurricane Matthew. She also provides critical guidance to expedite recovery operations and maximize the impact of Community Development Block Grant-Disaster Recovery (CDBG-DR) funds for the citizens of North Carolina. She oversees and coordinates the activities of multiple subcontractors and builders which has assisted hundreds of homeowners in the last 18 months.

South Carolina Disaster Recovery Office, 2015 Severe Storms and Hurricane Matthew Recovery Programs

Fair Housing Counsel | October 2016 – Present
Anna provides compliance expertise in disaster recovery programs to the State of South Carolina in the implementation of its designed programs to address housing, infrastructure and economic development programs. In addition, she provides subject matter expertise to the state associated with CDBG-DR economic development programs and federal procurement.

Texas General Land Office (GLO), Hurricane Harvey Housing Programs

Fair Housing Counsel | December 2017 – Present
Anna provides compliance expertise in disaster recovery programs to the Texas GLO to oversee and implement five distinct and unprecedented Federal Emergency Management Agency (FEMA) housing recovery programs including: permanent housing repair,
Anna Stroble, JD
Engagement Partner

Temporary housing repair, direct leasing, multi-family leasing and manufactured housing recovery programs. HORNE’s efforts will serve over 40,000 homeowners impacted by Hurricane Harvey.

Commonwealth of Puerto Rico, Department of Housing (Vivienda), Professional Advisory and Planning Services
Subject Matter Expert | February 2018 – Present
Anna provides compliance expertise for Puerto Rico’s CDBG-DR programs supporting the implementation of its designed programs to address housing, infrastructure and economic development programs. In addition, she provides subject matter expertise to Puerto Rico on federal procurement and fair housing matters.

Virgin Islands Housing Finance Authority, Hurricanes Irma and Maria CDBG-DR Housing Reconstruction Program
Subject Matter Expert | May 2019 – Present
Anna provides compliance expertise for USVI CDBG-DR Case Management and other program policy issues supporting the implementation of its designed programs to address housing programs. In addition, she provides subject matter expertise to USVI on internal controls and fair housing matters.

Sonoma County (California), Tubbs Fire Unmet Needs Assessment and Pre-Award Activities
Project Manager | April 2018-April 2019
Anna led the development of Sonoma County’s Unmet Needs Assessment and Internal Control Package for Disaster Recovery stemming from the Tubbs Fire. This project included a comprehensive unmet needs assessment to address the devastation of thousands of homes from the Tubbs Fire leading to the recommended design of a multi-family program, rental program and single-family homeowner program.

Northwell Health / Staten Island University Hospital
Compliance Counsel / Subject Matter Expert | March 2016 - Present
Anna provides subject matter expertise guiding the Hospital through the myriad of federal requirements associated with their coordinated Hazard Mitigation Grant Program (HMGP)/CDBG-DR match project which capitalizes on mitigation funds available to Superstorm Sandy grantees through multiple disaster recovery programs.

City of Houston Action Plan and Unmet Needs Assessment
Project Manager | July - October 2016
Anna led the development of the City of Houston’s Action Plan for Disaster Recovery stemming from its 2016 CDBG-DR grant of more than $66 million. This Action Plan project included a comprehensive unmet needs assessment to address the May and October 2016 Floods leading to the design of a single-family home repair program, strategic buyout program and infrastructure program. She led the team who developed the Action Plan which received timely approval by the Department of Housing and Urban Development (HUD) without delay.
State of Mississippi, Program Management Office (PMO)
Senior Counsel | 2010 - February 2018
Anna served as Senior Counsel to the State of Mississippi regarding all program management, compliance, monitoring, fair housing and financial guidance. The PMO encompasses approximately $5.4 billion of CDBG-DR funding over 18 eligible programs. These programs include single and multi-family housing, rental, rehabilitation, new construction, homeowner assistance, elevation, public housing, infrastructure economic development and community revitalization. She worked closely with the Mississippi Development Authority’s (MDA) Disaster Recovery Division to create transparency, accountability and consistency across projects. She provided expertise regarding compliance with government regulations, financial management and accurate federal reporting. Anna directly coordinated all compliance and oversight activities.

Section 3 Subject Matter Expert, 2012 - Present
As a recognized Subject Matter Expert in Section 3, Anna has worked alongside the compliance divisions of states and cities to customize and implement successful policies and procedures specific to Section 3 compliance. Anna has developed a robust approach to Section 3 compliance for housing and infrastructure programs. Through her deep understanding of the regulatory considerations, she is recognized for being able to achieve Section 3 compliance by marrying the complex regulatory requirements with the practical implementation challenges which often accompany a construction project.

Anna leads HORNE’s Fair Housing practice and is actively engaged across the country assisting states such as Mississippi, Colorado, New York City, South Carolina and numerous local jurisdictions with their Section 3 programs. Since 2012, she has helped grantees achieve successful implementation of their Section 3 programs taking states from reporting minimal accomplishments to hundreds of new Section 3 hires and hundreds of millions in Section 3 contracts. Anna understands how to engage the contractors, subcontractors and other participants so to achieve the desired outcome of the grantee.

Mississippi Development Authority, Neighborhood Home Program
Senior Counsel | 2011 - February 2018
As Senior Counselor, Anna provided program management, policy implementation, project development, procurement and fair housing guidance for the State of Mississippi’s $182 million single-family home repair and reconstruction program. Anna also served as an appeals specialist, reviewing hundreds of appeals for the program.

Watkins & Eager PLLC
Counsel | 2005 - 2015
Anna served as oversight counsel for Mississippi’s Hurricane Katrina CDBG-DR housing, infrastructure and economic development programs. While in this role, Anna advised the executive branch of the state government along with the administering state agencies on all issues relating to CDBG-DR policy development and implementation. In addition to her role as counselor, she served in the important role of senior legal counsel for multiple CDBG-DR programs ensuring compliance in critical areas including procurement, fair housing, Section 3, labor standards and national objective compliance.
John Hadjis, PMP
Program Director

John has 33 years’ experience in project management with 7 of that focused on Disaster Response and Recovery. He oversees both FEMA Public Assistance and CDBG-DR projects and is responsible for financial and compliance oversight. John leads teams that partner with various state agencies to assist communities and individuals in recovery from natural disasters and in taking measures to mitigate the effects of future disasters.

**KNOWLEDGE, SKILLS, and ABILITIES**

- CDBG-DR Housing Policy
- Disaster Recovery
- CDBG-DR Housing Activities
- Project Management
- Training
- Defense Coordinating Officer for Response to Natural Disaster
- FEMA Public Assistance

**YEARS OF EXPERIENCE**

33 years

**EDUCATION**

- Master of Strategic Studies Naval War College
- Master of Public Administration in Organizational Behavior University of Missouri at Kansas City
- Bachelor of Art in Economics University of Kansas

**CREDENTIALS**

- Project Management Professional

**PROJECT SPECIFIC EXPERIENCE**

- **South Carolina Disaster Recovery Office, 2015 Severe Storm and Hurricane Matthew Recovery Program**
  
  **Program Manager | July 2017 – June 2019**
  
  John served as Program Manager for South Carolina’s CDBG-DR Programs to assist citizens affected by the disaster. In that capacity, he led a team of case managers, damage assessors, construction managers, general contractors, and inspectors in the recovery of South Carolinians devastated by Severe Storm 2015 and Hurricane Matthew. His team repaired, replaced, or reconstructed the homes of more than 2,200 families affected by those disasters.

- **Texas Division of Public Safety (TDPS), Texas Department of Emergency Management (TDEM), Public Assistance**
  
  **Project Manager | July 2015 – July 2017**
  
  John was responsible for day-to-day communication with the project team for a current HORNE contract with responsibility for 14 Federally declared disasters; and provided manager-level reviews for Stafford Act compliance reviews, oversaw support for project team and coordinated meetings with elected and appointed officials. John oversaw the monitoring team of professionals that prepared funding requests referrals, prepared and submitted project worksheet closeout packages, and helped sub-recipients work through complex Stafford Act related issues.
John Hadjis, PMP
Program Director

**United Arab Emirates (UAE) Land Forces, Brigade Training Team**
**Team Lead | February 2013 – June 2014**
John was Team Lead for a 7-person team responsible for mentoring and assistance to the commander and staff of a unit responsible for collective training in the United Arab Emirates (UAE) Land Forces. He developed and instituted training policy and guidance for training across the live, virtual, constructive, and gaming continuums. John designed, planned, resourced, executed, assessed, and captured lessons learned for the first brigade group level constructive and live training exercises executed in Land Forces.

**United States Department of Defense**
**Project Manager | February 2012 – November 2012**
John was the Project Manager of a 21 person team conducting a domain analysis of defense, safety, security, emergency management, and crisis action response training and education in the United Arab Emirates in order to align that training and education with the UAE’s Qualification Framework and award credit and accreditation for education and training completed.

**United States Department of Defense**
**Strategic Planner and Global Force Manager | February 2010 – February 2012**
He was responsible for developing and promulgating missile defense policy, synchronizing strategic planning, and providing recommendations on missile defense force management to 7 United States Global Combatant Commands (GCCs) and to the DoD and Joint Staff senior leadership.

**United States Army**
**Chief of Staff, Division West, First Army | August 2007 – August 2009**
John was accountable for the mission planning and execution required to resource seven geographically dispersed subordinate brigades in their training of over 260,000 Reserve Component soldiers in 24 states and 49 commands throughout the western United States. He was responsible for the direction and guidance to a staff of 190 persons of a U.S. Army active duty division.

**United States Army**
**Brigade Commander, Division East, First Army | July 2005 – July 2007**
John managed over 1000 soldiers and their families in 7 battalions. As the commander, he was responsible for training active, reserve, and joint forces for deployment to overseas contingency missions and for the support to civil authorities in federally declared disasters. John served as a Defense Coordinating Officer in support of homeland security operations.
Daron Wilson
Deputy Program Director

Daron brings a vast knowledge and hands-on experience in economic development, management, and implementation of HUD CDBG Programs. This experience includes oversight of environmental and regulatory compliance, portfolio and program management, and disaster recovery. He has assisted in the development and implementation of multiple disaster recovery operations following Hurricanes Katrina and Gustav while working on the client-side with the Mississippi Development Authority.

**KNOWLEDGE, SKILLS, and ABILITIES**

- HUD CDBG-DR
- Program and Project Management
- Disaster Recovery
- Economic Development
- Operational Management
- Contract / Vendor Management
- Process Design and Management
- Business Analyst

**YEARS OF EXPERIENCE**

37 years

**EDUCATION**

Bachelor of Science in Business Administration  
*University of Southern Mississippi*

**PROJECT SPECIFIC EXPERIENCE**

**Mississippi Development Authority (MDA), Recovery from Hurricanes Katrina and Gustav**

January 2008 to November 2017

Deputy Director/Chief Administrative Officer

Daron was responsible for the administrative functions of MDA which included oversight and management of human relations, IT, operations, legal, project management office and disaster recovery.

Chief Operating Officer/Director, Program Management Office (PMO)

Daron was responsible for all program, project, financial and IT related functions for MDA’s Disaster Recovery Programs in response to Hurricanes Katrina and Gustav (approximately $5.6 billion in CDBG-DR funds). He designed and implemented the reorganization of the Disaster Recovery Department and managed vendor performance and contract negotiations, establishing service-level goals and performance metrics.

Program Manager, Port of Gulfport Restoration Project.

Daron lead the development of strategy, policy and procedure, and programs necessary to implement the $570 million Port Restoration project including workforce development, compliance, environmental impact reviews (EIS and EA), staffing, public outreach and procurement. He served as MDA’s representative on the Port of Gulfport’s Board of Commissioners.
Daron Wilson
Deputy Program Director

Mississippi Development Authority (MDA), Recovery from Hurricanes Katrina and Gustav (continued)

Management of MDA and Contract PMO Staff
Daron directed the implementation of document management, change control, and reporting automation. He interfaced with the Governor’s office for reporting and strategy development. He also coordinated with numerous state and federal agencies.

Independent Contractor
January 2006 – January 2008
- Business, customer service and IT consultant providing strategic evaluation and process designs/solutions.
- Contract program/project management and training services for process design and implementation in customer service, call centers, IT development and system integration.
- Contract recruiting services for IT and accounting.
- Contractor to Reznick MS providing program, project and IT management services for the MDA Disaster Recovery Division

Consultrix Technologies,
Vice President of Operations | January 2004 – January 2006
- Responsible for the daily operation of administration, facilities, finance, customer service call center, infrastructure, IT, development and consulting services.
- Full budget planning, implementation and reporting as well as P&L management. Involved in strategic planning with the board of directors/partners. Implemented process and controls to facilitate company growth strategy. Documented all company processes to facilitate SAS 70 compliance. Developed and implemented training programs for sales and operations.

NATCOM Inc.
Director of Business Operations | January 1999 – January 2004
- Responsible for the daily operation of over 200 employee wireless repair facility.
- Heavily involved in business development and sales, helping to secure a multi-year contract with Verizon Wireless.
- Developed internal training programs for technical processes, customer service and sales. Presentation design and delivery for sales activities that resulted in customers such as Cingular, Cellular South, Alltel and others.
- Project Manager for the build out of a new facility in Fort Worth, Texas to accommodate the Verizon contract.
- Managed the IT group and directed the development of a new business system.
- Responsible for leading the process design and implementation for business and service flows.
Tiffany has experience working with state and local governments to design and administer their CDBG-DR housing and infrastructure programs, including buyouts and acquisitions. She provides training to state and local government employees, develops policies and procedures and assists in reviewing payments to ensure compliance with the federal regulations. In her role, she will ensure compliance and efficient production at every level of the Single Family Housing program.

### KNOWLEDGE, SKILLS, and ABILITIES

- CDBG-DR Housing & Infrastructure Programs
- CDBG-DR QA/QC
- CDBG-DR Compliance Oversight
- CDBG-DR Planning & Development
- Davis Bacon Act
- Acquisitions & Buyouts
- Stafford Act

### YEARS OF EXPERIENCE

11 years

### EDUCATION

Bachelor of Arts in Accountancy, University of Mississippi

**PROJECT SPECIFIC EXPERIENCE**

**Robeson County, NC, Hurricane Matthew Recovery Program**

**Duplication of Benefits Offset Quality Control Manager | July 2018 - Present**

Tiffany provides oversight for the Duplication of Benefit (DOB) review process for Robeson County’s housing program. Her responsibilities include reviewing eligible repairs and other expenses to offset DOB funds received by individual applicants. She works closely with HORNE’s back office team to streamline the review process to increase productivity.

**South Carolina Department of Commerce, 2015 Severe Storm and Hurricane Matthew Recovery Programs**

**Disaster Recovery Grant Reporting Compliance | October 2018 - Present**

Tiffany provides compliance reporting for South Carolina’s recovery programs. She completes the Housing and Urban Development’s HUD’s Disaster Recovery Grant Reporting (DRGR) quarterly progress reports (QPR). Tiffany worked closely with the IT team to automate these reports to streamline the process.

**Colorado Division of Homeland Security and Emergency Management, HMGP and CDBG-DR Programs**

**Grant Manager | February 2015 – Present**

Tiffany monitored projects associated to four federally declared disasters to ensure programmatic and regulatory compliance were met. She performed quality assurance and helped identify processes to improve program effectiveness. Tiffany participated in the review of applications for project selection, provided training and technical assistance to subrecipients and DHSEM staff.
Tiffany Schwarzauer
Single Family Housing Program Lead

Tiffany worked with the state to implement matching of CDBG-DR funds to other funding streams including FEMA’s PA and HMGP, and FHWA for infrastructure projects, including buyouts and acquisitions. She created a policy and procedure manual to capture the process for request for reimbursement review. Tiffany conducted on-site monitoring visits of subrecipients to ensure compliance with state and federal regulations.

Texas General Land Office, Houston Disaster Recovery Project, CDBG-DR Housing Program
Project Manager | September 2012 – January 2015
Tiffany provided guidance and quality control to the City of Houston Housing and Community Development Department (HCDD) case management on behalf of the Texas General Land Office. She conducted monthly training for the HCDD staff and provided technical assistance daily. Tiffany developed policies and procedures for eligibility, inspection, and construction processes and implemented and maintained a reporting system for the project including production goals, benchmark deadlines, and budget tracking.

Mississippi Emergency Management Agency, Hurricane Katrina Public Assistance
Analyst | June 2010 – December 2010
Tiffany provided accounting oversight and document management services for the State of Mississippi’s Emergency Management Agency under FEMA’s $3.2 billion public assistance program. Tiffany and other team members worked to ensure compliance with the Robert T. Stafford Act and 44 Code of Federal Regulations (CFR) which governs FEMA’s administration of disaster relief and emergency assistance services.

Mississippi Development Authority, Long-Term Workforce Housing Project (LTWH), Hurricane Katrina CDBG-DR
Coordinator | June 2009 – September 2012
Tiffany was a coordinator working with the LTWH Program, a $350 million HUD funded CDBG-DR program focused on rebuilding quality affordable housing and increasing the workforce on the Mississippi Gulf Coast following the devastating effects of Hurricane Katrina. She helped individuals with low or moderate incomes attain adequate housing, destroy and prevent slums or blight, and assisted communities with rapid recovery due to an immediate threat to the wellbeing of the residents. Tiffany was responsible for the financial oversight and disbursement of CDBG-DR funds requested by subrecipients for reimbursement on disaster recovery projects.

KNOWLEDGE, SKILLS, and ABILITIES
- CDBG-DR Housing & Infrastructure
- CDBG-DR QA/QC
- CDBG-DR Compliance Oversight
- CDBG-DR Planning & Development
- Davis Bacon Act
- Acquisitions & Buyouts
- Stafford Act
- YEARS OF EXPERIENCE
  - 11 years
- EDUCATION
  - Bachelor of Arts in Accountancy
    University of Mississippi
Jessica Catchings, JD
Small Rental Assistance Program Lead

Jessica has six years of experience assisting in managing the application, fulfillment, and compliance of grants regarding the Community Development Block Grant (CDBG) program, Social Services Block Grant (SSBG) program, and the Federal Fair Housing Act. She coordinates and manages project teams and budgets to ensure compliance and accountability, works with state and local government agencies to document and assess internal controls.

**KNOWLEDGE, SKILLS, and ABILITIES**

- CDBG-DR Policy Development
- Social Services Block Grant
- Federal Fair Housing Act
- Dodd-Frank Act
- Program Management
- Grant Management

**YEARS OF EXPERIENCE**

6 years

**EDUCATION**

Juris Doctorate University of Mississippi School of Law

Bachelor of Arts in History Jackson State University

**CREDENTIADS**

- Admitted to the Mississippi Bar
- Admitted to the New York Bar
- Project Management Professional

**PROJECT SPECIFIC EXPERIENCE**

**New York Governor’s Office of Storm Recovery, New York**
**Rising-Social Services Block Grant Housing Recovery Program**
**Deputy Program Manager | January 2018 – Present**

Jessica applies program and process management and closeout production oversight. She advises and manages customer representatives and coordinates with multiple contractors and staff to achieve maximum and efficient process flow and production. Jessica also analyzes process flows and production glitches and makes recommendations to the client to resolve. She regularly communicates with the client to discuss successes and areas to improve processes.

**South Carolina Disaster Recovery Office, 2016 Hurricane Matthew & 2015 Severe Storms Recovery**
**Team Lead | July 2017 – December 2017**

Jessica served as Team Lead with the primary responsibility of hiring, leading and managing a team of case managers and administrative staff in Marion, South Carolina. She conducted team-lead reviews, which includes review and oversight over all eligible files to confirm accuracy and eligibility of files. Two-way communication is another one of her vital roles; and as such she regularly attended long-term recovery group meetings which is attended by the client, state and local representatives and concerned community leaders regarding the progress of eligibility and construction. During the intake period, Jessica provided assisted in data compilation and input into various reporting systems and daily data reports to the client and responded to client concerns and large data requests in a prompt manner.
Jessica Catchings, JD
Small Rental Assistance Program Lead

In addition, she attended state sponsored meetings with community and religious leaders with the client and provided information and encouraged participation in the program. During her engagement, Jessica demonstrated her ability to deescalate concerned applicants, community leaders and team members while providing excellent customer service to analyze the raised issues and offer solutions that allowed for greater understanding and compromises with involved parties. This ability to deescalate, use interpersonal skills and problem solve led to the successful launch of the recovery process.

State of West Virginia, Action Plan and Unmet Needs Assessment
Team Member | March 2017 – April 2017
Jessica served as part of a team producing the State of West Virginia’s Action Plan for Disaster Recovery, which included a comprehensive unmet needs assessment, to address their 2016 floods.

Mississippi Center for Justice, Jackson, MS,
Attorney | January 2013 - March 2017
Jessica assisted with the application, fulfillment, and compliance of Federal Fair Housing Act grants from the United States Department of Housing and Urban Development (HUD). Jessica represented residents in Fair Housing complaints and litigation against local municipalities and apartment complexes. She trained attorneys, landlords, tenants, prospective buyers, Realtors, and other housing industry representatives on the Federal Fair Housing Act. In addition, she represented homeowners facing foreclosure and managed a student legal clinic at a local community college.
Matt Betz, CFM  
Buyout and Acquisition Program Lead

Matt has experience with CDBG-DR programs including compliance trainings, Buyout Program administration, and Section 3 compliance. Most recently, he gained experience working for Boulder County, Colorado establishing and implementing several grant programs, each with an average reimbursement rate over 97%. While working at Boulder County, Matt authored policies and procedures for the Buyout Program, and developed operating guidelines & procedures, budgets, and tracking tools for two other CDBG-DR programs.

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<thead>
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<th>KNOWLEDGE, SKILLS, and ABILITIES</th>
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<td>Buyout &amp; Acquisition</td>
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<td>HUD CDBG-DR</td>
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<td>Compliance</td>
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<td>Regulatory &amp; Programmatic Analysis</td>
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<th>YEARS OF EXPERIENCE</th>
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<tr>
<th>EDUCATION</th>
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</table>
| Master of Arts in Technical Communication  
*Texas Tech University* |
| Bachelor of Arts in English *Illinois State University* |

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<tr>
<th>CREDENTIALS</th>
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<td>Certified Floodplain Manager (CFM) # 16-09024 from the Association of State Floodplain Managers</td>
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<th>PROJECT SPECIFIC EXPERIENCE</th>
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<td><strong>Harris County, Technical Assistance</strong></td>
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<td>**CDBG-DR Subject Matter Expert</td>
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<td>Matt supports ICFs work with Harris County through participation in and streamlining of intake operations. While working with staff and their assigned applicants to collect application materials, Matt visited applicants’ homes during follow-up visits to fully understand the nuances of operational procedures. Based on his 6 years working with disaster victims and recovery, Matt recommended changes to reduce applicant follow-ups, and application handling and processing time through the pre-award phase of intake. Matt has also developed goals and measurable outcomes to evaluate critical points within intake operations.</td>
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| **Texas General Land Office (TX GLO), Training & Technical Assistance** |
| **CDBG-DR Buyout and Acquisition Subject Matter Expert | 2019 – Present** |
| Matt works with staff from the TX GLO to revise Buyout and Acquisition Program forms for clarity, concision, and completeness. His work has substantially reduced the number of forms for applicants and subrecipients alike while simultaneously filling several gaps in documentation. Matt has also contributed to the development of a Buyout and Acquisition Program Manual for subrecipients. |

Matt also develops CDBG-DR trainings for the TX GLO and its subrecipients focusing on Buyout and Acquisition, Duplication of Benefits, and other core CDBG-DR competencies. As a subject matter expert, he works with client staff to develop experience driven presentations for program staff at a variety of levels.
Matt Betz, CFM
Buyout and Acquisition Program Lead

Puerto Rico Department of Housing, Training & Technical Assistance
Section 3 Subject Matter Expert | 2019 – Present
Matt supports ICF’s work in Puerto Rico through the development of programmatic materials for multi-faceted Section 3 compliance. Relying on his four years of previous experience as Project Manager with Boulder County and their Section 3 Compliance Officer, Matt drove authorship of ICF’s Section 3 plan, resident and business certification forms, and job aides.

Boulder County, Colorado Flood Recovery
CDBG-DR Home Access Coordinator | 2014 – 2019
While employed at Boulder County, Matt worked as part of a two-person team to develop a private bridge, driveway, and road program under the umbrella of the Homeowner Assistance Program—the first program of its kind. He engaged in community outreach to impacted residents to explain recovery funding opportunities, and he worked directly with community members and their contracted firms (lawyers, engineers, contractors). While working to establish program guidelines and effective policies and procedures, he hosted workshops for policy makers and contractors working on programmatic and permitting requirements, and community needs. Matt organized advocacy tours for its CDBG-DR grantee—the Colorado Department of Local Affairs, HUD, and Colorado State Senators and lobbied these same groups for their support of program goals and strategies. He also collaborated on the revision of internal bridge permitting processes, and evaluated and established many of the policies and procedures for the Home Access Program. He also oversaw environmental assessments and permitting with government organizations at all levels and represented Boulder County as an expert in floodplain development at public meetings. Additionally, he regularly collaborated with the County’s State and Federal partners to interpret legislation and grant guidance for local implementation. Once the Home Access Program was active, Matt managed 18 private access projects with an average project budget of $300,000 per project, through the full funding lifecycle.

CDBG-DR Clearance and Demolition Coordinator | 2014 – 2019
While employed at Boulder County, Matt guided community members, engineers and contractors, and local stakeholder groups in meeting program needs. He developed, interpreted, and reviewed policy for Boulder County CDBG-DR Clearance and Demolition, extending from the Federal Register and Code of Federal Regulations down to local policies and regulations. He managed more than 20 Clearance and Demolition projects funded with CDBG-DR Homeowner Assistance Program funds.

CDBG-DR Section 3 Compliance Officer | 2014 – 2019
While employed at Boulder County, Matt developed and managed Section 3 compliance across County departments and programs. In this role, he interpreted Federal regulations and adapted them for local use, educated Department Heads, Grant Managers, Project Managers, and outside engineers and contractors on the performance and compliance requirements of Section 3. Matt also frequently worked with County staff and CDBG-DR contractors to integrate Section 3 compliance strategies into activities—such as procurements and new hires—and improve overall compliance.
Melissa Walker
Communications Manager

Melissa has 20 years of experience developing and implementing strategic communications campaigns for public and private-sector clients. She has extensive experience in communications planning and execution in the areas of housing recovery, public health, and emergency preparedness & response. Melissa served as the Director of External Affairs and Communications for The Road Home Program, the largest housing recovery program in US history which was designed by the State of Louisiana to provide compensation to homeowners affected by Hurricanes Katrina and Rita.

**KNOWLEDGE, SKILLS, and ABILITIES**

- Communications Strategies
- CDBG-DR Programs
- Emergency Preparedness and Response
- Outreach and Social Media
- Creative Development
- Media Planning and Execution

**YEARS OF EXPERIENCE**

20 years

**EDUCATION**

- Bachelors of Business Administration Millsaps College

**CREDENTIALS**

- Centers for Disease Control and Prevention, Crisis Emergency Risk Communications
- Advanced Disaster Life Support, Public Information Trainer
- Centers for Disease Control and Prevention, Advanced CERC Trainer Certification

**PROJECT SPECIFIC EXPERIENCE**

**City of Houston, Housing and Community Development Department (HCDD), Hurricane Harvey Recovery**

**Marketing and Communications Task Lead | 2019**

Melissa serves as the Marketing and Communications Task Lead for the housing recovery program in response to Hurricane Harvey. She led efforts to plan and implement a multi-language, multi-channel, media campaign in an accelerated timeframe in the 7th largest media market in the United States. In the span of 4 weeks, Melissa coordinated the development of a data-driven paid and earned media plan and development of all creative assets for a citywide campaign to encourage affected citizens to complete the intake survey required to determine eligibility for housing recovery aid. The result of these efforts was a comprehensive 8 week paid and earned media campaign that covered five media channels in eight languages and delivered more than 42M impressions and resulted in nearly 70,000 survey visits from the digital campaign alone.

**Centers for Disease Control and Prevention, National Center for Injury Prevention and Control (NCIPC)**

**Project Director | 2016 – Present**

Melissa serves as the Project Director for this program and is responsible for the management and coordination of all communications initiatives across the contract which serves all Divisions of the Injury Center. Through this contract, she assists the Center with messaging and creative development, as well as evaluation of these messages, to support priority injury topics such as prescription drug overdose, child abuse and neglect and traumatic brain injury. As an extension of this work, Melissa also oversees the coordination and development of messaging of these topics for use on the NCIPC Twitter handle and testing of new
strategies to increase engagement with the constituents that NCIPC serves. Also, under this contract, she manages the development of enrichment trainings to enhance the presentation and interview skills of staff across the center.

State of New York, Governor’s Office of Storm Recovery (GOSR), Storm Recovery Programs

Communications Subject Matter Expert | 2015 – 2016

Melissa served as the Communications Subject Matter Expert responsible for the development of communications strategies and public-facing messaging and collateral for the state’s storm recovery (Hurricanes Sandy, Irene and Tropical Storm Lee) programs. She created a communications strategy and supporting messages and infographics to explain the program’s grant reconciliation process for the homeowner and small business grant programs.

State of New Jersey, Department of Community Affairs (DCA), reNew Jersey Hurricane Sandy Recovery Programs

Strategic Communications Task Leader | 2013-2017

Melissa served as the Task Lead for Strategic Communications. In this role, she developed long-range and tactical communications strategies for the reNew Jersey Hurricane Sandy recovery programs. With a focus on the homeowner and small rental programs, she developed targeted outreach and communications strategies designed to reach impacted low-to-moderate income and Limited English Proficiency (LEP) audiences in the nine counties that New Jersey’s disaster recovery programs served. Outreach efforts addressed the needs of 11 different cultures and languages and included, development of in-language and culturally-adapted materials, grassroots outreach efforts (door-to-door and community information sessions), redesign of the state’s bilingual (Spanish) website and a wide-scale paid media effort that garnered more than 2 million media impressions. These outreach efforts were recognized the US Department of Justice and were used as a model for the development of national guidance.

Louisiana Office of Community Development, The Road Home Program

Director of Communications and External Affairs | 2006-2009

Melissa served as the Director of Communications and External Affairs for the program and was responsible for the development and implementation of marketing and communications initiatives for all aspects of the program – including initial marketing of the program, motivational marketing for existing applicants and promotion of program policy changes and deadlines. In this role, she managed a team of outreach professionals and program experts to host outreach events throughout Louisiana and in other areas of the country with high concentrations of displaced residents designed to promote the program and solicit applications from potentially-eligible homeowners. The primary focus of outreach was to encourage application from the hardest to reach populations which included limited-income, limited-education, elderly and those with special needs. Effective outreach necessitated partnership with community groups, churches and other trusted sources of information to resonate with these populations. To supplement outreach efforts, Melissa implemented a two-phase paid media campaign that encouraged application to the program and encouraged existing applicants to complete the steps necessary to see their applications to closing.
Destiny Moore
Lead Case Manager

Destiny has seven years of customer service experience with the last several dedicated to providing case management on disaster recovery programs in Robeson County, NC and throughout South Carolina. She has developed excellent skills in communication, advocacy, cultural diversity, negotiation, collaboration, teaching and critical thinking to serve her local community. She provides programmatic processing of eligibility for CDBG-DR subrecipients through personal consultations, income verification, disqualification, appeal review and approval, monitoring and oversight.

KNOWLEDGE, SKILLS, and ABILITIES

Case Management
HUD CDBG-DR
Eligibility CDBG-DR
Regulatory & Programmatic Analysis
Program Compliance

YEARS OF EXPERIENCE
7 years

EDUCATION
Bachelor of Arts in Psychology South University Columbia, SC

CREDENTIALS
- Notary Public of NC

PROJECT SPECIFIC EXPERIENCE

Rebuild NC, 2016 Hurricane Matthew
Case Manager | January 2018 – Present
Destiny currently serves as a case manager and signing coordinator for the Rebuild NC in Robeson County, NC. Destiny coordinates and completes signings for both Robeson County and City of Fayetteville, NC. Destiny provides applicants with excellent customer service. She helps applicants obtain documents, communicates updates, and completes homeowner signings. Destiny is also assisting with the intake and eligibility process for the City of Fayetteville, NC applicants in the Rebuild NC program.

South Carolina Disaster Recovery (SCDR) Office, 2016 Hurricane Matthew
Case Manager | August 2017 – December 2017
Destiny has helped serve 24 counties in the SCDR program. During her service to SC, she conducted application interviews in Marion, SC and at mobile intake sites in more than half of the counties served. Destiny has completed intake reviews of approximately 500 or more applications. She gathered and input applicant’s eligibility. This included income verification, title verification, and duplication of benefits. She resolved any concerns or questions the applicants had about the program. She also completed homeowner signings for eligible applicants.
Marianne Holstein
Relocation and URA Services Coordinator

Marianne has more than a decade of experience in acquisition and relocation experience under URA. She served as a Subject Matter expert for acquisition and relocation on the CDBG-DR project in Minot, ND. Marianne has also trained in-house and client staff on acquisition, buyout and relocation policies and procedures. Additionally, she has prepared sales contracts and instruments for recording negotiated offers with property owners, updating title reports, and preparing closing documents.

KNOWLEDGE, SKILLS, and ABILITIES

- Relocation and URA Services
- HUD CDBG-DR Programs
- Buyout and Acquisition Policies and Procedures
- Stakeholder Interface
- Training

YEARS OF EXPERIENCE

19 years

EDUCATION

Nursing, Shepherd College

CREDENTIALS

- Ohio Real Estate Salesperson License
- Ohio Notary Public

PROJECT SPECIFIC EXPERIENCE

City of Minot, Minot CDBG-DR Program
Acquisition and Relocation SME | 2017 – Present

Marianne offers support and training on the URA as it relates to acquisition and relocation. In addition, she calculates benefits for prior tenants of a mobile home park that had been acquired as part of the project, made acquisition and relocation offers to property owners, and attended appeals hearings as needed.

O.R. Colan Associates
Senior Acquisition/Relocation Agent | 2004 – 2017

Marianne’s acquisition responsibilities include acquiring lands for public agencies such as cities, transportation departments, and airports. She reviews appraisals, titles, and environmental reports as well as prepares sales contracts and instruments for recording. She also negotiates offers with property owners and updates title reports before preparing closing documents, as well as attends closings and records instruments.

Marianne has prepared numerous Relocation Plans to assist the Agency in identifying any potential relocation issues and design plans to minimize impacts to individuals and businesses. She has completed over 127 residential relocations and 50 complex business relocations in the State of Ohio. She has also provided relocation assistance in Florida, Indiana, North Dakota and Pennsylvania. Marianne identifies and evaluates replacement housing suitable for persons displaced because of agency acquisition, and then she determines eligibility and calculates benefits for relocation payments. She also resolves relocation problems to minimize adverse impacts on displaced persons and to expedite project advancement and completion.
Marianne Holstein
Relocation and URA Services Coordinator

Marianne explains relocation benefits directly with displaced persons or through their attorney and calculates payments in accordance with requirements of relocation assistance programs. Property inspections are completed to ensure minimum occupancy standards as set forth by CDBG-DR and the URA. Advisory assistance to displaced persons is provided and file documentation is maintained to ensure proper certification and crediting to federal funding agencies.

Marianne has also assisted in the development of the client's Buyout and Acquisition manuals, procedures, and policies and provided Subject Matter Expertise to staff regarding program improvements and Action Plan revisions. She has also provided training to state, contract, and local staff.

South Florida Water Management District
Associate Relocation Specialist | 2000 – 2004
Marianne provided relocation services for parcels purchased by the South Florida Water Management District for Everglades Restoration as well as the Kissimmee River Restoration. Relocations were completed following URA guidelines under U.S. Army Corps of Engineers oversight.

Staff Administrative Resources Associate | 1998 – 2000
Marianne provided support services for the appraisal department, which included reorganizing the appraisal files and creating a tracking system for appraisal billing. Ms. Holstein was also responsible for coordinating the annual appraisal seminar. The seminar was well attended by appraisers from around Florida.
Sharon Goodson, NCRT
Outreach

Sharon brings more than 30 years of experience from the public/nonprofit sectors at both the local and state levels to her leadership as Executive Director of the NC Community Action Association – a statewide network of 34 community action agencies, whose overarching mission is to move individuals/families from dependence to independence. For more than a decade she has guided operations, advocacy, fund development, and communication, as well as, fostered public/private alliances to help carry out the Association’s mission and the promise of community action.

**KNOWLEDGE, SKILLS, and ABILITIES**

Outreach
Communication
Fund Development
Policy Development
Training
Advocacy

**YEARS OF EXPERIENCE**

31 years

**EDUCATION**

Bachelor of Arts in Communication East Carolina University

**CREDENTIALS**

- Nationally Certified Results Oriented Management and Accountability (ROMA) Master Trainer (NCRT)
- Poverty Simulation Facilitator

**PROJECT SPECIFIC EXPERIENCE**

NC Community Action Association, Raleigh, NC
Executive Director | January 2004 – Present

Sharon is responsible for management of day-to-day program operations, organizational strategy, partnership and fund development, advocacy, community engagement and outreach for a statewide network of community action agencies. She is also accountable for communications, branding and ensuring the community action network is equipped with the training and tools needed to help vulnerable citizens transition from dependence to independence of public programs. Notable achievements include:

- Leadership has secured approximately $40 million from Duke Energy Business Services to administer energy efficiency programs for low-income households. (2014-19)
- Awarded $2 million grant by Blue Cross Blue Shield of NC to administer the Healthy Home Initiative. (2018)
- The Association was awarded an inaugural Healthy10 Award by the U.S. Chamber of Commerce Foundation with support from the Robert Woods Johnson Foundation for its work with creation of a healthy environment through the Duke Energy Helping Home Fund program. (2017)
- Secured $1 million in additional funds for Weatherization Assistance for low-income families/children from the N.C. General Assembly. (2005)
- Developed multiple revenue streams for organization.
- Increased partnerships with nonprofits, faith-based organizations, corporate entities and other advocates for low-income families/children.
Sharon Goodson, NCRT
Outreach

**EC Neighborhood Corporation, Elizabeth City, NC**
**Executive Director | January 1997 – January 2004**
Sharon managed daily operations for a community development corporation whose primary goal was to provide housing rehabilitation and affordable housing opportunities for low-wealth individuals. Notable achievements include:

- Secured $1.75 million affordable housing development grant from NC Division of Community Assistance to rehabilitate the oldest African American community in the city – Hugh Cale.
- Coordinated and implemented city’s first community-wide Dr. Martin Luther King, Jr. Holiday celebration.
- Coordinated and led efforts to have a street named in Dr. Martin Luther King, Jr.’s honor.

**NC Department of Commerce, Raleigh, NC**
**Public Information Officer II | January 1990 – January 1997**
Sharon assisted the Director of Communication with the day-to-day communications of a 700 employee state department that consisted of the divisions of Business & Industry, Travel and Tourism, Energy, Community Assistance, Employment and Training, and the NC Film and Sports Development Offices. In this capacity, her duties included: coordination and implementation of press conferences and special events for the Governor, Secretary of Commerce and other senior level staff. Additionally, Sharon wrote news releases and speeches for the Governor, Secretary of Commerce and other senior level staff.

**NC Department Corporation, Raleigh, NC**
**Public Information Officer I | January 1988 – January 1990**
Sharon coordinated special events/highway and airport dedications across the state of North Carolina. She wrote speeches and news releases for the Secretary of Transportation, Governor and other senior level staff. Sharon also answered citizen and media inquiries.
Bill Wadlington, PMP

Bill has 13 years of experience developing and supporting grant management systems for federally funded disaster recovery assistance projects. In his role as your reporting lead, Bill will work with the System of Record vendor to ensure that reporting is simple to use and accurate. His focus will be to collaborate effectively between project teams and development resources to find innovative ways to provide critical data to NCORR decision makers.

**KNOWLEDGE, SKILLS, and ABILITIES**

- Reporting
- System Platform Integration
- CDBG-DR Management Systems
- Content Services Solutions
- Process Automation
- IT Project Management
- Agile Development Methodology

**YEARS OF EXPERIENCE**

13 years

**EDUCATION**

Bachelor of Science in Computer Science

*Millsaps College*

**CREDENTIALS**

- Project Management Professional

**PROJECT SPECIFIC EXPERIENCE**

**Robeson County, NC, Hurricane Matthew Recovery Program**

**Data QA/QC Reporting | July 2018 – Present**

Bill is assisting in reporting modifications to accommodate program data needs. Working collaboratively with program staff, he is aiding on gathering and executing reporting requirements.

**Virgin Islands Housing Finance Authority, Hurricanes Irma and Maria CDBG-DR Housing Reconstruction Program**

**IT Director | April 2019 – Present**

Bill directed the deployment of HORNE’s system for VIHFA’s EnVision Tomorrow Housing Recovery Programs Case Management System. This effort included Outreach communications through phone and email campaigns, online appointment scheduling and mobile apps for application Intake processes for affected homeowners. Working collaboratively with the client, Bill developed several reporting mechanisms to provide the critical details needed for program management tracking.

**South Carolina Disaster Recovery Office (SCDRO), 2016 Hurricane Matthew & 2015 Severe Storms Recovery**

**System Implementation Manager | October 2016 – Present**

Bill managed the implementation of the grants management system responsible for SCDRO’s entire CDBG-DR grant from the 2015 Severe Storms and Hurricane Matthew. System components include mobile applications for housing assistance programs, mobile applications for construction inspections, recovery program transparency website with applicant portal and reporting components, and content management and workflow supporting and end to end solution for housing recovery.
Bill Wadlington, PMP
Reporting

Texas General Land Office, Hurricane Harvey FEMA Individual Assistance Program
System Expansion | March 2017 - March 2019
Bill worked with the project team to gather requirements and extend the case management services already in place for the project team to provide workflow processes for construction management, providing access to subcontractors to complete work in the same system. System components included a unified workflow for 4 homeowners assistance programs within the same software application, and additional modules supporting a modified workflow for single family rental and multi-family rental programs.

Mississippi Development Authority, Hurricane Katrina
Grant Management System Manager | June 2008 – Present
Bill worked in nearly every technical role through several years of project work with MDA, including stakeholder reporting, desktop application support, server and systems administration, business analyst, software development, and development manager. The MDA Grants Management solution included software application build outs supporting multiple housing programs, data transfer processes to integrate with external systems of other project subcontractors responsible for construction and environmental reviews, and QA/QC processes for Economic Development and Infrastructure grants under the CDBG-DR program. Bill worked with MDA IT staff to transition the system maintained by HORNE through the first years of the contract to MDA's server hosting facility.
Dana Hunt
Intake and Eligibility

Dana has over 11 years of case management experience dedicated to providing government program related services. She has developed excellent skills in communication, advocacy, cultural diversity, negotiation, collaboration, teaching and critical thinking serving in her local community. She provides programmatic processing of eligibility for CDBG-DR subrecipients through personal consultations, income verification, disqualification, appeal review and approval, monitoring and oversight. In this role, Dana will focus on providing excellent service to North Carolina customers.

**KNOWLEDGE, SKILLS, and ABILITIES**

- Case Management
- HUD CDBG-DR
- Eligibility CDBG-DR
- Regulatory & Programmatic Analysis
- Program Compliance

**YEARS OF EXPERIENCE**

11 years

**EDUCATION**

Bachelor of Arts in Sociology University of North Carolina at Pembroke

**CREDENTIALS**

- Notary Public of NC

**PROJECT SPECIFIC EXPERIENCE**

**Robeson County, Hurricane Matthew Recovery**

**Team Lead | January 2018 - Present**

Dana currently serves as the center manager for the Rebuild NC in Robeson County, NC. She provides training to case managers, completes team lead reviews on each application, and manages eligibility production while ensuring quality and compliance. Dana focuses on providing excellent customer service. She helps applicants obtain documents, communicates updates, and aids in completing homeowner signings. Additionally, Dana is assisting with the intake and eligibility process for the City of Fayetteville applicants in the Rebuild NC program.

**South Carolina Disaster Recovery (SCDR) Office, 2016 Hurricane Matthew**

**Case Manager | August 2017 – December 2017**

Dana helped serve 24 counties in the SCDR program. During her service to SC, she conducted application interviews in Marion, SC and at mobile intake sites in more than half of the counties served. Dana completed intake reviews of more than 500. She gathered and input applicant’s eligibility, which included income verification, title verification, and duplication of benefits. Dana resolved any concerns or questions the applicants had about the program. She also completed homeowner signings for eligible applicants.
Virginia “Ginny” Breckenridge, CPA, CFE  
Duplication and Verification of Benefits

Ginny has over 10 years of financial and programmatic monitoring experience as well as managing disaster recovery programs. She performs disaster grant monitoring activities and the compliance review process for multiple CDBG-DR housing programs to ensure accuracy and compliance with federal, state and project policy. Ginny current leads HORNE’s back office duplication of benefits team on the Robeson County and South Carolina recovery programs where she oversees verification of third-party funding.

**KNOWLEDGE, SKILLS, and ABILITIES**

- HUD CDBG-DR Program
- Compliance Review
- Monitoring
- Policy & Procedure Development
- FEMA Public Assistance
- FEMA Hazard Mitigation Grant Program
- HUD CDBG-DR Eligibility

**YEARS OF EXPERIENCE**

10 years

**EDUCATION**

Master of Taxation University of Mississippi

Bachelor of Accountancy University of Mississippi

**CREDENTIALS**

- Certified Public Accountant
- Certified Fraud Examiner

**PROJECT SPECIFIC EXPERIENCE**

**Robeson County, North Carolina, Hurricane Matthew Disaster Recovery**

Duplication of Benefits Manager | February 2019 – Present

Ginny current leads HORNE’s back office duplication of benefits team. Ginny oversees verification of third-party funding received by program applicants for Hurricane Matthew and Hurricane Florence to ensure duplication of benefits are captured and program award calculations are adjusted accurately.

**South Carolina Disaster Recovery Office, 2015 Severe Storm, Hurricane Matthew, and Hurricane Florence**

Duplication of Benefits Manager | February 2019 - Present

Ginny current leads HORNE’s back office duplication of benefits team. Ginny oversees verification of third-party funding received by program applicants for 2015 Severe Storm, Hurricane Matthew, and Hurricane Florence to ensure duplication of benefits are captured and program award calculations are adjusted accurately.

**New York City CDBG-DR, Superstorm Sandy / New York Governor’s Office of Storm Recovery (GOSR), Superstorm Sandy / South Carolina Disaster Recovery Office, 2015 Flood & Hurricane Matthew**

Monitoring Manager | July 2018 – February 2019

Ginny current led HORNE’s monitoring team by traveling to various projects throughout the country. The monitoring team works closely with on-site project team members to review policies and procedures, programmatic activities, and application information to verify projects are compliant with federal, state, and project guidelines.
Virginia “Ginny” Breckenridge, CPA, CFE
Duplication and Verification of Benefits

Texas Department of Public Safety / Texas Division of Emergency Management, Public Assistance Manager | October 2015 - June 2018
Ginny managed the funding team in our Houston office, which performed Public Assistance project compliance oversight for the Texas Division of Emergency Management. Her team was responsible for reviewing requests for reimbursement submitted by subrecipients for various FEMA-declared disasters.

Ginny managed the back-office eligibility reviews of the New York Governor’s Office of Storm Recovery, New York Rising Program. The Back-Office team is responsible for reviewing individual applications to ensure eligibility with program guidelines as well as compliance with state and federal regulations. This project encompasses housing programs for single-family, multi-family, and mobile homes receiving funds from CDBG and SSBG.

Ginny supervised the Back-Office compliance review and was responsible for reviewing subrecipient funding requests to ensure compliance with program guidelines and contractual agreements as well as state and federal regulations. This project encompasses programs providing grants, forgivable loans, and direct loans to small businesses; community revitalization; and tourism/marketing.

Texas General Land Office, Disaster Recovery Housing Programs Area Median Income Supervisor | October 2012 - July 2013
Ginny served as the Area Median Income Supervisor and worked with the housing programs in the City of Galveston, Texas, Galveston County, Texas, and the Lower Rio Grande Development Council, Weslaco, Texas. She was responsible for working with state and local units of government to develop and implement guidelines and policies to ensure compliance with all governmental regulations.

Ginny was involved in the development of a reimbursement request review process ensuring subgrantee compliance with public assistance guidelines and real-time expenditure and reimbursement tracking. Her responsibilities also included setting production expectations as well as ensuring quality control.
Steve Swick, RPG
Environmental / Inspection

Steve has over 30 years’ experience in managing FEMA and HUD programs for disaster recovery operations in Puerto Rico, South Carolina, North Carolina, Louisiana, New York, New Jersey, Texas and Mississippi. His experience includes management of environmental inspection and review teams as well as damage assessment teams, program management, operational planning, construction inspections and construction administration / oversight.

KNOWLEDGE, SKILLS, and ABILITIES

- CDBG-DR Inspections
- HUD Environmental Review
- Construction Administration
- FEMA PA / HMGP Program
- Compliance & Oversight
- CDBG-DR Program Implementation
- Program/Project Management

YEARS OF EXPERIENCE

30 years

EDUCATION

- Master of Science in Geology University of Louisiana Lafayette
- Bachelor of Science in Geology University of Louisiana Lafayette

CREDENTIALS

- Registered Professional Geologist:
  - Louisiana #860
  - Mississippi #0214
  - Texas #4500

PROJECT SPECIFIC EXPERIENCE

Robeson County, NC, Hurricane Matthew CDBG-DR Program
Senior Environmental Manager | March 2018 – Present
Providing county-wide environmental compliance services in response to extensive flooding and damage caused by Hurricane Matthew in October 2016. Steve manages the environmental team performing the Tier I and Tier II reviews and performs Quality Assurance (QA) reviews of Environmental Review Records (ERRs).

South Carolina Disaster Recovery Office, October 2015
Severe Storm and Hurricane Matthew CDBG-DR Programs
Senior Environmental Manager | June 2018 – Present
Providing state-wide environmental compliance services in response to damage caused by the Flood Event of 2015 and Hurricane Matthew in 2016. Steve manages the team that has provided Tier II Environmental Reviews and performs QA reviews of ERRs.

Puerto Rico Department of Housing, Hurricanes Irma and Maria CDBG-DR Program
Senior Environmental Manager | June 2019 – Present
Providing island-wide compliance services in response to extensive flooding and damage in September 2017. Steve manages the team performing environmental oversight.

Texas General Land Office, Temporary Housing Program
Field Operations Manager | January 2018 – April 2018
Steve served as the field operations manager for the temporary housing program funded by FEMA’s Individual Assistance program for Hurricane Harvey. As field operations manager, Steve worked with the field teams to develop the inspection protocol for the temporary housing services.
Steve Swick, RPG
Environmental / Inspection

Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP), Louisiana Shelter at Home Program, Great Louisiana Flood of 2016
Project Manager | August 2016 - January 2018
Steve served as project manager for the implementation of the shelter at home program funded by FEMA. His team performed site inspections for 10,600 residences as well as program management, outreach, intake and eligibility determination, and construction administration. He supported a team whose goal was to provide temporary repairs to residential houses so that applicants would have decent, safe, and sanitary temporary living conditions while they wait on permanent construction solutions for their flooded homes.

New York Governor’s Office of Storm Recovery (GOSR), New York, Social Services Block Grant Project, Disaster Recovery Program New York Rising
Program Manager | 2015 - 2016
Steve managed a team that provided construction administration services in support of the HUD CDBG homeowner assistance program. The team’s goal was to provide construction administration services for homeowners impacted by Superstorm Sandy. The project included the integration of a work flow database, perform damage assessments, and perform inspections for 1,000s of applications.

Texas General Land Office (GLO) Disaster Recovery Programs
Deputy Program Manager | 2013 - 2016
Steve supported oversight for all program implementation activities for the GLO programs including site inspection, planning, outreach, intake and eligibility, damage assessment, estimated cost of repair, rehabilitation feasibility analysis, environmental review, construction plan design, and construction oversight.

New Jersey Department of Environmental Protection (NJDEP), Superstorm Sandy Response
Project Manager | 2013 - 2016
Steve managed a team that provided environmental services in support of the HUD CDBG homeowner assistance program. The team performed the environmental review portion of the project needed for homeowner and small rental applicants impacted by Superstorm Sandy. The project included the integration of a GIS/Database, data management, environmental review processes, and execution of field activities. Steve’s project team performed Tier II environmental reviews and environmental assessments on over 8,000 applications.

Mississippi Development Authority (MDA) Disaster Recovery Division, Hurricane Katrina
Project Manager | 2008 - 2016
As a project manager for MDA Disaster Recovery Programs, Steve provided project management guidance and placed a special emphasis on the inspection services. The project included GIS/Database development, data management, environmental review processes, storm damage assessments, and execution of field activities. The project team performed Tier II environmental reviews and environmental assessments on over 10,000 applications and performed over 5,000 damage assessment inspections for the MDA Neighborhood Home Program.
Lindsey Williams, PMP
QA/QC

Lindsey provides disaster recovery compliance for Community Development Block Grant-Disaster Recovery (CDBG-DR) projects and reviews various types of applications prepared by eligibility counselors to ensure accuracy and program compliance with federal, state and project policy. She also assists grantees with the design and development of policies and procedures and trains state and local employees. In her role, she will provide quality oversight in every aspect of the program.

**KNOWLEDGE, SKILLS, and ABILITIES**
- Compliance & Oversight
- Case Management & Training
- Policy & Procedures
- HUD CDBG-DR Program Implementation
- Program / Project Management
- Grant Administration
- Program Closeout

**YEARS OF EXPERIENCE**
7 years

**EDUCATION**
Bachelor of Arts in Accountancy Mississippi College

**CREDENTIALS**
- Project Management Professional

**PROJECT SPECIFIC EXPERIENCE**

New York Governor’s Office of Storm Recovery (GOSR), NY
Rising Social Services Block Grant Single Family Housing Program/Mobile Manufactured Home Program
Manager | July 2013 – August 2018

Lindsey provided compliance and assisted in designing and developing the policies and procedures for the Single Family Housing and Mobile Manufactured Home Programs for GOSR. She performed reviews of multiple system of records and data sources to obtain knowledge of all data available for each program. She provided the system and technology leaders with written code to incorporate more efficient workflows within each system and to provide more streamlined reporting. She performed the compliance process for both the construction of each individual case as well as managing the case management team for both programs. She performed case manager interviews to ensure those hired could provide exceptional customer service and assisted in training the case managers on the programs policies and procedures. Lindsey provided hands-on case management to enhance the applicants experience and provide for a successful closeout. She provided GOSR with accounting assistance and guidance regarding policy implementation, as well as compliance with the HUD CDBG regulations. In addition, Lindsey managed the construction technical advisors, customer representatives, monitored the direct procurement contractors and was involved in real-time monitoring of project goals and timelines.
Lindsey Williams, PMP
QA/QC

State of New Jersey, Department of Community Affairs, Sandy Integrated Recovery Operations and Management System (SIROMS) Compliance
**Compliance | July 2013 – February 2015**
Lindsey provided disaster relief compliance for a CDBG program for the New Jersey Economic Development Authority. She was involved in the development of the financial compliance review process ensuring sub-grantee compliance with program policy and procedure guidelines. She reviewed funding draw down requests prepared by business advisors for submission to the appropriate state agency to ensure accuracy and compliance with both federal and state policy and provided proactive accounting assistance to both grantees and subgrantees. Lindsey was also involved in real-time expenditure and reimbursement tracking on both the sub-grantee level and overall program level. Additional responsibilities included setting production expectations and addressing quality assurance issues.

State of Mississippi, Deep Water Horizon Business Economic Loss Claims
**Claim Accounting Services | February - July 2013**
Lindsey worked with clients providing professional claim accounting services specifically related to the Business Economic Damage provisions of the Deepwater Horizon Economic Settlement Agreement. These services included assisting clients in analyzing documentation to determine if a possible claim existed under the agreement, preparing economic loss calculations and filing the necessary claims documentation with the third-party claims processor appointed by the court. Lindsey also worked as part of the claims accounting team preparing extensive income statement reconciliations for each claim and generating the required documentation.
Mark Weiss, PE
Structural Engineering

Mark has 22 years of experience in structural engineering assessments, inspections, design and construction oversight for residential, commercial, government, marine and coastal engineering facilities. This experience includes construction observation and special inspections. His career has been focused on projects and programs throughout North Carolina, including work at University of North Carolina Wilmington. He is well versed in the varying codes and ordinances at the local, county and state level.

### KNOWLEDGE, SKILLS, and ABILITIES
- Structural Engineering
- Structural Inspections
- Quality Reviews
- Project Management
- Construction Management

### YEARS OF EXPERIENCE
22 years

### EDUCATION
- Master of Science in Civil Engineering (emphasis in Structures and Mechanics) North Carolina State University
- Bachelor of Science in Civil Engineering (emphasis in Structures and Coastal Processes) North Carolina State University

### CREDENTIALS
- Professional Engineer: North Carolina, District of Columbia, Kentucky, West Virginia, Arizona, Minnesota, Michigan, South Carolina, Pennsylvania, New York, Alabama
- NCEES Record #32408

### PROJECT SPECIFIC EXPERIENCE

**Hampton Inn and Suites: Swansboro, NC**
**Engineer of Record | December 2009 – November 2011**
Project Manager served as structural engineer of record as part of a design build team for a new four-story Hampton Inn and Suites located in Swansboro, NC. The first level of the structure contained a lobby, multi-purpose rooms and facility support areas as well as single and double bed suites. The remaining three floors consisted of mixed single and double bed units and each floor arranged in an identical layout. Each floor had an estimated gross square footage of 15,000 sf for a total square footage of approximately 60,000 SF.

**Hampton Inn and Suites: Knightdale, NC**
**Engineer of Record | June 2014 – July 2016**
Project Manager served as structural engineer of record as part of a design build team for a new four-story, 101 room, Hampton Inn and Suites located in Knightdale, NC. The first level of the structure contained a lobby, multi-purpose rooms, facility support areas, indoor pool, as well as some single and double bed suites. The remaining three floors consisted of mixed single and double bed units and each floor arranged in an identical layout.

Each floor had an estimated gross square footage of 16,500 sf for a total square footage of approximately 66,000 SF.

**Hampton Inn and Suites: Sneads Ferry, NC**
**Engineer of Record | 11/2016 - 8/2018**
Project Manager served as structural engineer of record as part of a design build team for a new four story, 101 room, Hampton Inn and Suites located in Sneads Ferry, NC located along the Hurricane prone coast of NC. The first level of the structure contained a lobby,
multi-purpose rooms, facility support areas, outdoor pool, as well as some single and double bed suites. The remaining three floors consisted of mixed single and double bed units and each floor arranged in an identical layout.

The structure was supported on deep pile foundations as recommended by the geotechnical engineer. Each floor had an estimated gross square footage of 16,500 sf for a total square footage of approximately 66,000 SF.

University of North Carolina Wilmington, Hoggard Hall Addition
Structural Consultant | March 2004 – June 2005
Served as consultant to the Special Inspector to provide special inspection services for the 16,400 sf, 2-story addition to Hoggard Hall located on the campus of University of North Carolina at Wilmington. All work was performed in conformance with Chapter 17 of the 2002 edition of the North Carolina Building Code and the contract documents. Work included review of material certifications to insure conformance with contract documents, written reports on each site visit, written discrepancy reports, and resolution of discrepancy reports. Also included was the attendance to all monthly meetings to review construction schedule to plan upcoming site observations.

New Hanover Memorial Hospital Cape Fear Campus, Surgery Wing Addition and Renovation
Project Manager | October 2007 – July 2010
Work included remediation and renovation of the existing administration of the old Cape Fear Hospital to be repurposed for new surgical suites. Work included the identification and remediation of asbestos tiles, reinforcing of 1950’s era clay tile concrete floor forms and the design of a new connector building and roof framing.

First Baptist Church - Activity Center Additions Phases I & II, Wilmington, NC
Structural Engineer | January 2008 – March 2009
Structural Engineer provided structural engineering services for the design of a two-story, 21,000 sf and a 1,500 sf single-story First Baptist Church Activity Center additions.

Wrightsboro Baptist Church Multi-purpose Building Addition, Wilmington, NC
Staff Engineer | January 2008 – August 2009
Staff Engineer provided complete structural engineering services, as part of a design build effort for the 16,000 Sf multi-purpose building for Wrightsboro Baptist Church. The structure was comprised of a high bay basketball court/assembly area with an elevated sound booth mezzanine and a single-story education wing.

DC Fire and Emergency Medical Services Department - Engine Company #29 Fire House Pre-engineered Metal Building & Modular, Washington, DC
Project Manager | August 2010 – June 2013
Project Manager provided structural engineering services for the design of a new temporary fire station with 3000 SF truck bays, for Engine Company #29, Washington, DC, comprised of a truck bay building and two (2) operations buildings.
Iris Phillips  
Local Hiring / Case Manager Team

Iris is a seasoned professional with extensive experience in talent acquisition. She is the owner of a local North Carolina SBA with the knowledge and relationships to help recruit the right talent for hiring efforts on this program. Her knowledge of needed skill sets for project management, business development, and human resources management aids in her ability to hire and recruit appropriate personnel. Her drive to find the right person for the role, will ensure our goals of local hiring for this program.

KNOWLEDGE, SKILLS, and ABILITIES

- Recruitment and Retention
- Talent Acquisition
- Team Building
- Program Management
- Project Management
- Federal Contracting Rules and Regulations

YEARS OF EXPERIENCE

+15 years

EDUCATION

Studies in Healthcare and Public Policy  
University of North Carolina

Iris has held various healthcare administrative and management positions that include evaluating staffing requirements and capacity. She worked to ensure staffing was commensurate with departmental needs. This work included performing recruiting, hiring, and establishing professional work standards. She has decades of experience with developing and managing similar efforts at Military Treatment Facilities and large academic teaching hospitals.

Grace Federal Solutions was recognized and featured in the Small Business Administration (SBA) SBTDC/PTAC March 2012 Newsletter in its “success story” section for its accomplishments as a WOSB in providing quality and dependable services to its government and commercial clients.

PROJECT SPECIFIC EXPERIENCE

Grace Federal Solutions, LLC, Raleigh, NC  
Owner/President/CEO | August 2010 – Present

As the Owner and President, Iris’ responsibilities include:

- Establishing the company’s direction, providing oversight and management of all company functions and operations, and ensuring the delivery of an exemplary level of customer service
- Developing and implementing the strategic, programmatic, financial, and administration operations of the company
- Ensuring the continued growth of the company by establishing, maintaining, and managing customer relationships.
Iris Phillips
Local Hiring / Case Manager Team

CSBS Business Services, LLC
Vice President, Operations and Business Development | May 2005 – July 2010
Iris provided direct oversight and management of the company’s primary line of business (healthcare and administrative staffing services). She:

- Contributed to the 5-8% year-over-year revenue growth of this SBA Certified 8(A)/SDB located in Carrboro, NC.
- Provided management oversight and direction to functional managers and contract-specific project managers to ensure the delivery of services on time, within budget, and per contractual specifications. This included ensuring the sourcing, hiring, and retention of skilled and highly qualified personnel.
- Assisted in the creation, evaluation, and modification of company policy, program, and operational changes.
- Planned, developed, and implemented business plans, organization policies, and budget projections.
- Planned and directed solution and service activities and established priorities for services and solutions in keeping with effective operations and cost factors.
- Coordinated activities of operations to effect operational efficiency and economy, as well as the utilization of human resources, materials, and equipment.
- Directed and coordinated the promotion of services performed to develop new markets, increase market share, and maintain an industry leading position in the geographical area served.
- Analyzed division budget requests to identify areas in which reductions could be made and allocated operating budget.
- Conferred with administrative personnel and reviewed activity, operations, and sales reports to determine changes.
- Represented the company in the local community and promoted the company in industry or trade associations.
- Responsible for creating and maintaining a safe workplace, including ensuring the proper care in the use and maintenance of equipment and supplies, as well as the promotion of continuous workplace safety and environmental practices.
Brandy Brown
Case Manager

Brandy is a results-driven, dynamic leader with extensive experience directing strategic operations including disaster response, crisis management, program and project management, public assistance, and logistics planning. She is a collaborative communicator demonstrating the ability to partner with cross-functional teams, third-party vendors, and leaders to align priorities and achieve mutual goals. Brandy is an analytical professional skilled in leveraging data to implement process improvements, make critical data-based decisions, and influence change.

KNOWLEDGE, SKILLS, and ABILITIES

Case Management
Crisis Management
Program and Project Management
Public Assistance
Compliance
Logistics Planning

YEARS OF EXPERIENCE
3 years

EDUCATION
Bachelor of Science in Criminal Justice and Legal Studies Berkeley College

PROJECT SPECIFIC EXPERIENCE

FEMA, Texas 2018 Severe Storms and Flooding (DR-4416)
Program Delivery Manager | 2019 – Present

Brandy is deployed to DR 4416-TX as a Program Delivery Manager (PDMG). She is leading a six member team in assisting applicants through the Public Assistance Grant Program, conducting field interviews, performing site inspection, coordinating with State and all stakeholders. She is also serving as a Subject Matter Expert (SME) on the Public Assistance Grant process. Among her other duties, Brandy has:

- Coordinated relationships between Federal, State, local and FEMA personnel in partnership with external agencies and officials.
- Managed community and other external relations to communicate the availability of disaster assistance to applicants, and the general public.
- Directed other agencies to support the state in identifying and meeting disaster needs.
- Ensured the overall safety of personnel assigned to the disaster operation, and accountability for all property assigned to support the disaster operation.
- Planned, developed, reviewed, and evaluated all phases and functions of the disaster field operation programs conducted by FEMA.
- Provided a high level of expert advice on complex and visible recovery issues to all staff in the headquarters and in the regions of the Federal Emergency Management Agency (FEMA) along with stakeholders concerning recovery issues.
Brandy Brown
Case Manager

South Carolina Emergency Management Division (SCEMD)
Disaster Case Manager (Program Director) | 2017
Brandy managed a team of sixty-four personnel serving as a department liaison to stakeholders assisting in the review of subrecipient procurement documentation and grant compliance providing policy analysis of 2 CFR, 44 CFR, and the Federal Stafford Act. Among other duties, she:

- Managed data and analytical contractor team, projected budget expenditures, and coordinated with Community Development Block Grant- Disaster Recovery (CDBG-DR) executive team to successfully reconstruction of 900 clients.
- Acted as a department liaison with FEMA representatives, conducted reviews of internal and external program activities to ensure compliance with department goals and grant mandates.
- Developed standing operating procedures and scope of work for provider level agency, responsible for procurement activities to include request for quotes, bid documents, and invoices.
- Provided supervision to Disaster Case Management group.

FEMA, Puerto Rico 2017 Severe Storms and Flooding (DR-4339)
Mission Assignment Manager | 2018
Brandy managed activities for 50+ active Mission Assignments (MA) valued at $100M+ with a team of three direct reports including team leadership, training, serving as a Subject Matter Expert (SME) on related processes, preparation of task orders and amendments, risk management, bill review for submission of reimbursement, attending briefings, communication strategy, and closing missions. Among other duties, she:

- Created and communicated emergency procedures aligned with existing safety and security plans.
- Prepared a comprehensive monthly spend plan for Congress in response to inquiries regarding spending.
- Identified and referred projects eligible for funding through the Public Assistance Program.

North Carolina 2017 Severe Storms and Flooding (DR-4285); Missouri 2017 Severe Storms, Tornadoes, Straight-line Winds, and Flooding (DR-4317); Texas 2017 Severe Storms and Flooding (DR-4332); and Louisiana 2016 Severe Storms and Flooding (DR-4277)
Applicant Service Specialist | 2016 –2017
Brandy spearheaded applicant service operations with a team of five Individual Assistant Specialists conducting 100+ case reviews, applicant referrals, providing resources, submitting reports to case management, utilizing HOMES to verify rental resources, leadership meeting participation, cross-functional collaboration, fielding helpline and helpdesk calls, and new hire training facilitation. Among other duties, she:

- Conducted preliminary interviews to ensure applicants qualified for the FEMA housing program which was conducted using the HOMES system.
- Established and managed Disaster Recovery Center Coordination Team distribution list created and maintained daily reports and assisted in the development of the Incident Action Plan.
- Contributed to implementation of the CDBG program by reviewed eligibility and issuing $60M in funds to qualified entities.
Brendon Bailey
Inspections

Brendon is a Senior Consultant for CTEH with 19 years of experience assisting organizations, companies, and governments in responding to and recovering from natural and man-made disasters. He has both lead and provided subject matter expertise for numerous teams involved in direct housing recovery programs for FEMA and HUD CDBG-DR. He has a proven ability to manage inspection and damage assessment teams.

**KNOWLEDGE, SKILLS, and ABILITIES**
- Damage Assessments
- Work Order Management
- HUD CDBG-DR
- Lead Based Paint and Asbestos
- Regulatory & Programmatic Analysis
- QA/QC

**YEARS OF EXPERIENCE**
- 19 years

**EDUCATION**
- Master of Business Administration University of Florida
- Master of Science in Geology New Mexico State University
- Bachelor of Science in Natural Resources University of the South

**PROJECT SPECIFIC EXPERIENCE**

**South Carolina Disaster Recovery Office, 2015 Severe Storms and Hurricane Matthew CDBG-DR Program**
Project Manager | 2016 - Present
Brendon provides management expertise for the rehabilitation and reconstruction of single-family housing programs delivering approximately 400 completed MHUs and houses. Oversaw extensive subcontractor network and coordinated all aspects of the construction activities.

**State of Florida, Hurricane Irma Response and Recovery**
Project Manager | 2017
Brendon provided management and technical expertise for storm damaged properties in Key West, Florida impacted by Hurricane Irma. Scope include damage assessments, moisture mapping, mold assessment, indoor air quality evaluations, and developing remediation recommendations for the restoration contractors.

**West Virginia Development Office, RISE West Virginia CDBG-DR Program**
Project Manager | 2016 - Present
Brendon provides management and compliance expertise to the State of West Virginia in the areas of Site Inspection, Lead-based paint and Asbestos Assessment, and Construction Management for the single-family housing and rental programs. This program provides grants for repair, rehabilitation, or reconstruction of MHUs and houses. In addition, Brendon oversaw the development and implementation of CarbonCM® construction management software for site inspection and work order management and integration with the overall System of Record.
Brendon Bailey
Inspections

Confidential Client in Ohio, Chemical Facility Recovery
Project Manager | August 2018 - Present
Brendon provides management expertise to the team dedicated to the restoration, rebuild and restart of a fire damaged chemical facility. He oversees and coordinates the activities of multiple teams supporting damage assessment and providing resource and personnel tracking, site safety and security, warehouse and inventory management, and project schedule/critical path.

Camp Minden Project, Louisiana
Project Manager | 2015 - 2017
Brendon provided planning, management and technical expertise for a multiyear project at Camp Minden in Louisiana. Project scope included the design, build, deployment, operation and management of mobile air monitoring and data collection stations in support of the thermal destruction of M6 rocket fuel. Included significant interaction with LDEQ and EPA.

U.S. Department of Agriculture, Avian Flu Outbreak
Project Manager | 2015
Brendon provided management and logistics expertise related to surge staffing, medical clearance, and training for personnel supporting the USDA response to highly pathogenic avian influenza outbreaks in Iowa and Minnesota.

Deepwater Horizon Oil Spill Response and Restoration
Project Manager | 2010 - 2015
Brendon provided management and technical expertise to the historic oil spill response and restoration efforts in the areas of safety, logistics, resource identification, staffing plans, and reporting.
Chad Herndon
Inspections

Chad is an experienced Project and Construction Manager with over 27 years of experience managing the development, delivery, and construction of disaster recovery programs. He has been the construction manager for over $2B in FEMA STEP and CDBG-DR recovery housing projects from program design through completion of construction. He has extensive knowledge and experience with construction means and methods with a key focus on construction inspections and implementation.

**KNOWLEDGE, SKILLS, and ABILITIES**

- HUD CDBG Programs
- Construction Inspections
- Xactimate Cost Estimating
- Storm Damage Assessments
- Contractor Interface
- Quality Assurance
- Construction Management

**YEARS OF EXPERIENCE**

- 27 years

**EDUCATION**

- Bachelor of Business Administration and Marketing Northeast Louisiana University
- U.S. Army Command and General Staff College, at Ft. Leavenworth, KS

**PROJECT SPECIFIC EXPERIENCE**

- **Texas General Land Office (GLO), Homeowner Reimbursement Program (HRP)**
  - **Inspection Program Design Manager | 2019**
  - Chad developed the protocols and directed the inspections team for the State of Texas’ $100M Homeowner Reimbursement Program following the flooding from Hurricane Harvey in 2017. He was responsible for the overall management of over 25,000 inspections and production for the H2Bravo team. H2Bravo’s scope includes program design, development of policies & standard operating procedures and performing eligibility reviews, inspections services, reimbursement calculations, & environmental reviews for homeowners seeking reimbursement of funds spent to repair Harvey damage to their homes. Provided organizational leadership, policy direction, financial management, and quality assurance of the team and application processing of over 3,000 applications to date.

- **Texas GLO, Partial Repair and Essential Power for Sheltering (“PREPS”) Program**
  - **Construction Manager | 2016 –2017**
  - Chad was the program and construction management team lead for the State of Texas’ $230M emergency housing repair and sheltering initiative following the flooding from Hurricane Harvey in August 2017. He was responsible for directing the team to design a program to provide emergency partial repairs for flood victims allowing them to occupy their house on a temporary basis until full repairs could be completed. The program was funded by the FEMA STEP (Sheltering, and Temporary Emergency Power) Program initiative, and spanned all the requirements of Outreach, Intake, Scope of Work Development, Progress and Final Site Visits, Contracting, Contractor Training and Interface, Scope Modifications...
Chad Herndon

Inspections

and Construction Administration. Chad provided management and daily direction of a 200+ person inspection team and for 15 construction contractors to accomplish the construction on 17,000 homes in 5 months.

State of Louisiana, Louisiana Shelter at Home (SAH) Program

Program Construction Manager | 2016 – 2017

Chad was the program and construction management team lead for the Governor’s $168M sheltering initiative following the Historic Flooding of August, 2016. Led the team to design a program to provide the construction of temporary measures for flood victims to occupy their house on a temporary basis until full repairs could be completed. The program was funded by the FEMA STEP (Sheltering, and Temporary Emergency Power) Program initiative, and spanned all the requirements of Outreach, Intake, Eligibility Inspections, Scope of Work Development, Contracting, Contractor Interface and Construction Administration. Provided management and key oversight of a 200+ person management team and for 9 construction contractors representing 2,200 skilled and unskilled workers to accomplish the construction on 12,000 homes in 4 months.

Housing Recovery Operations (HRO), New York City Build It Back (BIB) Program

Technical Advisor | 2015 – 2016

Chad was a technical advisor to the program and construction management teams for the BIB/Brooklyn CDBG-DR Hurricane Sandy Housing Recovery program. Development of inspection standards, construction scopes of work, procurements, construction inspections and all other construction administration program functions for over 800 flood damaged houses.

Project Team Lead | 2013 – 2016

Chad was the project team lead in the initial startup of the $1.3B CDBG-DR Grant funded BIB program for the Hurricane Sandy Housing Recovery Office in New York City. Developed the operational design, environmental review process, inspection standards, quality assurance, contractor procurement, and compliance monitoring for the management of over 9,000 single and multi-family homes.

Southeast Texas Regional Planning Commission (SETRPC), Hurricane Ike Housing Recovery Program, Round 1 & 2

Project Manager | 2012 – 2013

Chad was the Project Manager for a $95M and $190M single and multifamily CDBG-DR housing recovery program from Hurricane Ike. Responsible for the overall project direction, planning, data system development, client interface, and project controls for over 1,900 single and multifamily housing units. Key actions included the program management design, supervision of project team, review and approval of program policies, project set ups, contract closings construction management.
Lee “Robby” Robinson
Inspections

Robby has 18 years’ experience as a program manager with 11 in the CDBG, Hazard Mitigation Grant, and Public Assistance Programs. He has worked on several long-term recovery programs and emergency response projects starting with Hurricane Katrina in 2005, including working as a Subject Matter Expert with HORNE in Robeson County, NC. These programs recovery programs have taken place in South Carolina (Hurricane Matthew), New York (Super Storm Sandy), Texas (Hurricanes Rita, Dolly, and Ike), Louisiana (2016 Flood and Hurricane Katrina), and Mississippi (Hurricane Katrina).

**KNOWLEDGE, SKILLS, and ABILITIES**

- Building Code Inspections
- CDBG-DR Programs
- Damage Assessments
- Environmental Reviews
- Project Management
- Homeowner/Contractor Interface
- Construction Oversight

**YEARS OF EXPERIENCE**

- 18 years

**EDUCATION**

Bachelor of Science in Business Administration (Information Systems) University of Southern Mississippi

**PROJECT SPECIFIC EXPERIENCE**

**Robeson County, Hurricane Matthew Recovery Program**

**Subject Matter Expert | March 2018 – Present**

Robby’s firm, the Workforce Group, leads the design, implementation, and day-to-day operations of the damage assessment, preconstruction, and construction management oversight processes and procedures for Program. The program consisted of non-rental and rental housing assistance for the residents affected by Hurricane Matthew.

**Texas General Land Office (GLO), CDBG-DR Homeowner Reimbursement Program (HRP)**

**Subject Matter Expert | January 2019 – Present**

Robby’s firm, the Workforce Group, leads the design of the HRP program policies and procedures and all other program operations. Responsibilities include environmental site assessments and desktop reviews, damage repair verification estimates, and lead based paint inspections. The program is expected to provide assistance to approximately 4,000 applicants.

**East Baton Rouge Redevelopment Authority (EBRRA), CDBG Housing Rehabilitation CM and Inspections**

**Subject Matter Expert | May 2018 – Present**

As an owner and Manager of the Workforce Group, Robby supports the team in providing construction management and conducting inspections to rehabilitate or construct HUD-funded single family and multi-family housing. The Workforce Group is enhancing program efficiency with a one-week turnaround from time of doing damage assessment, cost estimate, and lead based paint inspection to NTP with client-hired contractors.
Lee “Robby” Robinson
Inspections

Texas GLO, Partial Repair and Essential Power for Sheltering (PREPS) Program
Project Manager | December 2017 – July 2018
Robby led the management of over 250 damage assessors, inspectors and field managers for this $230 million FEMA-funded program to assist over 17,000 homeowners with temporary repairs. He developed a field app for producing SOW, progress and final inspections that submitted real-time data to program database, and assisted Prime with development of policies and procedures for program.

West Virginia Development Office, West Virginia Disaster Recovery Housing Program, Charleston, WV
Subject Matter Expert | August 2017 – March 2018
As an Owner and Manager of the Workforce Group, Robby supported the team in developing program guidelines, policies and procedures, and overall process flows for this $90 million WVDR Housing program. He supported development of estimator and program staff training, including project-specific training for WVDR staff for CDBG Housing programs.

Louisiana Office of Community Development, Restore Louisiana (RELA) Program
Subject Matter Expert/Database Development | August 2017 – Present
WFG is providing top-quality damage assessors for this $2.6 billion CDGB-funded program to help more than 36,000 citizens devastated by the floods of 2016. As an owner of The Workforce Group, Robby assists in increasing production by developing processes that streamlining the damage assessment processes.

Louisiana Office of Community Development, Shelter at Home Program
Project Manager | August 2016 – July 2017
Robby developed and maintained database tracking for two contractors under AECOM and H2Bravo for this program to assist over 12,000 homeowners. This project produced over 16,000 initial and final inspections in a three-month period. Robby functioned as leader for all the estimators under WFG and Providence.

Additional Recent Experience

South Carolina Disaster Recovery Office, 2015 Flood and Hurricane Matthew Recovery Programs
Damage Assessments, Environmental Compliance, and Construction Management | October 2016 – January 2018

Louisiana Office of Community Development, Road Home Program
Deputy Director – Home Evaluations | June 2006 – January 2009

New York Governor’s Office Of Storm Recovery, NY Rising: Community Rehab & Reconstruction Program
Environmental Tier II
Project Manager | December 2013 – May 2014
Jeff Porter, JD
Title Services

Jeff opened his law office in Wilmington, NC in 1993 and has been providing quality legal services in the area for more than 25 years. Jeff offers full real estate law firm services, including handling closing on properties in Southeastern North Carolina. He is backed by a staff of closing and post-closing coordinators and title searchers.

**KNOWLEDGE, SKILLS, and ABILITIES**
- Title Searches
- Real Estate Closings
- Recording and Disbursing
- Final Title Opinion
- Information Gathering

**YEARS OF EXPERIENCE**
26 years

**EDUCATION**
- Juris Doctorate from College of William and Mary, Marshall-Wythe School of Law
- Bachelor of Arts in English, University of Virginia

**CREDENTIALS**
- Member North Carolina State Bar

**PROJECT SPECIFIC EXPERIENCE**

The Law Office of Jeffrey W. Porter, PC, has been serving southeastern North Carolina since 1993, and has handled over 27,000 real estate closings. It serves New Hanover, Brunswick and Pender Counties. The firm’s practice is devoted primarily to handling real estate matters, with an experienced staff of real estate professionals.

Jeff is the firm’s attorney and graduated from the University of Virginia with a bachelor’s degree in English in 1983 and from the College of William and Mary, Marshall-Wythe School of Law with a Juris Doctorate in 1988. After practicing corporate law in Cincinnati, Jeff moved to Wilmington, NC, where he joined the law firm of Alexander M. Hall, before opening his own office.

Supporting Jeff at the firm are:

- Elizabeth “Liz” Edmundson – paralegal who has been a Closing Coordinator with Jeff since 1998.
- Colleen Welch – paralegal and licensed realtor who has been a Closing Coordinator with Jeff since 2011.
- Season Batts – Closing Coordinator with Jeff since 2017
- Donna Thomas – paralegal who has been a Title Searcher with Jeff since 1995.
- Julie Becerra – Post-Closing Coordinator with Jeff since 2005.
- Cathy Gotsch – Receptionist/Scheduling Coordinator with Jeff since 2015.
Edward K. Brooks, JD
Title Services

Ed was born and raised in Pembroke, where he watched his father develop a family-independent pharmacy into a thriving home health agency serving the majority of southeast North Carolina – instilling within him deep values of hard work and community. He is an enrolled member of the Lumbee Tribe of North Carolina, whom he served as legal counsel for more than a decade. Ed is tied to the Robeson County community – by birth and by choice: through his law practice, by raising three growing boys there, and through his participation as a deacon at Hyde Park Baptist Church.

KNOWLEDGE, SKILLS, and ABILITIES
Title Evaluation
Binding Title Insurance
Real Estate Closing Services
TRID Compliance
Trust Accounting
Public/Private Partnerships
Financial Analysis
Block Grant Management (CDBG-DR, ICDBG, CSBG)

YEARS OF EXPERIENCE
15 years

EDUCATION
Bachelor of Science University of North Carolina at Chapel Hill
Juris Doctorate from North Carolina Central University School of Law

CREDENTIALS
• North Carolina Superior Court Certified Mediator

PROJECT SPECIFIC EXPERIENCE
Personally living in the storm affected area, Ed knows firsthand the devastation these storms cost North Carolina residents both emotionally and financially. Having practiced real estate law prior to the storms, he knows what it takes to diligently search property records and get transactions closed.

Ed has been in the practice of law for 15 years. In 2010, he made partner with the defense litigation firm in Raleigh. In 2013, he opened his own practice in Robeson County. Ed served as general counsel to the Lumbee Tribe of North Carolina from 2005-2016. In this capacity, he oversaw the development, construction, and closing of multiple single-family homes and subdivisions under the Native American Housing and Self-Determination Act regulations. These homes were built under the regulation and supervision of the U.S. Department of Housing and Urban Development (HUD). Ed has advised clients on project administration under the Indian Community Development Block Grant (ICDBG). He also serves on the Pembroke Housing Authority as a member of the Board of Directors.

Ed currently is serving as one of three attorneys contracted by the Robeson County to provide title opinions and closing services for properties to be remediated or acquired by the County in their efforts to use FEMA funds to rebuild Robeson County.
Hector Ingram, MAI
Appraisal Services

Hector is a Certified General Real Estate Appraiser (NC & SC) and has been providing professional real estate valuation services since 1990. His emphasis is on litigation support (appraisal and reviews) for complex eminent domain, equitable distribution and diminution in value cases. He also has a lender review and tax appeal practice. Hector is an MAI member of the Appraisal Institute, currently serves as Chair of the New Hanover County Board of Equalization and Review, and served on the North Carolina Appraisal Board from 2015-2018.

KNOWLEDGE, SKILLS, and ABILITIES

Real Estate Appraisal
Real Estate Closings
Acquisitions
Easement Valuation
Equitable Distribution

YEARS OF EXPERIENCE
39 years

EDUCATION
Bachelor of Arts University of North Carolina at Chapel Hill

CREDENTIALS

- MAI, Appraisal Institute
- Certified General Appraiser in North Carolina, NC A2993
- Certified General Appraiser in South Carolina, CG3247

PROJECT SPECIFIC EXPERIENCE

City of Wilmington, Appraisals and Reviews
2011 – 2019

- Appraisal of the WAAV Transit facility 2019
- Appraisal of the Cape Fear Soccer Plex 2019
- Appraisal for condemnation for a drainage project off Peachtree Avenue 2018
- Easement values for Convention Center Hotel and Chamber of Commerce 2016/17
- Air Rights for East-West Project 2016
- 3rd Street Corridor Improvement – Permanent Easement on C-Store site - 2012
- Riverfront tract for parcel – 9.74 Acres for Baseball Stadium - 2012
- Burnt Creek Improvement Conservation Easement Project - Kerr Ave. - 2012

New Hanover County
2017 – 2019

- Condemnation appraisal for a 60-acre parcel on Independence Boulevard – 2017
- Appraisal of three Lowe’s Home Improvement Stores for tax appeal
Hector Ingram, MAI
Appraisal Services

Progress Energy, Appraisals and Reviews
2011 – 2019
• Appraisal of gas line access easement 2019
• Power station site for natural gas line easement condemnation – Review and Report 2012
• 7 Easement and Acquisition Appraisals in New Hanover, Pender and Brunswick Counties

Duke Energy, Appraisals
2014 – 2018
• 10 Easement and acquisition appraisal in New Hanover, Carteret, Jones and Craven counties
• Review and Consulting for a powerline easement over a Lowe’s home improvement store site - 2016

Brunswick County Utilities, Appraisals and Litigation Support
2009 – 2011
• 35 Parcels for Acquisition – Sunset Beach Area
• Resultant Litigation Support - 2011

NCDOT, Appraisals, Reviews and Courtroom Testimony
2007 – 2018
• Appraisal assignments for the Whiteville By Pass – presently underway – 2018 - 2019
• Appraisal review and consulting work for State Appraiser – Billboard Valuations – 2018
• 17 Recent appraisals for various projects in New Hanover, Pender and Brunswick Counties
• 9 Appraisals for the Wilmington Outer Loop with Court testimony - 2009-12
• Appraisal at Dosher Cutoff/Long Beach Rd., Southport 2009 and 2011
• Review of an additional Dosher Cutoff/Long Beach Rd. appraisal
• Shallotte Area condemnation appraisals for 12 parcels for right-of-way acquisition 2007-9

Cape Fear Public Utilities Authority
2011 – 2017
• Review, appraisal and consulting services for outside counsel on inverse easement case - 2017
• Review appraisal and consulting with outside counsel for lift station taking 2012
• Appraisal of Land with Sewer Easement and Take 2011

New Hanover County Airport Authority
2001 – 2019
• Appraisal of a proposed ground lease to a convenience store – 2019
• Appraisal of various hangar facilities and an FBO for lease renewal - 2017
• Various appraisals for acquisition of properties around the airport – 2001 - 2019

KNOWLEDGE, SKILLS, and ABILITIES
Real Estate Appraisal
Real Estate Closings
Acquisitions
Easement Valuation
Equitable Distribution
YEARS OF EXPERIENCE
39 years

EDUCATION
Bachelor of Arts
University of North Carolina at Chapel Hill

CREDENTIALS
• MAI, Appraisal Institute
• Certified General Appraiser in North Carolina, NC A2993
• Certified General Appraiser in South Carolina, CG3247

Hector is a Certified General Real Estate Appraiser (NC & SC) and has been providing professional real estate valuation services since 1990. His emphasis is on litigation support (appraisal and reviews) for complex eminent domain, equitable distribution and diminution in value cases. He also has a lender review and tax appeal practice. Hector is an MAI member of the Appraisal Institute, currently serves as Chair of the New Hanover County Board of Equalization and Review, and served on the North Carolina Appraisal Board from 2015 - 2018.
Jonathan Krebs, CFA, CGFM, CFE
Subject Matter Expert: Housing Operations

Jonathan collaborates with governments to design and implement federally funded programs to recover from some of the country’s most devastating natural disasters. As a nationally recognized expert in disaster recovery finance and compliance, he assists officials with maximizing their funding opportunities, integrating compliance with operations, and embedding transparency and fiscal stewardship.

### KNOWLEDGE, SKILLS, and ABILITIES
- Turn Key Solutions
- Program Management
- HUD CDBG-DR
- Regulatory & Programmatic Analysis
- Federal Funding Streams
- Public/Private Partnerships
- Financial Analysis

### YEARS OF EXPERIENCE
13 years

### EDUCATION
Bachelor of Science in Business Administration
University of Southern Mississippi

### CREDENTIALS
- Chartered Financial Analyst
- Certified Government Financial Manager
- Certified Fraud Examiner

### PROJECT SPECIFIC EXPERIENCE

**Virgin Islands Housing Finance Authority, Hurricanes Irma and Maria CDBG-DR Housing Reconstruction Program**
**Engagement Partner | April 2019 - Present**
Jonathan works with VIHFA to deliver case management, CDBG-DR eligibility determinations and transformative application intake technology for the Virgin Islands’ housing recovery programs.

**Texas General Land Office, Hurricane Harvey FEMA Individual Assistance Program**
**Project Partner | December 2017 - Present**
Jonathan coordinates operations and works with the Texas General Land Office to oversee and implement five distinct and unprecedented FEMA housing recovery programs including permanent housing repair, temporary housing repair, direct leasing, multi-family leasing, and manufactured housing recovery programs. HORNE’s efforts will serve over 40,000 homeowners impacted by Hurricane Harvey.

**South Carolina Disaster Recovery Office, 2016 Hurricane Matthew & 2015 Severe Storms Recovery**
**Project Partner | October 2016 – Present**
Jonathan assists South Carolina in developing the first turn-key delivery solution ever attempted by a CDBG-DR grantee, and it stands to revolutionize disaster recovery implementations. He provides critical guidance to expedite recovery implementations and maximize the impact of CDBG-DR funds on the citizens of South Carolina. He oversees and coordinates the activities of multiple subcontractors and builders to successfully repair more than 3,200 homes in just 36 months.
Jonathan Krebs, CFA, CGFM, CFE
Subject Matter Expert: Housing Operations

New York Governor’s Office of Storm Recovery, New York Rising-Social Services Block Grant Housing Recovery Program
Project Partner | January 2015 - Present
Jonathan worked with GOSR to design a program that assisted vulnerable populations with compliance and completion of their Superstorm Sandy recovery. The program developed allowed GOSR to fund the recovery through unobligated and under-utilized SSBG funding awarded by Congress to New York’s Office of Children and Family Services. The results of the program provided critical assistance to those most in need and yielded an expedited recovery process.

New York Governor’s Office of Storm Recovery, New York Rising Housing CDBG-DR Recovery Program
Senior Manager | February - December 2014
Jonathan served as senior manager in response to Hurricane Irene, Tropical Storm Lee, and Superstorm Sandy housing recovery program for the State of New York. He provided operational oversight for the multiple projects under this program and served as a subject matter expert related to the implementation of single-family and multi-family residence rehabilitation and reconstruction.

Texas General Land Office, Homeownership Opportunity Program (HOP), CDBG Funding
Project Manager | August - October 2012
Jonathan designed processes and developed policies to implement the Texas General Land Office’s Homeownership Opportunity Program (HOP). He coordinated with the GLO staff to author the HOP program guidelines and define the HOP processes for all subrecipients. Jonathan crafted HOP documentation and forms to support program policies and GLO objectives. He worked closely with HOP mobility counselors to organize HOP counseling curriculum and plan HOP implementation.

Mississippi Development Authority, Neighborhood Home Program, CDBG Funding
Project Manager | October 2010 - March 2013
Jonathan provided program management, policy implementation, project development, and financial guidance for the state’s single-family home repair and reconstruction program in response to Hurricane Katrina. He worked closely with the client to develop and deploy a $130 million home repair and replacement program created to address unmet needs in South Mississippi. Jonathan developed and implemented program processes from the start to finish, coordinated with software developers to automate program functions, wrote process policy guides, and executed compliance procedures. His efforts contributed to expediting eligibility processing for over 10,000 applications in less than nine months and repairing over 2,000 homes in less than a year of construction.

Mississippi Development Authority, Long Term Workforce Housing Program, CDBG Funding
May 2011 - November 2012
Jonathan performed financial evaluations of proposed housing projects. He provided financial consulting services to MDA’s executive management and evaluations that offered valuable insight into long term project feasibility and financial performance. He worked closely with project managers to automate HUD’s quarterly reporting requirements.
Ryan has over a decade of experience with the federal government, where he was responsible for oversight of disaster recovery grants across the country. Most recently, Ryan was the CDBG-DR division manager directly responsible for the federal oversight and administration of over $37 billion in CDBG-DR funding awarded to states and local governments for long-term recovery from natural disasters.

**KNOWLEDGE, SKILLS, and ABILITIES**

- CDBG-DR Grant Monitoring
- Policy Development
- Capacity Assessment
- Disaster Recovery Grant Reporting System
- Data Analysis
- Audit Preparation and Response
- Action Plan / Program Design

**YEARS OF EXPERIENCE**

10 years

**EDUCATION**

Master of Urban Planning Hunter College of the City University of New York

Bachelor of Arts in Criminology University of South Florida

**PROJECT SPECIFIC EXPERIENCE**

**Director of CDBG-DR Policy and Compliance**

February 2019 – Present

Ryan currently serves as HORNE’s Director of CDBG-DR Policy and Compliance. In this capacity he works closely with client leadership and staff to provide strategic guidance and detailed technical assistance, ensuring CDBG-DR programs are designed to be compliant, effective, and innovative. Specific examples include:

**Cross-Client**

- Primary author of "Unpacking HUD’s Duplication of Benefits Notice."
- Coordinates efforts to develop firm-level monitoring and risk assessment templates for use across clients.

**Puerto Rico Department of Housing (PRDOH)**

- Provides detailed guidance on complex policy and compliance issues.
- Guided PRDOH finance staff through DRGR in order to facilitate the agency's first drawdown from DRGR.
- Provided detailed edits to the agency's Procurement Manual, ensuring compliance with HUD rules and regs.
- Provides coaching and strategic guidance for PRDOH leadership and staff in advance of HUD monitoring review (resulted in zero findings).
- Reviewed and edited program policies and procedures to ensure HUD acceptability and compliance with rules and regs.
- Coordinated efforts to develop monitoring and risk assessment templates for use by PRDOH monitoring staff.
- Reviewed action plan language to ensure acceptability to HUD and compliance with rules and regulations.
Ryan Flanery  
Subject Matter Expert: Compliance

**South Carolina Disaster Recovery Office (SCDRO)**
- Serves as a CDBG-DR subject matter expert, providing guidance on complex policy and compliance questions.
- Reviewed/edited memorandum and letters to ensure compliance with HUD rules and regulations, and acceptability to HUD decision-makers.
- Provides strategic guidance to SCDRO leadership on communications, policy direction, and interaction with HUD staff in order to achieve desired outcomes.

**Texas General Land Office (GLO)**
- Supports the GLO Monitoring and Quality Assurance (M&QA) leadership team in their work overseeing state-program and subgrantee compliance.
- Serves as a CDBG-DR subject matter expert, providing guidance on complex policy and compliance questions.
- Reviews and comments on monitoring and program QA reports to strengthen content and format.
- Provides detailed policy guidance to ensure programs are not only aware of areas of potential or actual noncompliance, but to offer proactive ways to address areas of concern.
- Contributed to the development of risk assessment templates.
- Provides GLO M&QA leadership staff with strategic guidance to ensure compliance with HUD rules and regulations, and to support positive interactions with HUD staff.

**Disaster Recovery and Special Issues Division, US Department of Housing and Urban Development**

**Assistant Director | August 2014 - February 2019**
Ryan was the CDBG-DR division manager directly responsible for the federal oversight and administration of over $37 billion in CDBG-DR funding awarded to states and local governments for long-term recovery from natural disasters. Ryan oversaw a team of approximately 8 CPD Specialists who managed CDBG-DR grants across the country. He approved staff work products, including congressional and executive correspondence, citizen complaints, monitoring reports, Federal Register and CPD Notices, and grant agreements. Ryan led teams across the country, ensuring compliance with federal rules and regulations. He trained HUD and grantee staff on all aspects of CDBG-DR compliance and related subject matter. Ryan was also the Disaster Recovery Grant Reporting System Administrator responsible for the oversight of all system administration and development processes, including developing functional requirements, system design, user testing, release, system policy development and managing contractor relationships.

**US Department of Housing and Urban Development, Disaster Recovery and Special Issues Division**

**Community Planning and Development Specialist | August 2010 – August 2014**
Ryan was responsible for administering the day-to-day operations of the Disaster Recovery Grant Reporting System (DRGR) and as lead grant manager for the State of Louisiana’s $14 billion in CDBG-DR funds. Ryan interpreted statutory and Federal Register notice language to provide technical guidance on unique policy requirements of supplemental disaster recovery appropriations; communicated complex CDBG-DR policy and programmatic topics to HUD senior executives, management, staff and grantee leadership and staff; and ensured necessary system enhancements and guidance are in place for accurate grantee reporting. Ryan was also responsible for the management of on-site monitoring team that reviewed grantees compliance and progress.
Robert “Bob” Harland III, CFE  
Subject Matter Expert: Reporting

Bob provides leadership and guidance as a subject matter expert in HUD’s DRGR system of record. In his role on the program, Bob will provide staff development and training, policy development, client communications, budget analysis, and monitoring, with a strong emphasis in program reporting. He provides the client and HUD with clear, concise, accurate program reports on semi-weekly, quarterly, semi-annual, and annual intervals.

**KNOWLEDGE, SKILLS, and ABILITIES**

- CDBG-DR DRGR System
- CDBG-DR Process Development
- CDBG-DR Procurement
- CDBG-DR Labor Standards
- Program Reporting
- Financial Analysis & Monitoring
- Oversight Compliance

**YEARS OF EXPERIENCE**

11 years

**EDUCATION**

Associate of Applied Science in Accounting  
Business Administration Schoolcraft College

**CREDENTIALS**

- Certified Fraud Examiner
- Lean Process Certified

**PROJECT SPECIFIC EXPERIENCE**

**Robeson County, NC, Hurricane Matthew Recovery Program Reporting | July 2018 – Present**

As needed, Bob has helped refine data analytics and performed QA/QC of reporting information utilizing HUD DRGR best practices. Bob continues to serve the program through guidance with the program reporting.

**Commonwealth of Puerto Rico Department of Housing, Financial Advisory and Planning Services**

**Project Manager | February 2018 – Present**

Bob served as a subject matter expert for the Hurricane Maria CDBG-DR Implementation and Action Plans for Puerto Rico’s $1.5 Billion in recovery funds. Bob is a subject matter expert in HUD Federal reporting and compliance and specializes in HUD’s Disaster Recovery Grant Reporting (DRGR) system. He assisted the Department of Vivienda in completing their Financial Management Certifications, Implementation Plan and Action Plan, as well as leading discussions around program design and HUD regulations. Bob continues to serve the program through guidance with the program reporting.

**South Carolina Department of Commerce, 2015 Severe Storm Recovery**

**Senior Manager | July 2016 - Present**

Bob assisted with the development of the State’s action plan and required reports for the HUD Disaster Recovery funding. He continues to work with the State providing training and guidance relating to the program requirements and reporting, including the set-up and reporting of the State’s activities in Disaster Recovery Grant Reporting (DRGR).
Robert “Bob” Harland III, CFE
Subject Matter Expert: Reporting

New Jersey Department of Community Affairs, Sandy Integrated Recovery Operations and Management System
Senior Manager | July 2013 - Present
Bob worked with New Jersey to integrate their Action Plan into DRGR. He also works with the agency to ensure accurate reporting metrics are being collected and reported from each program and assists with program draws using the DRGR system. Bob works with the State on the entering of their Quarterly Performance Reports into the DRGR and conducts training for State staff members to work in the DRGR system. He also assists with the compliance oversight relating to the continued development of the State’s system of record.

Mississippi Development Authority, CDBG Disaster Recovery Program, 2008 Storms and Floods Grants
Manager | January 2015 – June 2019
Bob assumed the role of project manager for the projects under the 2008 Midwest Storms and Floods funding. The funding consisted of 26 projects and a total of $14M in disaster grant funds. The projects primarily consisted of infrastructure activities, along with a couple of small housing activities. All Twenty-six of the projects were completed and closed out.

City of Waveland, Mississippi, Hurricane Katrina Recovery Program
Manager | October 2013 - December 2016
Bob was responsible for the project management team for several of the City of Waveland’s Community Revitalization projects. The team handled all budget modifications, cash requests, Davis-Bacon payroll reviews and coordinating with the audit team. Eight projects were completed, including infrastructure and reconstruction of public facilities.

Texas General Land Office, Lower Rio Grande Valley Development Council Disaster Recovery Housing Program, Round 2.2
Project Manager | September 2011 - April 2013
Bob was the Project Manager on a $122M program to rebuild, reconstruct and relocate 815 applicants, throughout three counties, with homes damaged by Hurricane Dolly. He worked closely with local and Texas State officials on a needs assessment to determine the targeted areas for the program. He oversaw the program from team development through outreach and applicant eligibility. He also coordinated with the construction team and developed processes to maintain efficiency while ensuring program compliance with Federal, State and local regulations.

Mississippi Development Authority, CDBG Disaster Recovery Program, Neighborhood Home Program
Manager | March 2011 - September 2011
Bob assisted the Mississippi Development Authority to track and manage high priority Neighborhood Home Program cases. He worked with local officials for applicants in danger of losing their homes, due to code violations. He developed a process to track and report on applicants within multiple programs. He drafted program progress and forecast reports for the state and HUD. Mr. Harland developed IT processes for program reporting and data collection. He trained case management sub recipients on data collection processes.
Mike Richardson, PE, CPM
Subject Matter Expert: Environmental

Mike has over 35 years’ experience including designing and managing FEMA and HUD programs for disaster recovery operations in North Carolina, Texas, New York, New Jersey, Mississippi, Puerto Rico and Louisiana. His experience includes environmental review, construction design and oversight, applicant intake, and community outreach. Mike leads the environmental and inspection services team at HORNE.

KNOWLEDGE, SKILLS, and ABILITIES

- HUD Environmental Review
- CDBG-DR Inspection
- Program/Project Management
- CDBG-DR Program Implementation
- Compliance & Oversight
- CDBG-DR Residential Programs
- Grant Administration

YEARS OF EXPERIENCE
35 years

EDUCATION

- Master of Science in Civil-Geotechnical Engineering Louisiana State University
- Bachelor of Science in Civil Engineering Louisiana State University

CREDENTIALS
- Professional Engineer:
  - Alabama - #19222
  - Arkansas - #6978
  - Louisiana - #23081
- Certified Project Manager

PROJECT SPECIFIC EXPERIENCE

Robeson County, North Carolina, Hurricane Matthew CDBG-DR Program
Environmental Manager | March 2018 - Present

Mike provides management for all environmental services for the Tier I & II, and regulatory guidance and interaction with the NC Department of Public Safety Compliance Officer. He provides oversight for Environmental Review Records, Environmental Assessments and FONSI documentation. Additionally, Mike prepares tiered review and unspecified broad site strategy plans, along with area-wide compliance process documentation for floodplain compliance and programmatic notices of intent for floodplain eight-step process and request for release of funds.

Puerto Rico Department of Housing, Home Repair, Reconstruction, or Relocation (R3) Program
Environmental Director | December 2018 - Present

Mike manages the environmental oversight for the various programs for the Puerto Rico Department of Housing. Mike prepared the Tier I Environmental Review Records for the Housing Repair, Reconstruction and Relocation Program (R3) receiving the AUFG for the work in February 2019. Additionally, Mike serves as Subject Matter Expert for environmental for the PRDOH for their various programs. Mike will also oversee the audit program for PRDOH for all environmental reviews for the R3 program.

Mississippi Development Authority (MDA), Hurricane Katrina Program Manager | 2007 - 2016

As the client point of contact for MDA Disaster Recovery Programs that have assisted over 20,000 applicants, Mike provided regulatory guidance and interaction with the MDA Compliance Officer.
Mike Richardson, PE, CPM
Subject Matter Expert: Environmental

He provided oversight for all prepared Environmental Review Records, Environmental Assessments and FONSI documentation with over 13,000 environmental reviews completed. Additionally, he prepared tiered review and unspecified broad site strategy plans, along with area-wide compliance process documentation for floodplain compliance and programmatic notices of intent for floodplain eight-step process and Request for Release of Funds. Mike also managed for over 5,000 damage assessment inspections for the MDA Neighborhood Home Program. He coordinated with the MDA project manager on goals and production issues to ensure the projects continued to meet expectations.

Programs managed for the MDA included:
- Alternative Housing Pilot Program, 2008-2010
- Long Term Workforce Housing Program, 2008-2014
- Environmental Review Program, 2007-2013
- Neighborhood Home Program, 2013-2016
- Small Rental Assistance Program, Round II, 2008-2010
- Small Rental Assistance Program, Round I, 2007-2010
- Elevation Grant Program, 2007-2010

Texas General Land Office (GLO), Disaster Recovery Programs

Program Manager | 2012 - 2018

Mike provided oversight for all program implementation activities for the GLO programs, including planning and needs assessment, outreach, intake and eligibility, damage assessment, estimated cost of repair, rehabilitation feasibility analysis, completion of over 3,500 environmental reviews, site inspection and review, construction plan design, and construction oversight. He coordinated with the project managers on goals and production issues to ensure the projects continue to meet client expectations. The programs delivered for GLO included:
- City of Galveston Hurricane Housing Program, Round 1, 1,000 individual sites, 2010-2012
- City of Galveston Hurricane Housing Program, Round 2, 300 individual sites, 2013-2018
- Lower Rio Grande Valley Development Council Hurricane Housing Program, Round 2, 800 individual sites, 2012-2015
- Southeast Texas Regional Planning Commission Hurricane Housing Program, Round 2, 1,500 individual sites, 2012-2018

New Jersey Department of Environmental Protection, CDBG-DR Program

Program Manager | 2012 - 2016

Mike provided executive leadership and regulatory strategy and oversight for the New Jersey Department of Environmental Protection to provide all manner of HUD environmental clearance work including preparing over 8,700 Environmental Review Records and several environmental assessments. These were prepared in support of the repair and/or reconstruction housing work being performed in New Jersey because of damages from Hurricane Sandy.
Brandy Bones, PMP, AICP
Subject Matter Expert: CDBG-DR Buyout & Acquisition

Brandy has more than 13 years of experience working on HUD housing programs including CDBG, CDBG-DR, HOME, NSP and Choice Neighborhoods. She has worked with various states and localities on housing and disaster recovery and resilience initiatives and programs including buyout and voluntary acquisition programs. She helps implement all of ICF’s HUD CDBG-DR funded projects providing expertise to ensure that all projects are delivered compliantly and utilizing best practices.

**KNOWLEDGE, SKILLS, and ABILITIES**

- Housing Programs
- Project Management
- Program and Project Implementation
- Policy and Procedures Development
- Contract Administration
- Data Tracking, Analysis, and Reporting
- Training

**YEARS OF EXPERIENCE**

14 years

**EDUCATION**

- Master of Business Administration University of Florida
- Bachelor of Arts in Political Science (with Honors, Magna Cum Laude) Colgate University

**CREDENTIALS**

- American Institute of Certified Planners (AICP), American Planning Association
- Project Management Professional (PMP), Project Management Institute
- Certified HOME Program Specialist – Regulations, 2010

**PROJECT SPECIFIC EXPERIENCE**

**Texas General Land Office (TX GLO), Buyout Program and Training and Technical Assistance Support**

**Subject Matter Expert | 2019 – Present**

Brandy provides training and technical assistance to TX GLO and its subrecipients and supports the implementation of its buyout program. ICF recently helped TX GLO review their overall Buyout program design and create a new manual and associated forms to make it easier for subrecipients to apply for funding.

**Puerto Rico Department of Housing, R3 Program Management**

**Subject Matter Expert | 2019 – Present**

Brandy is providing CDBG-DR and program launch support to assist the ICF Team that is launching the Rehabilitation, Reconstruction and Relocation Program (R3 Program) for Puerto Rico following Hurricane Maria. She has developed the ICF’s Section 3 plan, helped draft the risk management plan and is working on the URA procedures for the implementation of the housing recovery program.

**HUD Community Planning and Development (CPD), CDBG-DR Toolkits**

**Project Manager | 2012, 2016–2017**

Brandy led the development and was the lead author of the CDBG-DR Launch Toolkit with 18 new tools and resources on how to set up disaster recovery programs. The toolkit also consists of common program design and implementation tools for Homeowner Rehabilitation, Buyout, Small Business Loan and Grant, and Small Rental Rehabilitation programs that she wrote as part of a larger team in 2012.
Brandy Bones, PMP, AICP
Subject Matter Expert: CDBG-DR Buyout & Acquisition

U.S. Virgin Islands Housing Finance Authority, CDBG-DR Hurricane Maria Recovery Program Technical Assistance
Project Manager | 2018 – 2019
Brandy led a technical assistance engagement for HUD to help the USVI Housing Finance Authority launch their CDBG-DR Program to recover from damage sustained from Hurricane Maria. Through this engagement, she and her team helped the USVI complete the required financial certifications, implementation plan, and Action Plan. She also worked with USVI to provide CDBG-DR training, develop process maps and programmatic policies and procedures, draft a Language Access Plan and help onboard new staff. Brandy oversaw the work of two other HUD Technical Assistance Providers and the development of all HUD required deliverables.

HUD Office of Housing Counseling (OHC), Housing Counseling Disaster Preparedness and Recovery Toolkit
Project Manager | 2017–2018
Brandy led the development of and was the lead author of a toolkit that helps Housing Counseling Agencies prepare for disaster events, engage with local partners that receive funding following disasters, and provide resources on programs and activities housing counseling agencies can undertake in support of response and recovery efforts. The toolkit will be published on the HUD Exchange website next month.

Pennsylvania Department of Community and Economic Development (DCED), CDBG-DR Program
Project Manager | 2015–2018
Brandy managed this project and wrote the plan for DCED’s Substantial Action Plan Amendments for both its CDBG-DR allocations totaling over $50 million in disaster recovery dollars to a combination of housing and infrastructure projects and programs aimed at making communities impacted by flooding events more resilient to future disasters. She worked with PA’s Emergency Management Agency to redesign the State’s buyout (voluntary acquisition) program and create the associated manual and forms to implement the program. She also updated the design and policies and procedures for the State’s CDBG-DR Infrastructure Program and conducted CDBG-DR training for state staff.

New Jersey Division of Community Affairs (DCA), Superstorm Sandy CDBG-DR Program
Project Manager | 2014–2015
Brandy helped DCA implement its $4.2 billion CDBG-DR program to help homeowners, tenants, landlords, developers, and local governments recover from damage sustained from Superstorm Sandy. She worked with the State’s CFO to create budget forecasts and reporting tools across all CDBG-DR programs so the State can accurately track financial and performance metrics against planned schedules. She wrote the State’s Language Access Plan and developed associated policies and procedures to assist DCA with delivering Language Access Services to Limited English Proficient (LEP) individuals and outreach to low and moderate income persons. Brandy provided CDBG-DR expertise to DCA’s subrecipient, the NJ Department of Environmental Protection (DEP) to support their implementation of a buyout program that moved homeowners out of repetitive flood zone areas and writing Uniform Relocation Act (URA) policies and procedures to handle voluntary acquisitions of properties that are tenant-occupied.
Dionne Roberts
Subject Matter Expert: CDBG-DR Policy

Dionne serves as the President and Chief Executive Officer of the TDA Family of Companies. With 25 years of experience in the affordable housing and community development arena, she has extensive experience with and knowledge of a wide variety of programs, allowing her to identify innovative solutions for her clients. Dionne has a strong background in housing program analysis and development; technical assistance and training; and public policy analysis. She has also personally trained more than 4000 housing and community development professionals.

### KNOWLEDGE, SKILLS, and ABILITIES

- CDBG-DR Policy Development
- Disaster Recovery Training
- Housing Program Development
- Economic Development Program Development
- Financial Management and Systems

### YEARS OF EXPERIENCE

25 years

### EDUCATION

Master of Science in Organization Development
American University, School of Public Affairs

### CREDENTIALS

- Housing Choice Voucher Financial Management & Reporting Certification
- Housing Choice Voucher Executive Management Certification
- Certified HOME Specialist – Regulations
- National HOME IDIS Certified Trainer
- Certified HOME Specialist – Rental Housing Compliance

### PROJECT SPECIFIC EXPERIENCE

#### TDA Consultants

**President & CEO | 2014 – Present**
Following acquisition of TDA Consulting, Inc. by Porchlight Consulting, Inc. in 2014, Dionne became the President & CEO. She provides daily oversight of all business functions for a 24-person organization with $6 million in annual revenue. She conducts direct relationship management with key clients, including the U.S. Department of Housing and Urban Development. Dionne also provides leadership for TDA Family of Companies, including Training and Development Associates, TDA Community Partners and TDA Securities.

**Key Accomplishments**

- Increased revenue more than 300% in first six months of ownership.
- Pursued key partnerships resulting in more than $1,000,000 in funding.

**Vice President | 2009 – 2014**
Dionne provided direct oversight and management of $24 million in technical assistance funded through the U.S. Department of Housing and Urban Development involving multiple teams and more than 50 staff/consultants. She acted as leader of OneCPD TA practice, including prime relationship manager for TDA’s role as Lead TA Provider for HUD’s OneCPD Initiative which focuses on strategic and systems solutions to increasing the capacity of communities to meet local needs. Consulted nationally on a variety of programs, including CDBG, HOME, NSP and Homeless programs.
Dionne Roberts
Subject Matter Expert: CDBG-DR Policy

Porclight Consulting
Principal | 2009 – 2014
Provided housing and community development related expertise to communities across the country. Engagements ranged from serving as a technical expert for operational areas to providing national training on HOME, CDBG, NSP and other housing related programs. Worked in Disaster Recovery in Galveston, Texas.

Key Accomplishments
• Provided critical and time sensitive operational assistance to agencies administering the Disaster Housing Assistance Program (DHAP) in a post-Hurricane Gustav environment.
• Delivered more than 20 training sessions reaching more than 500 practitioners on HOME, CDBG, DHAP and Homeless programs over first six months of corporate existence.
• Provided organizational assistance to more than 20 housing authorities and community development agencies across the country in first 18 months of corporate existence.

McConnell Jones Lanier and Murphy
Director, Housing Practice | 2008 – 2009
Led efforts related to practice development including market analysis and staff development. Managed primary client relationship and $3.2 million contract related to the Disaster Housing Assistance Program.

City of San Antonio
Assistant Director, Department of Housing & Neighborhood Services | 2007 – 2008
Oversaw key housing and community development programs for 7th largest City in the country, including programs funded through CDBG, HOME, TIF, Bond and General Funds. Provided leadership for individual program teams and communicated directly with City Council and executive management on policy development and decisions.

Key Accomplishments
• Led evaluation of Tax Increment Finance program policy and oversight of program with 23 Zones and $435 million in revenue. Program received 2008 Award of Merit from the National Association of Housing and Redevelopment Officials.
• Completed acquisition and funding for infill Affordable Showcase of Homes to create 32 home subdivision in distressed area.
• Doubled funding for down payment assistance program in one year through grants and partnerships and generated new revenue for pre- and post-purchase classes.
• Led staff-driven creation and implementation of Annual Plan and internal Communication Plan.
• Developed and provided leadership for Good Neighbor Initiative partnership with the San Antonio Spurs.
• Increased visibility of programs and services through media events, mailings and City Council communications.
Lauren Nichols, EDFP, CGMS
Subject Matter Expert: CDBG-DR Policy

Lauren has been working in community development and disaster recovery for over 12 years and has managed CDBG-DR programs and staff for the last 10 years. She has held multiple roles directly designing, managing and implementing buyout, acquisition, economic development, rental, infrastructure, planning, and homeowner programs. In her most recent role, Lauren has supported the Texas General Land Office (GLO) in the program and process improvement of their buyout, acquisition, infrastructure and homeowner assistance programs, as well as developed training curricula for state.

KNOWLEDGE, SKILLS, and ABILITIES

- Buyout, Acquisition and Housing Incentive Programs
- Rental and Homeowner Programs
- Policy Development
- CDBG Program Design
- Public Engagement
- Project and Program Implementation
- Compliance Monitoring

YEARS OF EXPERIENCE
12 years

EDUCATION

- Masters of International Relations/Peace and Conflict Studies University of Queensland
- Bachelor of Arts in Modern European Languages and European Union Studies University of Edinburgh

CREDENTIALS

- Certified Economic Development Finance Professional (EDFP), National Development Council
- Certified Grants Management Specialist (CGMS), National Grant Writers Association

PROJECT SPECIFIC EXPERIENCE

Texas General Land Office (TX GLO), Recovery Program Support

Subject Matter Expert, Buyout and Acquisition for Redevelopment, Housing Incentives, Infrastructure and Homeowner Assistance Programs | 2019 – Present

In coordination with the TX GLO and the ICF program team, Lauren led and wrote the buildout of the Hurricane Harvey Local Buyout and Acquisition program. Lauren recommended expanding guidance on critical areas of compliance, policy and method of distribution considerations, procedures and additional guidance for subrecipients to be able to implement their local buyout, acquisition for redevelopment and housing incentive programs. This work culminated in a comprehensive program manual, with streamlined procedures and program forms, as well as additional engagement with and training for subrecipients, all aimed at increasing program participation, consistency and ensuring compliance.

Ms. Nichols is also providing support to the TX GLO homeowner assistance program in the interpretation, policy development and implementation of various components within HUD’s 2019 DOB Notices.

In addition to program support, Lauren develops and edits hour-long training modules for TX GLO staff and subrecipients on critical areas of compliance, such as procurement, duplication of benefits and financial management.
Lauren Nichols, EDFP, CGMS
Subject Matter Expert: CDBG-DR Policy

Louisiana Office of Community Development (OCD) Disaster Recovery Unit, Recovery Program Support
Director of Policy, Resilience and Strategic Initiatives | 2017 – 2019
Deputy Director of Policy, Resilience and Strategic Initiatives | 2015 – 2017
Disaster Recovery Economic Development Section Manager | 2011 – 2014

Lauren directed the development, design, and prioritization of programs, resilience efforts, and key strategic initiative strategies related to grants implemented by the agency. Programs implemented by OCD are funded through CDBG-DR for the recovery from Hurricanes Katrina/Rita (2005), Gustav/Ike (2008), Isaac (2012), the NDR competition (2015), and the 2016 Louisiana floods and corresponding CDBG mitigation (CDBG-MIT) funds, totaling over $16 billion. Programs implemented by OCD primarily address the long-term recovery needs of low-income households located in storm-impacted Louisiana in a manner that will make the state stronger, more resilient, and safer than before the storms. In this role, Lauren was responsible for standing up a section that included 4 direct report staff and a growing team of 15 staff. She directed the agency in the development, research, writing, analysis, and amendments of homeowner, rental housing, economic development, infrastructure and planning program policies and procedures, action plan amendments, program budgets, and unmet needs assessments. These efforts ensured that the agency complied with federal and state regulations; policies were efficient, implementable, and consistent; and best practices and lessons learned were incorporated into programmatic and agency decisions, to include lessons learned from previous programs, as well as identifying opportunities for including resilience in programs wherever possible.

Immediately prior to leaving the state, Lauren led the design, policy manual writing and standing up the implementation of the state’s most recent Buyout and Housing Incentive program, Restore LA Solution 4.

New York State Governor’s Office of Storm Recovery (GOSR) and GCR Incorporated
Director of Economic Development/Subject Matter Expert | 2014 – 2015

Lauren directed efforts related to the outreach, implementation, design, and unmet needs assessment to operationalize the GOSR economic development programs ($216.5 million), funded with CDBG-DR assistance. Economic development programs implemented by GOSR targeted activities that benefited low- to moderate-income households and resulted in the restoration of damaged businesses and retention of jobs in storm-impacted businesses. She directed the implementation of the Small Business Grant Program as well as analyzed and amended small business program policies and procedures to comply with GOSR priorities and applicable rules and regulations. Lauren hired and trained a team of 15 people to transition program implementation from consultants to in-house staff in an effort to reduce program implementation costs and streamline disbursement of program funds to storm-impacted businesses. She also represented GOSR in interagency negotiations and in regional economic development meetings and trainings.
Scott Keller
Subject Matter Expert: Strategic Communications

Scott has 30 years’ experience leading teams at the federal, state and local levels to successfully find solutions for some of government’s biggest problems. Scott works around the nation in developing complex housing finance options and finding creative solutions for communities recovering from disasters. From 2003 to 2007, Scott served as the Deputy Chief of Staff for the US Department of Housing and Urban Development (HUD) where he directed personnel, political, and policy matters for over 9,000 employees in Washington, D.C. and across the country.

<table>
<thead>
<tr>
<th>KNOWLEDGE, SKILLS, and ABILITIES</th>
<th>PROJECT SPECIFIC EXPERIENCE</th>
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<tbody>
<tr>
<td>Strategic Communications</td>
<td>United States Government</td>
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<tr>
<td>HUD CDBG-DR</td>
<td>Subject Matter Expert / Advisor</td>
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<tr>
<td>Disaster Recovery Programs</td>
<td>A self-described “Houser,” Scott most recently served on the Presidential Transition Team where he led the efforts to prepare both Secretary Ben Carson and Deputy Secretary Pamela Patenaude for their Senate confirmation hearings and to lead the Department of Housing and Urban Development (HUD) in their roles as the department’s principal staff.</td>
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<tr>
<td>Home Investment Partnerships Program</td>
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<tr>
<td>Public Housing Finance</td>
<td>During the Obama Administration, Scott worked closely with HUD and housing think tanks to improve program efficiency and performance, and during the Bush Administration he served as the Secretary’s most senior policy advisor as one of his chiefs of staff. President Bush nominated Scott for the position of Assistant Secretary for Congressional and Intergovernmental Relations in 2006.</td>
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<tr>
<td>Federal Funding Streams</td>
<td>Texas General Land Office (GLO), Hurricane Harvey</td>
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<td>Tax Credit</td>
<td>Subject Matter Expert / Advisor</td>
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<tr>
<td>National Disaster Resilience Competition</td>
<td>Scott counsels the Texas GLO regarding its management of five distinct and unprecedented FEMA housing recovery programs including: permanent and temporary housing repair, direct and multifamily leasing, and manufactured housing recovery programs. GLO’s programs and HORNE’s efforts will serve over 40,000 homeowners impacted by Hurricane Harvey.</td>
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</tbody>
</table>

YEARS OF EXPERIENCE
30 years

EDUCATION
Bachelor of Science in Finance and Economics Florida State University
Scott Keller
Subject Matter Expert: Strategic Communications

State of Florida, Action Plan for Hurricanes Hermine and Matthew and Advisory Services following Hurricane Irma

Subject Matter Expert | 2017
Scott counseled Florida leadership in how best to comply with HUD requirements in developing its action plan and unmet needs assessment to address Hurricanes Hermine and Matthew. Following Hurricane Irma, Scott work closely with state and federal government to assist in coordination and provided guidance on best practices and lessons learned from other disaster recovery efforts.

Northwell Health / Staten Island University Hospital (SIUH), Super Storm Sandy Mitigation Funds Consulting

Subject Matter Expert | March 2016 - Present
Scott provides expert consultation guiding the Hospital through the federal requirements associated with their coordinated match project which capitalizes on mitigation funds available to Super Storm Sandy grantees through multiple disaster recovery programs.

Texas GLO, Disaster Recovery Programs

Director of Housing Programs | August 2013 – Present
Scott currently oversees HORNE’s CDBG-DR programs across the State of Texas. His responsibilities include program oversight and client management services for $400 million in CDBG-DR housing funds. Scott directs program activities for Galveston County, City of Galveston, City of Houston, Lower Rio Grande Valley, and Southeast Texas. His responsibilities include client management, budget oversight, reporting oversight, and overall program compliance assurance. Scott works with the GLO leadership to ensure that benchmarks and milestones established are achieved on time and are in full compliance with the GLO program guidelines and HUD rules and regulations.

City of Houston, Action Plan and Unmet Needs Assessment

Project Manager | July 2016 – October 2016
Scott counseled the City of Houston’s leadership on program design and implementation for the 2016 CDBG-DR grant of more than $66 million. This Action Plan project included a comprehensive unmet needs assessment to address the May and October 2016 Floods leading to the design of a single-family home repair program, strategic buyout program and infrastructure program. His counsel and strategic relationships led to timely approval by the Department of Housing and Urban Development (HUD) without delay.

Colorado Department of Local Affairs, Action Plan and Unmet Needs Assessment

Subject Matter Expert / Advisor | 2013 – 2014
Scott counseled the Governor’s office and state recovery leadership on program design and implementation. His counsel led to unique solutions which expedited recovery resources in a compliant manner and identified inconsistent application of HUD requirements from region to region. Scott worked to bring the most favorable application to Colorado that yielded a successful recovery program.
POTENTIAL ADDITIONAL TEAM MEMBERS
THROUGH HORNE’S SECTION 3 PLAN
Lillian Jenkins has a decade of experience implementing meaningful Section 3 efforts and will oversee our Section 3 commitment to North Carolina.

Outreach To Section 3 Business Concerns

Lillian Jenkins
Section 3 & Fair Housing Coordinator

Lillian assists grantees across the country to implement successful Section 3 programs. She is recognized for achieving Section 3 compliance by marrying the complex regulatory requirements with practical implementation challenges.
Section 3 Hiring/Subcontracting Plan
M/WBE Utilization Plan

Outreach And Selection
HORNE serving North Carolina Recovery Programs since 2018.
Proven Recovery Results since 2006.
Sincerely,

HORNE LLP
Terry Traylor, CPA
Director of Finance