

STANDARD AGREEMENT - AMENDMENT

STD 213A (Rev. 4/2020)

 CHECK HERE IF ADDITIONAL PAGES ARE ATTACHED 133 PAGES

AGREEMENT NUMBER

16-NDR-12531

AMENDMENT NUMBER

1

Purchasing Authority Number

2240

1. This Agreement is entered into between the Contracting Agency and the Contractor named below:

CONTRACTING AGENCY NAME

Department of Housing and Community Development

CONTRACTOR NAME

MB3 Inc., dba Civix

2. The term of this Agreement is:

START DATE

June 28, 2019

THROUGH END DATE

December 31, 2024

3. The maximum amount of this Agreement after this Amendment is:

\$551,251.00 (Five hundred and fifty-one thousand two hundred and fifty-one dollars and zero cents)

4. The parties mutually agree to this amendment as follows. All actions noted below are by this reference made a part of the Agreement and incorporated herein:

A. Amendment to increase funding and extend the contract term to comply with HUD requirements, as outlined in the Original Scope of Work.

B. STD 213A, Item 2. The term of this Agreement, has been changed from Upon DGS Approval through June 30, 2023 to June 28, 2019 through December 31, 2024.

C. STD 213A, Item 3. The amount of this Agreement, has been increased by \$163,500.00 changing the agreement amount from \$387,751.00 to \$551,251.00.

D. Exhibit A, Authority, Purpose, and Scope of Work, is hereby deleted in its entirety and replaced with a new Exhibit A, Scope of Work, (Rev. 2/23) attached hereto and made a part hereof, reflecting the update of the vendor name, term date change, and making additional minor corrections.

E. Exhibit B, Budget Detail and Payment Provisions, is hereby deleted in its entirety and replaced with a new Exhibit B, Budget Detail and Payment Provisions, (Rev. 2/23), attached hereto and made a part hereof, reflecting the update of the vendor name and the increase in the budget amount, and making additional minor corrections.

F. Exhibit D, HCD Additional Contract Terms, (Rev. 2/23), attached hereto and made a part hereof, to reflect the update of the vendor name.

G. Exhibit E, CDBG-NDR Terms and Conditions, (Rev. 2/23), attached hereto and made a part hereof, to reflect the update of the vendor name.

H. Exhibit F, Civix Software Terms and Conditions, (Rev. 2/23), attached hereto and made a part hereof, to reflect the update of the vendor name, and making an additional minor correction.

I. Changes made to the Exhibits, in this Amendment, are shown as follows: Text additions are displayed in bold and text deletions are displayed with a strike through.

*All other terms and conditions shall remain the same.***IN WITNESS WHEREOF, THIS AGREEMENT HAS BEEN EXECUTED BY THE PARTIES HERETO.****CONTRACTOR**

CONTRACTOR NAME (if other than an individual, state whether a corporation, partnership, etc.)

MB3 Inc., dba Civix

CONTRACTOR BUSINESS ADDRESS

3300 Esplanade Ave, Suite 400

CITY

Metairie

STATE

LA

ZIP

70002

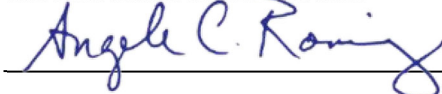
PRINTED NAME OF PERSON SIGNING

Angele C. Romig

TITLE

President

CONTRACTOR AUTHORIZED SIGNATURE



DATE SIGNED

6/19/23

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Purchasing Authority Number

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STATE OF CALIFORNIA

CONTRACTING AGENCY NAME

Department of Housing and Community Development

CONTRACTING AGENCY ADDRESS

2020 West El Camino Avenue, Suite 130

CITY

Sacramento

STATE

CA

ZIP

95833

PRINTED NAME OF PERSON SIGNING

Zeeshan Chaity

TITLE

Section Chief, Contract Services

CONTRACTING AGENCY AUTHORIZED SIGNATURE

Zeeshan Chaity

DATE SIGNED

06/19/23

CALIFORNIA DEPARTMENT OF GENERAL SERVICES APPROVAL



EXEMPTION (If Applicable)

EXHIBIT A

AUTHORITY, PURPOSE, AND SCOPE OF WORK

1. **MB3 Inc. dba Civix, formerly known as GCR Inc.**, hereafter referred to as the (“Contractor” or “Civix”), agrees to provide to the Department of Housing and Community Development, hereafter referred to as (“HCD” or “Department”), the services (“Work”) as described herein. Work will be paid for with Community Development Block Grant National Disaster Resilience (“CDBG-NDR”) federal funding awarded by the United States Department of Housing and Urban Development (“HUD”) through the National Disaster Resilience Completion **Competition** (“NDRC”).

In November of 2015, HCD submitted an application for funding under NDRC and was awarded approximately seventy million dollars to implement the Community and Watershed Resilience Program (“Program”) consisting of three project activities in Tuolumne County for resilient recovery from the Rim Fire, a federally declared disaster. The Program and its associated activities will assist in community recovery efforts and building resiliency for future disaster events. HCD coordinated the design of the Program and its three activities with 10 different local, state and federal contributors (“Core Team”). Some members of the Core Team will continue to provide guidance and support in the grant implementation processes for the Program and associated project activities. Some of the Core Team members will receive an award of CDBG-NDR funding from HCD (“subgrantee”) via grant agreements with HCD. These subgrantees shall be responsible for implementing the three projects and their associated activities. HCD will be responsible to HUD for grant administration and ensuring program and activity compliance with federal laws and regulations associated with CDBG-NDR funding. Contractor shall provide CDBG-NDR Technical Assistance (TA) and training to support HCD and all Subgrantees in implementation of the three project activities.

2. The Work shall be provided onsite at HCD or Grantee offices or remotely as needed by subgrantees and HCD. Work shall be provided during hours of 8:00 am to 5:00 pm, Pacific Time, Monday through Friday, excluding State observed holidays, as applicable.
3. Reimbursement for Work performed will be done on hourly staff time. No travel, supplies or equipment will be reimbursed under this Agreement.
4. The Representatives during the term of this Agreement will be:

Department of Housing and Community Development	GCR Inc. CIVIX
Section/Unit: DFA/Contract Management	Section/Unit: N/A
*Contract Manager: Patrick Talbott Susan Naramore	Project Manager: Nathan Cataline
Address: 2020 West El Camino Avenue, Suite 500	Address: 2021 Lakeshore Drive, Suite 500 3300 Esplanade Ave, Suite 400
Sacramento, CA 95833	New Orleans, LA 70122 Metairie, LA 70002
Phone: (916) 263- 2297 0371	Phone: (504) 304-0687
Email: Patrick.Talbott@HCD.CA.gov Susan.Naramore@hcd.ca.gov	Email: ncataline@gcrincorporated.com NCataline@gocivix.com

EXHIBIT A

**HCD shall have the right to change the Contract Manager from time to time throughout the term of this Agreement. Such change shall not require the consent of Contractor. HCD shall notify Contractor in writing of the name of the new Contract Manager within 30 days of his or her appointment to such position. Such written notice shall constitute an amendment to this Agreement.*

5. Specifications and Detailed Description of Work

Team of qualified staff: **As of the effective date of this Agreement, GCR CIVIX and HCD agreed upon the qualified team of staff listed in Exhibit B, which HCD worked with under the 16-NDR-11271. Resumes of those staff are included in Attachment A of this Agreement. As of the effective date of Amendment 1, CIVIX and HCD have since agreed upon the updated qualified team of staff listed in Exhibit B, and that subcontractors will not be used for remaining work under the Agreement.** These staff will be available during the term of this Agreement for work on NDR TA activities.

Tasks listed below are contingent upon the status of the NDR project activity and third parties involved in implementation. Delays in project activity implementation, anticipated or unanticipated, will cause dates of task listed below to be changed. These implementation changes shall not be a cause for an amendment to this Agreement.

A. Tasks Assignment 1: Coordination Meetings:

Contractor Primary staff shall participate in up to ~~five~~ **ten (5 10)** monthly one-hour coordination meetings with HCD and other NDR Partners. Contractor will generate draft agenda, using HCD format, and provide to meeting attendees 48 hours prior to each meeting. Within 48 hours after a meeting, Contractor will provide detailed follow up notes/action items, using HCD format. Some monthly meetings may not always be necessary or there may be a need for multiple meetings in a month in order to resolve an issue or provide capacity technical assistance. Each meeting will last up to one hour:

- 1) ~~Bi-Monthly~~ **As needed** technical assistance (TA) meetings with HCD staff. HCD staff will set and lead the meeting. ~~GCR CIVIX~~ will provide meeting agendas using HCD template. Agenda will cover specific TA topics and deliverables on overall NDR compliance and each pillar. After meeting, ~~GCR CIVIX~~ will provide meeting notes and action items using HCD template.
- 2) Bi-Monthly Core Team calls with all NDR Partners. HCD staff will set and lead the meeting. ~~HCD staff~~ **CIVIX** will provide agenda and follow up meeting notes. ~~GCR CIVIX~~ staff will join the call and provide guidance, as needed, to the Core Team on CDBG-NDR compliance, as well as advice on managing project implementation and recommending TA and capacity to overcome identified challenges.
- 3) Monthly Community Resilience Center (CRC) project coordination meetings. ~~HCD~~ **Tuolumne County** staff will set and lead the meeting. **As needed, GCR CIVIX** will

EXHIBIT A

assist and provide agendas using HCD template. Agenda will cover specific TA topics and deliverables/action items regarding the CRC pre-development, and after CRC approvals, discussions on CRC implementation and compliance. **As needed, GCR CIVIX will assist and** provide notes with follow action items using HCD template.

- 4) Monthly Forest and Watershed Health Project (FWHP) coordination meetings. ~~HCD~~ **The US Forest Service (USFS) and/or Sierra Nevada Conservancy (SNC)** will set and lead the meeting. **As needed, GCR CIVIX** will provide meeting agendas using HCD template. Agenda will cover TA topics and deliverables/action items regarding FWHP implementation and compliance. **As needed, GCR CIVIX** will provide meeting notes and action items using HCD template.
- 5) Monthly Biomass Utilization ~~facility~~ **Fund (BUF)** project coordination meetings. ~~HCD~~ **Rural Communities Assistance Corporation (RCAC) and/or SNC** will set and lead the meeting. **As needed, GCR CIVIX** will provide agendas using HCD template. Agenda will cover TA topics and deliverable/action items regarding BUF and how best to address barriers or to facilitate implementation of BUF projects. **As needed, GCR CIVIX** will provide meeting notes and action items using HCD template.

HCD may increase or reduce the number of monthly meetings, based on HCD staff availability and need.

B. Tasks Assignment 2: Support of HCD and Subgrantees on Federal Overlay Compliance Processes:

Contractor shall work with HCD to ensure that applicable federal overlay compliance standards required for the State of California are met and documented. Follow up from initial overlay compliance technical assistance will be needed to ensure HCD continues with compliance processes and documentation. Contractor will also support subgrantees in their ongoing federal and state compliance processes. This technical assistance includes updated guidance on federal compliance that HUD has changed, via federal register notice, etc. The following ~~are~~ **is** a list of some of the federal overlay compliance processes that HCD anticipates having support on from Contractor:

- 1) HCD ~~NEPA/CEQA~~ **National Environmental Policy Act/California Environmental Quality Act (NEPA/CEQA)** environmental review process for FWHP Fuel Break activities, including USFS and **Bureau of Land Management (BLM)**.
- 2) HCD NEPA/CEQA environmental review process for BUF projects, prior to release of implementation funding.
- 3) HCD Prevailing Wage compliance documentation process for BUF project construction.

EXHIBIT A

- 4) HCD and Subgrantee TA on Limited English Proficiency (LEP) plan, Equal Opportunity, Section 504, Section 3, citizen participation.
 - 5) Subgrantee Prevailing Wage process for CRC, BUF and FWHP project activities.
 - 6) Subgrantee **Uniform Relocation Act (URA)** Real Property Acquisition compliance for CRC and BUF project activities.
- C. Tasks Assignment 3: Support of HCD and Subgrantees on Federal Reporting Processes:

Contractor shall work with HCD to ensure that applicable state and federal reports are submitted in a timely fashion. Contractor will also support subgrantees in their ongoing federal reporting processes. This technical assistance includes updated guidance on federal reporting in Disaster Recovery Grant Reporting (DRGR) system. The following is a list of some the federal and state reporting that HCD anticipates having support on from Contractor:

- 1) Assisting HCD with DRGR data management and reporting for generating accurate timely reports to HUD.
- 2) Submittal of HCD semi-annual Davis Bacon Labor standards reports to HUD.
- 3) HCD Annual Plan and Comprehensive Plan (every five years) submitted annually in August.
- 4) Subgrantees submission of Davis Bacon Labor standards reporting to HCD.
- 5) Subgrantees submission of Annual Performance Reports (APR) to HCD.

HCD may increase or reduce the number of reports that are supported by the Contractor, based on increased requirements.

- D. Tasks Assignment 4: Review of HCD Agreements and Project Documents:

Contractor shall review HCD agreements with subgrantees and consultants. Contractor will review compliance/policy language in these documents prior to execution and implementation. Contractor will review agreement scopes of work for compliance with HUD eligible activity, national objective and eligible costs standards, per the NDRC application and federal regulations. Compliance comments from the Contractor will be incorporated as needed into the final documents. The following are is a list of some of the documents which HCD anticipates having reviewed by the Contractor:

- 1) BUF Community Based Development Organization (CBDO) agreements, including eligibility documents for non-profit entities.

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- 2) BUF project funding documents: planning grant program and financing program guidelines; financing securitization agreements.
- 3) California Conservation Corp (CCC) agreements.
- 4) County CRC agreements for: real property acquisition, architectural final plans and ~~specs~~ **specifications**, construction bid documents, construction agreements and amendments, non-profit lease agreements.
- 5) USFS contracting documents for ~~fuel~~ break **FWHP** activities.

HCD may increase or reduce the number of reviewed agreements and project documents.

E. Tasks Assignment 5: Subgrantee Procurement Compliance Reviews:

Contractor shall review HCD and Subgrantee procurement processes for compliance **with** HUD standards prior to **procurement** execution. ~~GCR CIVIX~~ will review agreements, contracts and program documents CDBG-NDR compliance. **Contractor will** ~~Ensure~~ scopes of work in NDR agreements meets HUD standards contained in the Phase 2 application. HCD will ensure Compliance comments from the Contractor are incorporated. The following is a list of documents which HCD anticipates having to be reviewed by the Contractor:

- 1) Review and provide guidance to CBDO on **three (3)** BUF pillar procurements **needed for BUF project implementation**: ~~three (3), for business development specialist, environmental review services and labor standards services needed for BUF project implementation.~~
- 2) Review and provide guidance to County **for CRC** procurements, ~~of~~ appraisal services, real property acquisition and construction **services** for each CRC.
- 3) Review of County CRC change orders Cost Reasonableness analysis.
- 4) Review and guidance on USFS procurements for ~~fuels~~ reduction service contracts, rangeland infrastructure construction contracts, fuel break service contracts, reforestation service contracts.
- 5) Review USFS change order Cost Reasonableness analysis.

HCD may increase or reduce the number of procurement reviews as needed, based on need for additional procurement work required by HCD or subgrantees.

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F. Tasks Assignment 6: Software Support:

As needed, Contractor shall provide support for use of their proprietary software, GrantCentral. Support will allow ease of use by HCD staff and subgrantees. The following ~~are~~ **is** a list of some of the support which HCD anticipates having to be done by the Contractor:

- 1) Provide minor text and formatting adjustments to software.
- 2) Provide webinar trainings to HCD and subgrantees on use of GrantCentral to process funds requests, loading performance metrics data and reports.
- 3) Phone calls with HCD or Partners to review GrantCentral functions and processes.
- 4) Download all data and documentation from GrantCentral to HCD system for final files of records storage by HCD.

GrantCentral software will be supported to allow for consistent reporting and accounting.

G. Tasks Assignment 7: Obtaining HUD Approval of NDR Amendments and Waivers:

Contractor shall provide support to HCD on submitting action plan amendments and waiver requests to HUD:

- 1) Substantial amendments NDR Action Plan.
- 2) Federal Register waiver requests.

~~GCR~~ **CIVIX** will assist with generating a suitable justification for each amendment or waiver request, give guidance on public comment and submittal process.

H. Tasks Assignment 8: Assist with Subgrantee Monitoring:

Contractor shall provide support to Subgrantees on monitoring conducted by HCD on an annual basis. The following ~~are~~ **is** a list of some of the support which HCD anticipates having the Contractor complete:

- 1) Annual webinar trainings on use of updated forms and process for NDR reporting and record keeping in preparation for monitoring.
- 2) Support HCD staff on annual review process.
- 3) Support in subgrantee monitoring preparation. Provide guidance on resolution of monitoring issues found with Subgrantees.

EXHIBIT A

Subgrantee monitoring will be done using site visits to review NDR files using HCD monitoring checklists. HCD staff will review NDR documents in the subgrantee's office. HCD staff may also have subgrantee submit documentation for HCD staff to review at their desk.

I. Tasks Assignment 9: Assist with HUD or (OIG) Office of Inspector General Monitoring:

Contractor shall provide support to HCD and subgrantees during preparation for HUD or OIG monitoring. Contractor will provide support during monitoring issue follow up and resolution. The following are is a list of some of the support which HCD anticipates having to be done by the Contractor:

- 1) Review of HCD compliance files prior to HUD or OIG monitoring to identify any gaps in documentation.
- 2) Review of subgrantee compliance files prior to HUD or OIG monitoring to identify any gaps in documentation.
- 3) Support HCD and subgrantee responses to HUD monitoring issues.

HUD and OIG monitoring will be done at HCD's office. Contractor staff will come on site and facilitate preparation of files for HCD and subgrantees.

J. Tasks Assignment 10: Assist HCD with Close out of Subgrantee Agreements and HUD Agreement:

Contractor shall provide support to HCD and subgrantees during preparation for the Agreement Close-out process. Subgrantee close outs will take place after all activities are completed and eligible funds are expended. HUD close out will take place just prior to expiration of the HUD grant agreement with HCD. Contractor will provide support during close-out process to ensure HCD reconciliations are completed, and final reports are submitted to HUD. The following are is a list of some of the support which HCD anticipates having to be done by the Contractor:

- 1) **As needed, develop, implement and** Review of HCD's close out process for subgrantees to ensure all final compliance is documented.
- 2) **As needed, develop, implement and** Review of HCD's close out process for HUD grant to ensure all final steps are taken for grant close out in accordance with HUD standards.

HCD and HUD close outs will be done at HCD's office. Contractor staff facilitate close out reviews offsite.

EXHIBIT A

K. Performance Requirements/Milestones

- 1) Per Federal Register Notice FR-5936-N-01, all agreements/contracts which are paid for with NDR funding must have performance milestones and penalties. The performance milestones listed below are only for key components of the Work, therefore they do not reflect all Work and deliverables listed above.
- 2) The following are the performance milestones included in this Agreement:
 - a) Contractor staff will meet at least monthly, in-person or by phone, with HCD and subgrantees during the term of this Agreement.
 - b) Within one month of signing this Agreement, Contractor shall complete an evaluation of tasks listed above. Based on the evaluation, Contractor will work with HCD staff to generate a list of priorities for the Tasks in the Work above. Contractor will provide a timeline for completing work based on how the prioritization will allow HCD to meet NDR implementation by September 30, 2022.
 - c) Within three months of signing this Agreement, Contractor shall have assisted HCD and subgrantees to prepare for HUD monitoring in September 2019.
 - d) Within six months after execution of this Agreement, Contractor shall assist HCD with reconciling all three data base systems, GrantCentral, CAPES and DRGR so that all systems contain the same terms and similar budgeting systems.
 - e) Within 12 months after execution of this Agreement, Contractor shall provide TA to HCD and subgrantees which enables annual monitorings to take place per the Tasks described above.
 - f) Within 18 months after execution of this Agreement, Contractor will evaluate potential waiver requests or action plan amendments needed to facilitate completion of the HUD grant activities.
 - g) Within 24 months after execution of this Agreement, Contractor will facilitate any waiver needed for lowing expenditure requirement associated with low moderate income national objective compliance.
 - h) Within 36 months after execution of this Agreement, Contractor will complete capacity building technical assistance needed for NDR grant close out.

EXHIBIT A

- i) **Within 12 months after effective date of this Amendment 1, Contractor will complete and deliver to HCD a web-based story map for Community and Watershed Resilience Program (CWRP) data.**
- j) **Within 12 months after execution of this Amendment 1, Contractor will deliver a CRC Toolkit, to include data, information, and narratives for the processes to develop future community resilience centers.**
- k) **Within 12 months after execution of this Amendment 1, Contractor will deliver a FWHP Toolkit, to include data, information, and narratives for the process of developing future forest and watershed health programs.**

L. Performance Penalties

HCD reserves the right to withhold ten percent of Contractor payment amount if any of the performance milestones listed above is not reached. Such retained amount shall be withheld until Contractor documents to the satisfaction of HCD that they have come into compliance with the above performance measures. Contractor shall be excused from the performance obligations of Section K.1) above to the extent that Contractor's non-compliance is as the result of HCD failure to perform under this Agreement and such failure prevented contractor from timely satisfying the applicable performance milestone. HCD will use reasonable efforts to ensure subgrantees and their subrecipients and contractors cooperate with Contractor in providing TA and capacity building.

M. Effective Date and Term

- 1) This Agreement is effective ~~upon California Department of General Services (DGS) approval June 28, 2019.~~ The termination date of this **Agreement is June 30, 2023** **December 31, 2024**, with the option for HCD to extend the term for one additional year using the same hourly consulting rates in Exhibit B. No services shall be provided before approval by DGS, or after the termination date.
- 2) HCD reserves the right to amend this Agreement at any time during the term of the Agreement, or extend the term of this Agreement, should it become necessary. Amendments to this Agreement will be in effect upon approval by DGS.

EXHIBIT B
BUDGET DETAIL AND PAYMENT PROVISIONS

1. Agreement Amount

The total amount of this Agreement shall not exceed: ~~\$387,751.00~~ **\$551,251.00.**

2. Billing Schedule

HCD is securing GCR **CIVIX** with subcontractors to provide capacity building for HCD staff and Grantees. Increased capacity will result from training and technical assistance Work provided by GCR **CIVIX** staff listed below. The Contractor shall provide staff time to complete the tasks listed above over the period of this Agreement at the rates specified below. Per the proposal, the Contractor shall provide a project manager who will serve as the primary coordinator for Contractor's delivery of TA and capacity building under this Agreement. Other GCR **CIVIX** staff and subcontractor staff listed below shall support the HCD contract manager and be used to directly provide training and technical assistance to HCD, subgrantees and Core Team members.

HCD is also requiring the Contractor to manage a web-based grant management software system, GrantCentral. The Contractor shall **provide** technical assistance in support of the software as needed to facilitate the completion of the grant.

GCR Inc. CIVIX	Title	Hourly Rate
Primary Staff:		
Ted Guillot	Project Director	\$206.40
Nathan Cataline	Project Manager	\$116.57
Adrienne Duncan	Senior Technical Advisor	\$116.57
Secondary Staff:		
Jennifer Day Kesha Simons	Senior Technical Advisor	\$116.57
Matthew Pangrazio Jared Lee	Senior Technical Advisor	\$116.57
Diana Searl	Senior Technical Advisor	\$116.57
Ella Camburnbeck Landis	Senior Technical Advisor	\$116.57
Angie Traill	Senior Technical Advisor	\$116.57
Cesar Castro Melissa Campbell	Senior Technical Advisor	\$116.57
Krista Lois Colson	Senior Technical Advisor	\$116.57
Annie Stocklin	Senior Technical Advisor	\$116.57
Allison Ulrich	Senior Technical Advisor	\$116.57
Patricia Weisner	Senior Technical Advisor	\$116.57
Chad Carson	Senior Technical Advisor	\$116.57

EXHIBIT B

Simone Flores	Senior Technical Advisor	\$116.57
Michelle Plaugic	Senior Technical Advisor	\$116.57
Simon Penning Megan Hruska	Analyst	\$80.00
—Lyneisha Jackson	Analyst	\$80.00
—Jamiela Sekou	Analyst	\$80.00
Kevin Viola	Data Analyst	\$83.00
David Elkins	Developer	\$104.00
Sub-Contractors		
KW Consultants		
Secondary Staff:		
—Kathleen Weissenberger	Principal	\$116.57
APTIM		
Primary Staff:		
—Jordanna Rubin	Senior Manager	\$129.60
Secondary Staff:		
—Jo Carol	CDBG-DR SME	\$150.00
—Jeffrey Daughters	Fiscal Manager	\$ 96.00
—Angela Lawson	Senior Manager	\$129.60
—Tom Machen	Labor Standards, SME	\$170.00
—Kathy Kinsland	Environmental, SME	\$150.00
—Jonathon Hunt	Procurement, SME	\$ 96.00

3. Invoicing and Payment

- A. For services satisfactorily rendered, and upon receipt and approval of monthly Funds Request forms with invoices and documentation of staff time and materials, HCD agrees to compensate the Contractor the monthly invoice amount. Contractor and HCD will use a task assignment billing schedule to track Work and ensure there is sufficient funding under this Agreement to complete all Tasks prior to expiration of HUD NDR funding.

All supplies, travel and staff time costs are included in the above hourly rates. Because successful implementation of Work under this Agreement is based on key “Primary Staff” listed above, these staff shall not have any substitutions made without a formal written approval. GCR CIVIX Secondary support staff may be charged under this Agreement and

EXHIBIT B

these staff may be substituted without formal written HCD approval, but they will not be used in place of key staff listed above.

- B. Invoices must include this Agreement number and an invoice number. Handwritten Agreement number is not acceptable.
- C. Invoices shall be submitted not more frequently than monthly, in arrears, ~~to~~ **through the online eCivis Grants Network portal at https://gn.ecivis.com/GO/gn_home**

Department of Housing & Community Development
Grant Management Section
~~2020 West El Camino Avenue, Suite 500~~
Sacramento, CA 95833
Attn: Patrick Talbott

4. Budget Contingency Clause

- A. All agreements/contracts, except for State construction projects that are funded in whole or in part by the Federal government, must contain a 30-day cancellation clause and the following provisions:
 - 1) It is mutually understood between the parties that this contract may have been written for the mutual benefit of both parties before ascertaining the availability of congressional appropriation of funds to avoid program and fiscal delays that would occur if the contract were executed after that determination was made.
 - 2) This contract is valid and enforceable only if sufficient funds are made available to the State by the United States Government for the fiscal year 2018-2019 for the purpose of this program. In addition, this contract is subject to any additional restrictions, limitations, or conditions enacted by the Congress or to any statute enacted by the Congress that may affect the provisions, terms, or funding of this contract in any manner.
 - 3) The parties mutually agree that if the Congress does not appropriate sufficient funds for the program, this contract shall be amended to reflect any reduction in funds.
 - 4) The Department has the option to invalidate the contract under the 30-day cancellation clause or to amend the contract to reflect any reduction in funds.
- B. Exemptions from provisions 4.A.1) through 4.A.4) above may be granted by the Department of Finance provided that the director of the State agency can certify in writing that Federal funds are available for the term of the contract.
- C. GC § 8546.4(e) provides that State agencies receiving Federal funds shall be primarily responsible for arranging for Federally required financial and compliance audits, and shall

EXHIBIT B

immediately notify the Department of Finance, the State Auditor, and the State Controller when they are required to obtain Federally required financial and compliance audits.

- D. It is mutually agreed that if the Budget Act and/or HUD's award to HCD of the current year and/or any subsequent years covered under this Agreement does not appropriate sufficient funds for the contract, this Agreement shall be of no further force and effect. In this event, HCD shall have no liability to pay any funds whatsoever to Contractor or to furnish any other considerations under this Agreement and Contractor shall not be obligated to perform any provisions of this Agreement.
- E. If funding for any fiscal year is reduced or deleted by the Budget Act and/or HUD's award to HCD for purposes of this Agreement, HCD shall have the option to either cancel this Agreement with no liability occurring to HCD or offer an Agreement amendment to Contractor to reflect the reduced amount.

5. Prompt Payment Clause

Reimbursement Payment will be made in accordance with, and within the time specified in, Government Code Chapter 4.5, commencing with Section 927.

EXHIBIT D
HCD ADDITIONAL CONTRACT TERMS

1. Interpretation

In the interpretation of this Agreement, any inconsistencies between the State of California General Terms and Conditions (GTC - 04/2017) and the terms of this Agreement and exhibits or attachments shall be resolved in favor of the GTC – 04/2017.

2. Contract Manager

HCD may change the Contract Manager by notice given to the Contractor at any time by the Director of HCD or by his/her designee.

3. Publications and Reports

A. Unless otherwise provided for in this Agreement, Contractor shall:

- 1) Incorporate any comments or revisions required by the State into any publication or report and shall not publish any material until it receives final written State approval.
- 2) Furnish two copies of each publication and report required plus one reproducible original.

B. Illustrations, maps and graphs in summaries and publication and reports shall be developed in a manner which allows the complete illustration to be contained on a single 8-1/2 by 11 page unless specific written approval is given to the contrary.

C. Graphs, illustrations and printed materials shall be printed in a single color throughout each publication unless prior written State approval is granted.

D. Contractor's name shall appear only on the cover and title page of publications and reports and summaries. Covers and title pages will read as follows:

DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT
TITLE OF PUBICATION
BY (CONTRACTOR)

E. The State reserves the right to use and reproduce all publications and reports and data produced and delivered pursuant to this Agreement.

F. In the publication and/or report are prepared by nonemployees of HCD, it shall contain the numbers and dollar amounts of all contracts and subcontracts relating to the preparation of the report in a separate section of the report (Government Code Section 7550).

EXHIBIT D

4. Progress Reports

Except as otherwise specified, in writing, by HCD, Contractor shall provide for a progress report in writing, or orally if approved by the Contract Manager, at least once a month. This progress report shall include, but not be limited to, a statement that the Contractor is or is not on schedule, any pertinent reports or interim findings, and an opportunity to discuss any difficulties or special problems so that remedies can be developed as soon as possible.

5. Presentation

Upon request, Contractor shall meet with HCD to present any findings, conclusions and recommendations required per this Agreement.

6. Report Delivery

All reports, or other communications except invoices, are to be delivered to the Contract Manager, as outlined in Exhibit A.4.

7. HCD Staff

HCD staff shall be permitted to work side by side with Contractor's staff to the extent and under conditions that may be directed by the Contract Manager. In this regard, HCD staff will be given access to all data, working papers, etc., which Contractor may seek to utilize.

8. Confidentiality of Data and Documents

- A. Contractor will not disclose data or documents or disseminate the contents of the final or any preliminary report without the express prior written permission of the Contract Manager.
- B. Permission to disclose information or documents on one occasion, or public hearings held by HCD relating to the same, shall not authorize Contractor to further disclose such information or documents on any other occasion.
- C. Contractor will not comment publicly to the press or any other media regarding its data or documents, or HCD's actions on the same, except to HCD staff, Contractor's own personnel involved in the performance of this Agreement, or at a public hearing, or in response to questions from a legislative committee.
- D. If requested by HCD, the Contractor shall require each of its employees or officers, who will be involved in the performance of this Agreement, to agree to the above terms in a form to be approved by HCD, and shall supply HCD with evidence thereof.
- E. To the extent that HCD has approved the use of subcontractors in this Agreement, Contractor shall include in its agreements with each approved subcontractor the foregoing provisions related to the confidentiality of data and the non-disclosure of the same.
- F. 90 days after any data or documents submitted has become a part of the public records of the State, Contractor may, if it wishes to do so at its own expense and upon written

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approval by the Contract Manager, publish or utilize the same but shall include the following legend:

Legal Notice

This report was prepared as an account of work sponsored by HCD, but does not necessarily represent the views of HCD or any of its employees except to the extent, if any, that it has formally been approved by HCD. For information regarding any such action, communicate directly with HCD at P.O. Box 952050, Sacramento, California, 94252-2050. Neither HCD nor the State of California, nor any officer or employee thereof, or any of its contractors or subcontractors makes any warranty, express or implied, or assumes any legal liability whatsoever for the contents of this document, nor does any party represent that use of the data contained herein would not infringe upon privately owned rights.

9. Provisions Relating to Data

- A. "Data" as used in this Agreement means recorded information, regardless of form or characteristics, of a scientific or technical nature. It may be, for example, document research, experimental, developmental or engineering work; or be used to define a design or process; or support a premise or conclusion asserted in any deliverable document called for by this Agreement. The data may be graphic or pictorial delineations in media, such as drawings or photographs, charts, tables, mathematical modes, collections, extrapolations of data or information, etc. It may be in machine form, punched cards, magnetic tape, computer printouts, or retained in computer memory.
- B. "Proprietary data" is such data as the Contractor has identified in a satisfactory manner as being under Contractor's control prior to commencement of performance of this Agreement and which has been reasonably demonstrated as being of a proprietary force and effect at the time this Agreement is commenced.
- C. "Generated data" is that data which a Contractor has collected, collated, recorded, deduced, read out or postulated for utilization in the performance of this Agreement. Any electronic data processing program, model or software system developed or substantially modified by the Contractor in the performance of this Agreement at State expense, together with complete documentation thereof, shall be treated in the same manner as generated data.
- D. "Deliverable data" is that data which under terms of this Agreement is required to be delivered to the State. Such data shall be property of the State.
- E. "Generated data" shall be the property of the State unless and only to the extent that it is specifically provided otherwise herein.
- F. As to generated data which is reserved to the Contractor by express terms and as to any preexisting or proprietary data which has been utilized to support any premise, postulate or conclusion referred to or expressed in any deliverable hereunder, Contractor shall preserve the same in a form which may be introduced in evidence in a court of competent jurisdiction at Contractor's own expense for a period of not less than three years after

EXHIBIT D

receipt by the State of the final report or termination of this Agreement and any and all amendments hereto, or for three years after the conclusion or resolution of any and all audits or litigation relevant to this Agreement, whichever is later.

- G. Prior to the expiration of such time and before changing the form of or destroying any such data, Contractor shall notify the State, in writing, of any such contemplated action. The State may within 30 days after said notification determine whether it desires said data to be further preserved and, if State elects, the expense of further preserving said data shall be paid for by State. Contractor agrees the State shall have unrestricted reasonable access to the same during said three-year period and throughout the time during which said data is preserved in accordance with this Agreement, and Contractor agrees to use best efforts to furnish competent witnesses or identify such competent witnesses to testify in any court of law regarding said data.

10. Amendments

Amendments to this Agreement are allowed and shall follow the rules and guidelines outlined in the State Contracting Manual (SCM) Vol 1, including but not limited to the following:

- A. The time for performance of the tasks and items within the budget may be changed with prior written approval of the Contract Manager. However, the term of this Agreement or contract amount may only be changed by formal amendment.
- B. HCD reserves the right to amend this Agreement at any time during this Agreement term, should it become necessary to complete the agreed upon Work outlined in the Original Agreement and upon approval by HCD/DGS.
- C. The amendment may add funds and/or extend the term of this Agreement for additional time.
- D. Dollar amount and timeframe shall be determined based on the procurement method used.

11. Approval of Product

Each product to be approved under this Agreement shall be approved by the Contract Manager. HCD's determination as to satisfactory work shall be final absent fraud, mistake or arbitrariness.

12. Substitutions

Contractor's key personnel as indicated in its proposal may not be substituted without prior Contract Manager's written approval. Notice to either party may be given by first class mail properly addressed, postage fully prepaid, to the address beneath the name of each respective party. Such notice shall be effective when received as indicated by post office records. Alternatively, notice may be given by personal delivery by any means whatsoever to the party and such notice shall be deemed effective when delivered.

EXHIBIT D

13. **Waiver**

No waiver of any breach of this Agreement shall be held to be a waiver of any other or subsequent breach. All remedies afforded in agreement shall be taken and construed as cumulative; that is, in addition to every other remedy provided therein or by law. Failure of State to enforce at any time the provisions of this Agreement, or require at any time performance by

Contractor of any provisions shall in no way be construed to be a waiver of such provisions not to affect the validity of this Agreement or the right of the State to enforce said provisions.

14. **Agreement is Complete**

Other than as specified herein, no document or communication passing between the parties hereto shall be deemed a part of this Agreement.

15. **Captions**

The clause headings appearing in this Agreement have been inserted for the purpose of convenience and ready reference. They do not purport to and shall not be deemed to define, limit or extend the scope or intent of the clauses to which they pertain.

16. **Public Hearings**

If public hearings on the subject matter dealt with in this Agreement are held within one year from this Agreement's expiration date, the Contractor shall make available to testify the personnel assigned to this Agreement at the hourly rates specified in the Contractor's proposed budget. The State will reimburse Contractor for travel of said personnel at the contract rates for such testimony, as may be requested by the State.

17. **Force Majeure**

Neither party shall be liable to the other for any delay in or failure of performance, nor shall any such delay in or failure of performance constitute default, if such delay or failure is caused by "Force Majeure." As used in this section, "Force Majeure" is defined as follows: Acts of war and acts of god such as earthquakes, floods, and other natural disasters such that performance is impossible.

18. **Permits and Licenses**

Contractor shall procure and keep in full force and effect during the term of this Agreement all permits, registrations and licenses necessary to accomplish the work specified in this Agreement, and give all notices necessary and incident to the lawful prosecution of the work. Contractor shall keep informed of, observe, comply with, and cause all of its agents and employees to observe and comply with all prevailing Federal, State, and local laws, and rules and regulations made pursuant to said Federal, State, and local laws, which in any way affect the conduct of the work of this Agreement. If any conflict arises between provisions of the plans and specifications and any such law above referred to, then the Contractor shall immediately notify the State in writing.

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19. Litigation

The State, promptly after receiving notice thereof, shall notify the Contractor in writing of the commencement of any claim, suit, or action against the State or its officers or employees for which the contractor must provide indemnification (refer to GTC-04/2017) under this Agreement. To the extent permitted by law, the State shall authorize the Contractor or its insurer to defend such claims, suits, or actions and shall provide it or its insurer, at the Contractor's expense, information and assistance both necessary and available for such defense. The failure of the

State to give such notice, information, authorization or assistance, shall not relieve the Contractor of its indemnification obligations. The Contractor shall immediately notify the State of any claim or action against it, which affects or may affect this Agreement, the terms and conditions hereunder, or the State, and shall take such action with respect to said claim or action which is consistent with the terms of this Agreement and the interest of the State.

20. Insurance Requirements

A. The Contractor shall not commence performance, on-site at any HCD property, under this Agreement until the Contractor has provided HCD with a certificate of insurance stating that there is liability insurance presently in effect for the Contractor with a Combined Single Limit (CSL) of not less than \$1M per occurrence and the following:

- 1) Commercial General Liability: \$1M per occurrence bodily injury, property damage and products and completed operations, \$2M general aggregate.

The certificate holder should be:

California Department of Housing and Community Development
2020 West El Camino Avenue
Sacramento, CA 95833

- 2) Description of Operations should read:

The certificate of insurance must include the following provision: *The State of California, its officers, agents, employees, and servants are included as additional insureds, but only with respect to work performed for HCD under this contract.*

- 3) The Contractor shall provide written notice to HCD within two (2) business days of any cancellation, non-renewal, or material change that affects required insurance coverage.
- 4) Contractor must maintain Worker's Compensation insurance for all employees that are participating in the work contemplated by this Agreement.

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21. Severability

If any provision of this Agreement is held invalid by a court of competent jurisdiction, such invalidity shall not affect any other provision of this Agreement and remainder of this Agreement shall remain in full force and effect. Therefore, the provisions of this Agreement are and shall be deemed to be severable.

22. Disputes

- A. Except as otherwise provided in this Agreement, any dispute arising under or relating to the performance of this Agreement, which is not disposed of by mutual agreement of all parties shall be decided via a two-tier resolution process. First, the parties with a dispute will present their dispute documentation to the Contract Manager for review and resolution. If the dispute cannot be resolved by the Contract Manager, then it will be presented to HCD's Deputy Director or designated Executive staff. The decision of the Deputy Director/Executive staff shall be final, conclusive and binding on both parties.
- B. Contractor shall continue to perform its obligations under this Agreement during any dispute, unless HCD directs otherwise.
- C. In the event of any litigation, proceeding or dispute arising out of this Agreement or the need to interpret any language or provision of this Agreement, California law will apply and California courts will decide all such matters as the exclusive forum for such matters.

23. Suspension or Termination

A. Suspension of Work:

The Director or Acting Director of HCD, or his/her designee, by written order may suspend the work of the Contractor, or any portion thereof, for any period up to ninety (90) days, as the Director or his/her designee may deem necessary and for any reason. Any equitable adjustment shall be made in the delivery schedule or contract price, or both, and this Agreement shall be modified in writing accordingly if the stop work order results in an increase in the time required for, or in the Contractor's cost properly allowable to, the performance of any part of this Agreement. In any event, the final total of additional payments shall not exceed the sum provided for in this Agreement unless this Agreement is amended in writing in advance.

B. Termination at Option of State:

This Agreement may be terminated at any time, in whole or in part, upon ten (10) calendar day's written notice by the State, for any reason. Upon receipt of a termination notice, Contractor shall promptly discontinue all services affected unless the notice specifies otherwise.

In the event the State terminates all or a portion of this Agreement for any reason, it is understood that the State will provide payment to Contractor for satisfactory services rendered and reasonable expenses incurred prior to the termination of this Agreement, and for reasonable expenses incurred by the Contractor prior to said termination, which

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are not included in charges for services rendered prior to termination, and which could not by reasonable efforts of Contractor have been avoided, but not in excess of the maximum contract amount.

C. Termination for Default:

The Director or his/her designee may, by three-day written notice to the Contractor, and without any prejudice to HCD's other rights or remedies, terminate this Agreement in whole or in part because of the failure of the Contractor to fulfill its contract obligations. Upon receipt of any notice terminating this Agreement in whole or in part, the Contractor shall (1) immediately discontinue all services affected (unless the notice directs otherwise); and (2) deliver to the State's Contract Manager all data, reports, summaries, and such other information and materials as may have been accumulated by the Contractor in performing under this Agreement, whether completed or in progress. In such an event, the State shall pay the Contractor only the reasonable values of the services rendered to date. At the sole discretion of the State, the State may offer an opportunity to cure any breach(es) prior to terminating for a breach.

D. Termination Due to Bankruptcy:

In the event proceedings in bankruptcy are commenced by or against the Contractor, or the Contractor is adjudged bankrupt or a receiver is appointed, the Contractor shall notify the State immediately in writing and State may terminate this Agreement and all further rights and obligations by giving three (3) days' notice in writing in the manner specified herein.

E. Convenience:

If after notice of termination for failure to fulfill contract obligations, it is determined that the Contractor had not so failed, the termination shall be deemed to have been made for the convenience of the State.

F. Cumulative Remedies:

The rights and remedies of the State provided in this Agreement are in addition to any other rights and remedies provided by law.

G. Completion:

In the event of termination for default, the State reserves the right to take over and complete the work by contract or other means. In such case, Contractor is liable to State for any additional costs incurred by the State to complete the work.

24. Public Contract Code

The Contractor is advised that provisions of Public Contract Code Sections 10355 through 10382 pertaining to the duties, obligations and rights of a consultant service contractor are applicable to this Agreement.

EXHIBIT D

25. Evaluation of Contractor's Performance

The Contractor's performance under this Agreement will be evaluated by the State upon completion of this Agreement. A copy of the written evaluation will be maintained in this Agreements file and may be submitted to the Department of General Services, Office of Legal Services.

26. Priority Hiring Considerations for Contracts Exceeding \$200,000.00

If this Agreement includes services in excess of \$200,000.00, the Contractor shall give priority consideration in filling vacancies in positions funded by this Agreement to qualified recipients of aid under Welfare and Institutions Code Section 11200, in accordance with Public Contract Code §10353.

27. Potential Subcontractors

- A. Nothing contained in this Agreement or otherwise, shall create any contractual relation between the State and any subcontractors, and no subcontract shall relieve the Contractor of its responsibilities and obligations hereunder. Contractor agrees to be fully responsible to the State for the acts and omissions of its subcontractors and persons either directly or indirectly employed by any of them as it is for the acts and omissions of persons directly employed by the Contractor.
- B. No work shall be subcontracted without the prior written approval of the State. Upon the termination of any subcontract, State shall be notified immediately. Any subcontract shall include all the relevant terms and conditions of this Agreement and its attachments in addition to any other relevant terms and conditions.
- C. Contractor's obligation to pay its subcontractors is an independent obligation from the State's obligation to make payments to the Contractor. As a result, the State shall have no obligation to pay or to enforce the payment of any moneys to any subcontractor. Contractor represents that it has or shall secure at its own expense, all staff required to perform the services described in this Agreement. Such personnel shall not be employees of or have any contractual relationship with any governmental entity.
- D. When subcontractors are used, HCD will pay the Contractor who, in turn, will be responsible for paying the subcontractor directly. Subcontractor fees and costs are included in the "total" price of this Agreement.
- E. If subcontractor(s) fails to execute a portion of the work in a satisfactory manner, the Contractor shall immediately remove the subcontractor, upon written request from the Contract Manager. Said subcontractor may not be employed for another portion of this Agreement. The Contract Manager will not entertain requests to arbitrate disputes between the Contractor and subcontractor concerning performance of their contract duties.
- F. Contractor shall not substitute a subcontractor in place of another without prior notification and written approval from the Contract Manager. All requests to substitute a subcontractor must be submitted in writing to the Contract Manager, along with documentation to support

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the substitution.

28. **Disabled Veteran Business Enterprises (DVBE)**

If required in the Bid package and subsequent agreement, Contractor shall comply with the DVBE participation goal, in accordance with the provisions of Public Contract Code §10115 et seq.

29. **Conflict of Interest Clause**

A. **Purpose**

The purpose of this clause is to ensure that the Contractor (1) is not biased, or in any way appears to be biased, in the performance of its duties under this Agreement due to any financial, contractual, organizational, or other interests or relationships relating to the nature of the work it is performing under this Agreement, (2) does not receive any improper gain or financial or other benefits as a result of performing the work required by this Agreement, and (3) does not obtain any unfair competitive advantage over other parties by virtue of its performance of this Agreement.

B. **Conflicts of Interest**

Contractor represents, warrants, and covenants to HCD as follows:

- 1) **No Current or Prior Conflicts of Interest.** Contractor has no business, professional, personal, or other interests or relationships, including but not limited to, the representation of current or prior clients, that would conflict in any manner or degree with the performance of Contractor's obligations under this Agreement.
- 2) **Prohibition on Conflicts.** Neither the Contractor, nor its staff or agents, will engage in conduct that would constitute a conflict of interest, whether actual, potential, or perceived, during the term of this Agreement.
- 3) **Notice of Conflict.** If any actual or potential conflict of interest arises under this Agreement, Contractor shall immediately inform HCD in writing of such conflict and HCD shall be entitled to exercise its rights and remedies under subsection (d) below.
- 4) **Termination for Material Conflict.** If in the sole and absolute discretion of HCD a material conflict of interest exists that in HCD's opinion would negatively impact or call into question the performance of Contractor's duties under this Agreement, or that would give rise to the appearance of a material conflict of interest on the part of Contractor, HCD may elect to terminate this Agreement upon written notice to Contractor. Such termination shall be effective upon the receipt of such notice by Contractor.

EXHIBIT E

CDBG-NDR TERMS AND CONDITIONS

1. Required Insurance Certificates

- A. Prior to executing this Agreement, the Contractor shall provide the Department with current insurance coverage certificates evidencing the following types of insurance as required by federal and California regulations:
- 1) Worker's compensation insurance.
 - 2) Annual commercial general liability Insurance for a minimum amount of \$1,000,000.
- B. Such insurance shall be in force during the entire term of this Agreement, shall be the Contractor's sole cost, and shall be in such amounts as the Department deems necessary.

2. Required Dun and Bradstreet DUNS Number

Prior to executing the Agreement, Contractor shall provide Contract Manager with the current DUNS number for their company and any subcontractors. HUD requires all grantees, state recipients, subrecipients and contractors to provide DUNS numbers for their agency.

3. Debarment and Suspension

Per Executive Orders 12549 and 12689 and 2 CFR 180.220, a contract award must not be made to parties listed on the government wide exclusion System for Award Management (SAM). Prior to award of any contracts or subcontracts under this Agreement, contractors and subcontractors will have their debarred status checked on the government wide exclusions in the SAM.

4. Required Federal Language from 2 CFR Part 200 Appendix II

The Department is required to have this language in all CDBG agreements. The Department is also requiring all other state agencies, state recipients and subrecipients who are using CDBG funding to have this language in their agreements.

- A. Remedies: Contracts for more than the simplified acquisition threshold (currently \$150,000) must address administrative, contractual, or legal remedies in instances where contractors violate or breach contract terms and provide for such sanction and penalties as appropriate. See Agreement Exhibit A.I. for performance requirements and penalties language. See Exhibit D.21. for legal remedies for breach of contract.
- B. Termination for Cause and Convenience: See Agreement Exhibit D.23., Suspension or Termination language.
- C. Non-Discrimination Language from 41 CFR Part 60-1.4(b):
- Contractor shall comply with Executive Order 11246 of September 24, 1965, entitled "Equal Employment Opportunity", as amended by Executive Order 11375 of October 13, 1967, and as supplemented in Department of Labor regulations (41 CFR Chapter 60).
- D. Clean Air Act and the Federal Water Pollution Control Act:

EXHIBIT E

This Agreement is subject to the requirements of the Clean Air Act (42 USC 7401-7671q.) and the Federal Water Pollution Control Act (33 U.S.C. 1251-1387), as amended. Any contracts or subgrants made under this agreement, in excess of \$150,000 must contain this provision. Contractor agrees to comply with all applicable standards, orders or regulations issues pursuant to the Clean Air Act and the Federal Water Pollution Control Act. Any violations of this act will be reported to the Department of Housing and Urban Development and the Regional Office of the Environmental Protection Agency (EPA).

E. Byrd Anti-Lobbying Amendment

Per the Byrd Anti-Lobbying Amendment (31 U.S.C. 1352) -- All contractors that apply or bid for an award exceeding \$100,000 must file the required certification. The Contractor must certify 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 contract award covered by the above referenced Amendment. The Contractor must also disclose any lobbying with non-Federal fund that take place in connection with obtaining any Federal award.

F. Procurement of Recovered Materials

A non-Federal entity that is a state agency or agency of a political subdivision of a state and its contractors must comply with section 6002 of the Solid Waste Disposal Act, as amended by the Resource Conservation and Recovery Act. The requirements of Section 6002 include procuring only items designated in guidelines of the Environmental Protection Agency (EPA) at 40 CFR 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 during 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.

G. Rights to Inventions Made Under a Contract or Agreement

If a 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 recipient or subrecipient must comply with 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 regulation issued by the awarding agency.

5. **Conflict of Interest of Members, Officers, or Employees of Contractors, Members of Local Governing Body, or Other Public Officials**

Pursuant to 24 CFR 570.489(g) and (h), 2 CFR Part 570, and 24 CFR 85.36(b)(3), no member, officer, or employee of the Jurisdiction, or its designees or agents, no member of the Governing Body of the locality in which the program is situated, and no other public official of such locality or

EXHIBIT E

localities who exercise or have exercised any functions or responsibilities with respect to CDBG activities assisted under this part, or who are in a position to participate in a decision-making process or gain inside information with regard to such activities, may obtain a financial interest or benefit from a CDBG-assisted activity, or have a financial interest in any contract, subcontract or agreement with respect to a CDBG-assisted activity or its proceeds, either for themselves or those with whom they have business or immediate family ties, during their tenure or for one (1) year thereafter. The Jurisdiction shall incorporate, or cause to be incorporated, in all such contracts or subcontracts a provision prohibiting such interest pursuant to the purposes of this Section. It is further required that this stipulation be included in all subcontracts to this contract.

6. **Conflict of Interest of Certain Federal Officials**

No member of or delegate to the Congress of the United States, and no resident commissioner, shall be admitted to any share or part of this Agreement or to any benefit to arise from the same. The Jurisdiction shall report all perceived or actual conflicts of interest cases to the State for review before financial benefits are given.

7. **Compliance with State and Federal Laws and Regulations**

The Contractor is responsible for compliance with all applicable Federal or State laws, Executive Orders, and regulations of the CDBG NDRC program.

- A. The Contractor agrees to comply with all State laws and regulations that pertain to construction, health and safety, labor, fair employment practices, equal opportunity, and all other matters applicable to the contractor, its subcontractors, and any other State provisions as set forth in this Agreement.
- B. The Contractor agrees to comply with all federal laws and regulations applicable to the CDBG Program, NDRC appropriation and to the activity(ies), and with any other federal provisions as set forth in this Agreement.

8. **Access to Records and Record Retention**

Access by HCD or other state agency or subgrantee, the Federal grantor agency, the Comptroller General of the United States, or any of their duly authorized representatives to any books, documents, papers, and records of the Contractor which are directly pertinent to that specific contract for the purpose of making audit, examination, excerpts, and transcriptions.

All records must be retained by the Contractor for no less than three years after receiving final payment from HCD and all other pending matters are closed.

9. **Energy Policy and Conservation Act**

This Agreement is subject to 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 (Pub. L. 94-163, 89 Stat. 871).

EXHIBIT E

10. Administrative and National Policy Requirements

Certain Administrative and National Policy Requirements apply to all HUD programs, including the NDRC NOFA, for a complete list of these requirements; see the NDRC NOFA and federal registers on HUD's website. Any party involved in the CDBG-NDR project, whether directly or indirectly, must agree to provide any information HCD requires in order to meet the aforementioned administrative and national policy requirements.

11. Use of Funds

The Appropriations Act made funds available for necessary expenses related to disaster relief, long-term recovery, restoration of infrastructure and housing, and economic revitalization in the most impacted and distressed areas resulting from a major disaster declared pursuant to the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1974 (42 U.S.C. 5121 et seq.) (Stafford Act), due to Hurricane Sandy and other eligible events in calendar years 2011, 2012, and 2013. The Appropriations Act requires funds to be used only for specific disaster-related activities and administration of those activities.

12. Applicable Statutory and Regulatory Requirements

- A. All recipients of CDBG-NDR grants are subject to: (1) the requirements of the Appropriations Act; (2) the Fiscal Year (FY) 2014 Notice of Funding Availability for National Disaster Resilience Competition (CDBG-NDR NOFA), including all appendices and incorporated portions of the FY 2014 General Section (as amended); and (3) applicable regulations governing the CDBG program at 24 CFR part 570, unless modified by waivers and alternative requirements published by HUD in this NOFA or other applicable Federal Register Notices.
- B. Federal Register FR-5936-N-01, contains the requirements applicable to Community Development Block Grant (CDBG) funds made available by the Disaster Relief Appropriations Act, 2013 (Public Law 113-2, approved January 29, 2013) (**Appropriations Act**) and awarded under the National Disaster Resilience Competition as CDBG National Disaster Resilience (CDBG-NDR) grants.
- C. Note that the Office of Management and Budget (OMB) recently published Guidance for Uniform Administrative Requirements 2 CFR Part 200. These Cost Principles and Audit Requirements for Federal Awards will update 24 CFR parts 84 and 85 and supersede the Circulars listed in the Technical Correction to the FY 2014 General Section. HUD has published conforming changes to its CDBG program regulations on December 7, 2015 (80 FR 75931), that updated CDBG program regulations to reflect references to appropriate sections of 2 CFR part 200. The effective date of HUD's conforming rule is January 6, 2016 and this Agreement is subject to all these updated publications and rules.

EXHIBIT E

13. Dispute Resolution

Filing of disputes will take place per guidance given in Exhibit D, Section 22. Upon receipt of a written appeal from Contractor, HCD and Grantee, second level supervisors agree to meet to attempt to resolve the dispute. If HCD and Grantee second level supervisors fail to reach an agreement on the disputed matter, parties agree to prepare a joint memorandum describing the following:

- A. The nature of the dispute;
- B. The resolution preferred by each party;
- C. Pros and cons to the preferred resolutions;
- D. Alternative solutions; and
- E. A date by which the issue should be resolved, not to exceed 30 calendar days (10 working days from notification of HUD) from the date memorandum is completed.

The memorandum is to be submitted to HCD's current HUD representative within 15 calendar days from date the second step is completed. The HUD representative will determine if the recommended solutions create compliance issues with HUD and HCD grant agreement and will provide the HUD determination to HCD and Contractor.

EXHIBIT F

GCR CIVIX SOFTWARE TERMS AND CONDITIONS

1. **Provisions Relating to Software**

- A. Notwithstanding anything to the contrary in this Agreement, the web-based reporting and management system delivered to the State (“Software”) will be the sole property of the Contractor. HCD acknowledges, agrees, and understands that Contractor is the sole and exclusive owner of the Licensed Material. Nothing in this Agreement can be construed as granting or transferring to HCD any ownership or proprietorship of intellectual property rights of whatsoever kind under any software furnished or developed by Contractor hereunder, including the Software.
- B. Contractor hereby grants to HCD a nonexclusive, worldwide, and nontransferable license (“**License**”) to use the Software, its derivatives, and documentation embodying such provided and/or developed under this Agreement (collectively “**Licensed Material**”). The License includes copying of the Licensed Material by HCD with respect to its intended and licensed use, including copying of the Licensed Material for archival purposes. The Licensed Material may be used by HCD on any of its computers and at any data center location and on more than one computer at a time.
- C. The License is extended to HCD’s employees, agents, grantees, subcontractors, contractors, outsourcing vendors, consultants and others who have a need to use and copy the Licensed Material (“**Authorized Users**”) in accordance with the terms of this Agreement. HCD shall include the following provision in its written agreements with Authorized Users who are not HCD’s employees (“**Non-HCD Authorized Users**”) binding them to the terms and conditions of the License granted in this Section 1: “[Non-HCD Authorized User] *acknowledges that its use of the CDBG-NDR software created for this project by GCR Consulting, Inc. (“GCR”) and/or its successor, CIVIX Inc., is expressly subject to the terms and conditions of the software license granted to HCD in Section 1 of Exhibit F to that certain Standard Agreement dated **June 28, 2019** between HCD and GCR, as such agreement was subsequently amended and assigned by GCR to MB3 Inc. dba CIVIX. (the “License”), which License [Non-HCD Authorized User] has reviewed and agrees to be fully bound by.*”

Contractor acknowledges and agrees that in no event shall HCD be liable, whether in the form of damages or losses to Contractor or otherwise, for any actions or inactions of any Non-HCD Authorized User which would constitute a breach or default by such Non-HCD Authorized User under the terms of the License. In the event any Non-HCD Authorized User violates the terms of the License and/or any other provisions of this Section 1, Contractor agrees to pursue any claims or actions it may have solely and directly against such Non-HCD Authorized User and not HCD, and such violation by such Non-HCD Authorized User shall not be deemed or constitute a default by HCD under the terms of this Agreement.

- D. HCD acknowledges, agrees, and understands that ~~GCR~~ **CIVIX** has no obligation to provide any Software updates, maintenance or support other than during the Term of

EXHIBIT F

- this Agreement, unless and until HCD and **GCR CIVIX** amend this Agreement or enter into a separate agreement for such services, which will be at additional charge to HCD.
- E. HCD acknowledges, agrees, and understands that Licensed Material may contain certain information that is and must be kept confidential. To ensure the protection of such information, and to preserve any confidentiality necessary under intellectual property, including trade secret laws, HCD agrees not to disclose any information included in the Licensed Material to anyone unless allowed by Contractor or required to do so by law, regardless of whether such information is designated as “Confidential Information” at the time of its disclosure. HCD’s confidentiality obligation does not extend to (1) information that is known to HCD prior to obtaining the same from Contractor; (2) information that is, at the time of disclosure by Contractor, then in the public domain; or (3) information that is obtained by HCD from a third party who did not receive same directly or indirectly from Contractor and who has no obligation of secrecy with respect thereto. To the extent any Authorized Users have access to Licensed Material for the benefit of HCD, such Authorized Users will be obligated to agree to protect the confidentiality of the Licensed Material to the same extent this Agreement obligates HCD to protect the confidentiality of the Licensed Material.
- F. Contractor agrees to keep all data stored in or generated by the software confidential and shall not provide the data to any outside parties without the prior written approval of the Department.
- G. **At HCD’s request**, but ~~no~~ no later than ninety (90) days following the expiration of this Agreement, **GCR CIVIX** will provide an electronic copy of all data in the Grants Management System to HCD in Microsoft Word format, Microsoft Excel format, and/or another format agreed upon by both parties.
- H. HCD will use reasonable efforts to promptly review and approve work and invoices delivered by Contractor for eligible work completed under this Agreement.



TED GUILLOT

DIRECTOR

Ted Guillot serves as the Director of GCR's Community Planning & Resilience Division. Over the past several years, Ted has partnered with local and state governments in the design and implementation of innovative disaster recovery projects and programs aimed at creating more resilient communities. Ted's work includes leading GCR's team that supported several jurisdictions in HUD's National Disaster Resilience Competition, during which he served as a facilitator and subject matter expert at the Rockefeller Foundation's Resilience Academies.

Ted specializes in integrating traditional project management with regulatory compliance best practices through the creation of organizational frameworks, work plans, and functional toolkits that guide the administration of complex recovery and resilience-building initiatives. Prior to joining GCR, Ted worked at the Louisiana Housing Corporation where he directed the design and administration of over \$800 million in CDBG-DR funded disaster recovery programs that addressed the state's recovery needs following Hurricanes Katrina, Rita, Gustav, Ike, and Isaac.

QUALIFICATIONS

- Over 12 years of experience managing complex projects and programs.
- Provides direct technical assistance to state and local governments on federal regulatory compliance and grants management best practices.
- Proficient in the design and implementation of innovative programs that leverage multiple funding sources.
- Skilled in collaborating with various stakeholder groups to identify priorities and build consensus on how best to address community development needs.

EDUCATION

Bachelor of Arts, English, 2004
Bachelor of Arts, Spanish, 2004
Louisiana State University

RELEVANT PROJECT EXPERIENCE

State of California CDBG-DR Pre-Award Disaster Recovery Support

Client: State of California Department of Housing and Community Development

Description: The State of California was awarded \$212 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

Project Role: Ted serves as GCR's project director for this assignment. His role includes overall project management and coordination,

regulatory compliance support to the State and its subrecipients, guiding the design and implementation of a functional organizational framework, and supporting the State in the program's overall approach and vision.

LA SAFE Program

Client: State of Louisiana Office of Community Development – Disaster Recovery Unit

Description: Louisiana Strategic Adaptations for Future Environments (LA SAFE) seeks to address increased flooding risks and vulnerabilities associated with coastal degradation and subsidence at the community level. Through the initiative, the state developed adaptation strategies for six coastal parishes in southeast Louisiana from which it made strategic investments in pilot projects or programs. GCR's role as Parish Captain for Jefferson and St. Tammany parishes focused on data collection, analysis, and outreach. Our team gathered key quantitative data sets and conducted qualitative research to understand historical trends, project future conditions, and develop parish and community level narratives to inform citizen-led discussions in a series of public meetings. In addition, GCR was responsible for coordination with parish leadership, elected officials, local philanthropic and non-profit organizations, and other stakeholders.

Project Role: Ted serves as GCR's project director for this assignment. His role includes overall project management and coordination, outreach facilitation, interfacing with key stakeholders, and supporting the state in the program's overall approach and vision.

Louisiana Flood Recovery Support

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

Description: In anticipation of an initial allocation of HUD CDBG-DR funding in response to the Great Floods of 2016, OCD-DRU engaged GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CDBG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$438M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU's public engagement efforts related to the initial Action Plan and Action Plan Amendment. The GCR team has continued to support OCD-DRU in the development of recovery programs and Action Plan amendments.

Project Role: Ted leads GCR's team supporting OCD-DRU, working in close coordination with state staff and leadership on the successful execution of the full scope of services and timely completion of all project deliverables.

City of New Orleans National Disaster Resilience Implementation

Client: City of New Orleans

Description: GCR serves as the primary outside advisor to the City of New Orleans for the implementation of its \$141 million CDBG-NDR award to develop the Gentilly Resilience District, an initiative focused on water management and economic opportunity in a low-lying area of New Orleans. GCR's role includes a variety of components ranging from detailed project coordination, stakeholder engagement, financial analytics, program design and CDBG-NDR regulatory compliance support.

Project Role: Ted leads all aspects of GCR's assignment, including advising the City on policy and program development based on best practices and CDBG-NDR regulations.



NATHAN CATALINE

PROJECT MANAGER

QUALIFICATIONS

- Community development and revitalization
- Provides Technical Assistance for HUD Grant programs including CDBG, CDBG-DR, CDBG-NDR and HOME

EDUCATION

Master of Urban Planning, 2009
University of Michigan
Ann Arbor, MI
B.A., American Studies, 2007
University of California, Santa Cruz
Santa Cruz, CA
HUD HOME

REGISTRATIONS/CERTIFICATIONS

FEMA Certifications
IS-100B - Introduction to Incident Command System (ICS)
IS-200B - ICS for Single Resources and Initial Action Incidents
IS-700A – National Incident Management System (NIMS) Introduction
IS-800B – National Response Framework Introduction

Nathan Cataline leads the delivery of support to communities in the areas of policy, planning, and analytics within GCR's Community Planning and Resilience division. His specialties include housing, community development, neighborhood revitalization, and resilience planning – all with a focus on creating healthy, vibrant neighborhoods. Nathan has eleven years of professional and academic experience in urban and regional planning and policy analysis, and he brings a wealth of experience in community engagement, meeting facilitation, coalition building, and values based communications. His skills include data analysis, Geographic Information Systems, policy research, and program implementation. Prior to joining GCR, Nathan worked with statewide housing advocacy organizations in Louisiana and California and led vacant property planning efforts for community development organizations in the City of Detroit.

RELEVANT PROJECT EXPERIENCE

State of California CDBG-DR Pre-Award Disaster Recovery Support

Client: State of California Department of Housing and Community Development

Description: The State of California was awarded \$212 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

Project Role: Nathan serves as GCR's project manager for this assignment. His role includes overall project management and coordination, supporting outreach and engagement efforts, guiding

the design and implementation of a functional organizational framework, and supporting the State in the program's overall approach and vision.

State of California National Disaster Resilience Implementation

Client: State of California Department of Housing and Community Development

Description: GCR serves as the primary outside advisor to the State of California for the implementation of its \$70 million CDBG-NDR award to develop and implement its Community and Watershed Resilience Program. The program consists of three pillars: forest and watershed health, a biomass and wood products facility, and a community resilience center. GCR's scope of work includes support across a number of areas, including technical assistance to the State and its subrecipients, project design, project implementation support, compliance monitoring, and overall program management support.

Project Role: Nathan serves as GCR's project manager for this assignment. His role includes overall project management and coordination, guiding the design and implementation of a functional organizational framework, and supporting the State in the program's overall approach and vision.

Jefferson Parish CDBG/CDBG-DR Program Management Support

Client: Jefferson Parish Government

Description: GCR is providing overall program management support to the Jefferson Parish Community Development Department for CDBG, HOME, ESG and CDBG-DR programs. Included in the scope is specific guidance related to regulatory compliance in support the Parish's recovery from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. GCR's work has included a full assessment of the Parish's program management operations to identify areas in need of improvement, the development of policies and procedures for specific recovery programs and overall grants administration, and training staff on best practices and regulatory requirements.

Project Role: Nathan supports all regulatory compliance aspects of the project.

Louisiana Flood Recovery Support

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

Description: In anticipation of an initial allocation of HUD CDBG-DR funding in response to the Great Floods of 2016, OCD-DRU engaged GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CDBG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$438M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU's public engagement efforts related to the initial Action Plan and Action Plan Amendment. The GCR team has continued to support OCD-DRU in the development of recovery programs and Action Plan amendments.

Project Role: Nathan supports the development of the Action Plan and Action Plan Amendments, focusing on data collection and analysis, GIS mapping analysis, and community outreach efforts.

CDBG-DR Program Design and Management

Client: Terrebonne Parish Consolidated Government

Description: This is a CDBG-DR grant program for multi-family housing in Terrebonne Parish using CDBG-DR funds from Hurricanes Gustav and Ike. The program is modeled off of the State Road Home Piggyback Program, where CDBG funds are structured as loans to fill development gaps and will be repaid from cash flow. Manage \$5.7 million in CDBG-DR funds for Terrebonne Parish to build 82 units of workforce housing including Section 3 and Davis-Bacon reporting, managing subcontractors, and meeting all federal and state requirements.

Project Role: Nathan coordinated all aspects of the pre-development and construction phases of the project. He oversaw CDBG-DR, Section 3, and Davis-Bacon reporting, managed subcontractors, and worked with the developer and parish to meet all federal state and parish requirements.



ADRIENNE DUNCAN

SENIOR TECHNICAL ADVISOR

Adrienne Duncan serves as GCR's lead subject matter expert on federal regulatory compliance. Her recent work includes supporting recovery and resilience-building efforts in New York, California, Virginia, Tennessee, Jefferson and St. Tammany parishes in Louisiana, and Springfield, Massachusetts. During her time in New York, Adrienne developed implementation procedures for many of the state's disaster recovery programs and played a significant role in the development and submission of Action Plan amendments. Adrienne provided assistance on the New York Rising Housing Programs, Community Reconstruction, Infrastructure and Economic Development Programs and created and has delivered trainings on CDBG-DR and CDBG-NDR requirements for multiple local and state government agencies.

Prior to her role at GCR, she worked with the Louisiana Office of Community Development and Louisiana Recovery Authority.

QUALIFICATIONS

- 10 years of experience working in disaster recovery projects
- Provides technical assistance for implementation and design of federal disaster recovery programs
- Nationally recognized subject matter expert on federal regulations that govern HUD CDBG-DR funding
- Delivers trainings to state and local governments on key regulatory requirements

EDUCATION

Bachelor of Arts, History, 2005
Louisiana State University

TRAINING

HUD HOME

REGISTRATIONS/CERTIFICATIONS

Real Estate License, 2006
Burk Baker School of Real Estate

RELEVANT PROJECT EXPERIENCE

State of California CDBG-DR Pre-Award Disaster Recovery Support

Client: State of California Department of Housing and Community Development

Description: The State of California was awarded \$212 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

Project Role: Adrienne serves as a Senior Grant Manager for this assignment. Her role includes leading the development of administrative policies and procedures, Financial Certifications package, and Implementation Plan, providing regulatory guidance, outreach facilitation,

interfacing with key stakeholders, Action Plan development, and supporting the state in its overall approach and vision for recovery.

State of California National Disaster Resilience Implementation

Client: State of California Department of Housing and Community Development

Description: GCR serves as the primary outside advisor to the State of California for the implementation of its \$70 million CDBG-NDR award to develop and implement its Community and Watershed Resilience Program. The program consists of three pillars: forest and watershed health, a biomass and wood products facility, and a community resilience center. GCR's scope of work includes support across a number of areas, including technical assistance to the State and its subrecipients, project design, project implementation support, compliance monitoring, and overall program management support.

Project Role: Adrienne serves as GCR's regulatory compliance subject matter expert for this assignment. She provides technical assistance and delivers trainings to the state and its subrecipients, develops administrative and programmatic policies and procedures, and authors detailed guidance on complex regulatory matters.

Jefferson Parish CDBG/CDBG-DR Program Management Support

Client: Jefferson Parish Government

Description: GCR is providing overall program management support to the Jefferson Parish Community Development Department for CDBG, HOME, ESG and CDBG-DR programs. Included in the scope is specific guidance related to regulatory compliance in support the Parish's recovery from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. GCR's work has included a full assessment of the Parish's program management operations to identify areas in need of improvement, the development of policies and procedures for specific recovery programs and overall grants administration, and training staff on best practices and regulatory requirements.

Project Role: Adrienne serves as the Project Manager. She provides on-site policy and implementation guidance to the parish as well as oversees the daily management aspects of the project. Additionally, Adrienne is responsible for delivering program policy and procedures, programmatic guidelines, and additional tools to ensure compliant program implementation. Adrienne also trains the parish staff on best practices for designing and implementing CDBG and CDBG-DR funded programs.

State of New York Storm Recovery Management Support

Client: New York Governor's Office of Storm Recovery

Description: GCR provided technical assistance services to GOSR to support the State's successful recovery from Hurricanes Sandy, Irene and Tropical Storm Lee. GCR led operational development processes, HUD regulations compliance, program design, policy and procedure development, program implementation, and supported the State's reporting needs.

Project Role: Adrienne provided leadership and support to all aspects of GCR's assignment in New York, including advising the State on policy, program development, implementation, HUD CDBG-DR regulations and compliance across all programs. She has developed implementation procedures for many of the state's disaster recovery programs. In addition, she played a significant role in the submission of all of the state's action plan amendments as well as coordination of weekly technical assistance from HUD for New York State. She provided assistance on the Community Reconstruction Program, New York Rising Housing Programs, Infrastructure and Economic Development Programs and also created and delivered training on CDBG-DR requirements.

Louisiana Flood Recovery Support

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

Description: In anticipation of an initial allocation of HUD CDBG-DR funding in response to the Great Floods of 2016, OCD-DRU engaged GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CDBG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$438M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU's public engagement efforts related to the initial Action Plan and Action Plan Amendment. The GCR team has

continued to support OCD-DRU in the development of recovery programs and Action Plan amendments.

Project Role: Adrienne led the development of the Action Plan and Action Plan Amendment as well as the Program Manual for the state's Restore Louisiana Homeowner Program.

HUD Community Compass – Puerto Rico CDBG-DR Technical Assistance

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

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

Project Role: Adrienne serves as a Senior Grant Manager for this assignment. Her role includes project management and coordination, providing regulatory guidance, developing and delivering trainings, and supporting program design efforts.



DIANA SEARL
SENIOR TECHNICAL ADVISOR

Diana Searl brings a comprehensive understanding of affordable and disaster assistance housing programs. During her career, Diana has seen every aspect of the affordable housing process, from contractor to developer to federal program compliance. A graduate from the prestigious Gerald R. Ford School of Public Policy and later the Massachusetts Institute of Technology, Diana combines her practical experience with a world class education and extensive training in ArcGIS, STATA, and InDesign. Diana brings a specialty in green building concepts, revitalization initiatives, and resiliency to the GCR team. Diana has demonstrated exceptional leadership as Interim Executive Director of Project Homecoming, overseeing a groundbreaking acquisition and merger between two housing non-profit organizations.

QUALIFICATIONS

- Over 8 years of experience in federally funded housing recovery programs
- In depth knowledge of every aspect and role of affordable housing, from construction to compliance
- Extensive experience closing CDBG grants, including HOME funded projects
- Managed over 40 volunteers to complete rehabilitation projects
- Fluent in Spanish

EDUCATION

Master's in City Planning, 2016,
Massachusetts Institute of
Technology – Cambridge, MA

B.A. in Public Policy, 2009,
University of Michigan Gerald R.
Ford School of Public Policy – Ann
Arbor, MI

RELEVANT PROJECT EXPERIENCE

Jefferson Parish HUD Program Technical Assistance Support

Client: Jefferson Parish Government

Description: GCR is providing overall program management support to the Community Development Department for CDBG, HOME, ESG and CDBG-DR programs. The scope includes regulatory compliance support for the Parish's recovery from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. GCR's has conducted a full assessment of program operations to identify areas for improvement, the development of policies and procedures for specific programs and overall grants administration, and training staff on best practices and regulatory requirements.

Project Role: Diana provides regulatory compliance support, program design and development, program administration and management (for Façade Improvement Program), audit compliance and income verification trainings.

East Baton Rouge Redevelopment Authority – Technical Assistance

Client: East Baton Rouge Redevelopment Authority (EBBRA)

Description: The East Baton Rouge Redevelopment Authority (EBRRA) selected GCR to assist with the development of East Baton Rouge's 2018 Action Plan. GCR is providing administrative oversight and budget preparation tasks, linking one-year action plan projects to the objectives and outcomes developed for the consolidated plan. GCR reviewed and evaluated responses to Requests for Proposals (RFPs) from prospective subrecipients, developers, and community partners. Additional program tasks include overall regulatory and statutory HUD compliance reviews; drafting a proposed budget with conceptual and detailed estimating based on prior year funding allocations; completing subsidy layering analysis for HOME project awards; and preparing

documents in compliance with federal, state and local regulations, guidelines, policies and procedures on behalf of EBRRA.

Project Role: Diana supports all aspects of the project, leading fiscal management efforts, developing documentation required for grant implementations, and providing guidance on key grant requirements.

East Baton Rouge Office of Community Development Grant Management Assistance

Clients: Parish of East Baton Rouge and City of Baton Rouge

Description: GCR serves as the primary outside advisor to the Parish of East Baton Rouge and the City of Baton Rouge for the implementation of HUD grants, including the federal HOME program. GCR's role includes providing technical knowledge and expertise in the administration of HUD grants; specifically, file review and maintenance, project implementation, and grants management support.

Project Role: While Diana is involved in many areas of project implementation, she focuses on ensuring compliance for HOME developer agreements

City of New Orleans National Disaster Resilience Implementation

Client: City of New Orleans

Description: GCR is the primary outside advisor to the City of New Orleans for the implementation of its \$141 million CDBG-NDR award to develop the Gentilly Resilience District, an initiative focused on water management and economic opportunity in a low-lying area of New Orleans. GCR's role includes a variety of components ranging from detailed project coordination, stakeholder engagement, financial analytics, project design and CDBG-NDR regulatory support.

Project Role: Diana provides CDBG Basics training support and Federal Procurement training support.

RELEVANT PRIOR EXPERIENCE

Affordable Housing Developer

Client: Project Homecoming Incorporated – New Orleans

Roles and Responsibilities: Diana served in multiple capacities at Project Homecoming, a New Orleans-based affordable housing developer. As Director of Operations and Real Estate Development, Diana oversaw four real estate development lines: HOME and Federal Home Loan Bank Funded Owner-Occupied Rehabilitation projects, CDBG funded Affordable Homeownership with Energy Star v3.0 certification, Historic Tax Credit and HOME funded Scattered Site Rentals, and Private Construction where Project Homecoming acted as General Contractor. Diana was the lead on funding, financing, pipeline development, compliance and reporting, pre-development due diligence, and disposition on over twenty-five homeownership units. Diana successfully acted as liaison and mediator between funders, clients, and staff, including ensuring Section 3 compliance was maintained and that all payments and reimbursement requests were fulfilled.



ELLA (CAMBURNBECK) LANDIS

SENIOR TECHNICAL ADVISOR

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

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

QUALIFICATIONS

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

EDUCATION

Masters, Historic Preservation, 2010
Tulane University
New Orleans, LA

Bachelors, Urban Design and
Environmental Planning, 2008
University of Virginia

CERTIFICATIONS

LEED certified

RELEVANT PROJECT EXPERIENCE

State of California CDBG-DR Pre-Award Disaster Recovery Support

Client: State of California Department of Housing and Community Development

Description: The State of California was awarded \$212 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

Project Role: Ella serves as a Senior Grant Manager for this assignment. Her role includes Action Plan development, program design, and regulatory compliance support.

City of New Orleans National Disaster Resilience Implementation

Client: City of New Orleans

Description: GCR serves as the primary outside advisor to the City of New Orleans for the implementation of its \$141 million CBDG-NDR award to develop the Gentilly Resilience District, an initiative focused on water management and economic opportunity in a low-lying area of New Orleans. GCR's role includes a variety of components ranging from detailed project coordination, stakeholder engagement, financial analytics, program design and CBDG-NDR regulatory compliance support.

Project Role: Ella serves as grants manager.

Jefferson Parish Program Management Support

Client: Jefferson Parish Government

Description: GCR is providing overall program management support to the Jefferson Parish Community Development Department for CBDG, HOME, ESG and CBDG-DR programs. Included in the scope is specific guidance related to regulatory compliance in support the Parish's recovery from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. GCR's work has included a full assessment of the Parish's program management operations to identify areas in need of improvement, the development of policies and procedures for specific recovery programs and overall grants administration, and training staff on best practices and regulatory requirements.

Project Role: Ella's responsibilities include the assessment of Department policies, procedures, and program files; development of an Administration Guide and individual guides tailored to each program within the Department ensuring CBDG compliance; and coordination of Department staff to determine and implement short-term and long-term goals.

Louisiana Flood Recovery Support

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

Description: In anticipation of an initial allocation of HUD CBDG-DR funding in response to the Great Floods of 2016, OCD-DRU engaged GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CBDG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$438M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU's public engagement efforts related to the initial Action Plan and Action Plan Amendment. The GCR team has continued to support OCD-DRU in the development of recovery programs and Action Plan amendments.

Project Role: Ella serves as Senior Grant Manager for this project, supporting

RELEVANT PRIOR EXPERIENCE

Consultant to the Louisiana State Office of Community Development New Orleans Office

Client: Louisiana State Office of Community Development

Role/responsibilities: Ella addressed continued recovery issues throughout the State of Louisiana, as well as long term comprehensive planning and resiliency goals through Parish and community outreach. She provided concentrated technical assistance to Grantees to execute HUD and FEMA funded Recovery Grants including application development, project scheduling, environmental review, CBDG project administration, and RFP execution and advertisement.

Kesha R. Simon

Senior Grant Manager



Kesha R. Simon is an experienced professional with a proven ability to manage a team while handling multiple projects and producing effective and timely results. Kesha has substantial experience in program/project management with federal grants, problem solving, communication skills, and customer service. She specializes in compliance monitoring, having designed and led monitoring and oversight efforts in the public and private sectors.



RELEVANT PROJECT EXPERIENCE

UNITY of Greater New Orleans Coordinated Entry System Evaluation

Client: UNITY of Greater New Orleans

Description: UNITY of Greater New Orleans, lead agency for the LA-503 New Orleans-Jefferson Parish-Kenner Continuum of Care (CoC), selected Civix to conduct an annual evaluation of the CoC's Coordinated Entry System (CES). Focusing on the quality and effectiveness of the system for those it serves, Civix provides UNITY with technical assistance on HUD coordinated entry regulations and requirements, leads the CoC's CES Work Group, collects and analyzes system data through surveys and focus group facilitation, and develops recommendations for key system improvement efforts.

Project Role: Kesha Simon serves as Senior Analyst for the project.

Project Dates: January 2022 – December 2022

Reference: Valerie Coffin, Director of CoC Programs; 2475 Canal Street, Suite 300, New Orleans, LA 70119; (504) 821-4496; vcoffin@unitygno.org

Emergency Housing Voucher (EHV) Program HUD Technical Assistance

Client: Technical Assistance Collaborative (TAC)

Description: As a subcontractor to Technical Assistance Collaborative (TAC), Civix currently provides HUD technical assistance to four communities throughout Texas and New Mexico with the goal of maximizing program performance, ensuring compliance, and improving outcomes for HUD's Emergency Housing Voucher (EHV) program. Civix provides Public Housing Authorities (PHAs) and their partners with customized technical assistance on HUD rules and regulations, program design, reporting and compliance, and maximizing leasing and permanent housing outcomes.

Project Role: Kesha Simon serves as Senior Grant Manager for the project.

Project Dates: April 2022 – September 2022

Reference: Marie Herb, Managing Director; 15 Court Square, 11th Floor, Boston, MA 02108; (617) 794-6885; mherb@tacinc.org

City of Springfield MA On-Call CDBG ESG Technical Assistance

Client: City of Springfield, MA

Description: Springfield selected Civix to provide technical assistance and program management support across its portfolio of HUD CPD grants. Civix works across the City's three implementing departments to provide programmatic tools and trainings, regulatory compliance insights, and subject matter expertise on entitlement grants (including CDBG, HOME, and ESG) and disaster allocations (including CDBG-DR, CDBG-NDR, CDBG-CV, ESG-CV, and HOME-CV).

Project Role: Kesha served as Senior Grant Manager for the project.

QUALIFICATIONS

- 12 years of experience in federal grant compliance
- Extensive knowledge of CDBG, HOME, and FEMA programs
- Fluent in HUD regulations

EDUCATION & TRAINING

- B.S. in Marketing, 2002, Louisiana State University
- Community Development Finance Certificate Program, 2018, University of New Orleans

REGISTRATIONS/ CERTIFICATIONS

- Fundamentals of Affordable Housing Development Professional Certificate Program, December 2018, Neighborworks America Training Institute
- HCV Specialist Certification, April 2009, Nan McKay & Associates

Project Dates: April 2021 – April 2023

Reference: Tina Quagliato Sullivan, Director of Disaster Recovery; 1600 E. Columbus Avenue, 2nd Floor, Springfield, MA 01103; (413)750-2114

HUD Community Compass Technical Assistance Assignments

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

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. The scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR and CDBG-MIT regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix provides technical assistance on DR and MIT Action Plans and with program launch preparations through guiding program design efforts and the development of policies and procedures.

Project Role: Kesha serves as a Senior Grant Manager for this assignment, providing broad technical assistance to the grantees.

CDBG-DR Program Oversight and Monitoring

Client: State of Florida Department of Economic Opportunity

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

Project Role: As a Senior Grant Manager, Kesha supports the design of monitoring plans and execution of monitoring activities.

Project Dates: October 2019 – October 2022

Reference: Hannah E. Tucker, MSA, CGAP, FCCM, FCCN, Compliance & Reporting Manager; State of Florida Department of Economic Opportunity; (850) 717-8509, Hannah.Tucker@deo.myflorida.com

State of California Grant Management Services

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

Description: The State of California Department of Housing and Community Development received \$250 million in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017. Civix, along with a team of subcontractors, is providing grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include standing up HCD's single family housing, multi-family housing, and infrastructure recovery programs, developing and launch of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

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

Project Dates: October 2019 – October 2025

EMPLOYMENT HISTORY

Civix, Senior Grant Manager – 2021 to Present

City of Dallas, Housing and Neighborhood Revitalization Department, Program & Compliance Manager – March 2019 to June 2021

New Orleans Redevelopment Authority, Housing & Development Compliance Manager – March 2011 to March 2019

Housing Authority of New Orleans, Compliance Specialist – 2009 to 2011

Reference: Susan Naramore, Senior Specialist – Disaster Recovery; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833; 916.263.037; susan.naramore@hcd.ca.gov

LHC Disaster Recovery & Grant Administration

Client: Louisiana Housing Corporation

Description: The Louisiana Housing Corporation is the State of Louisiana’s administrator of CDBG and HOME funding, covering a wide-range of housing-focused programs from single-unit development to large multifamily rental projects. Civix is engaged to support the development of policies and procedures for the HOME Community Housing Development Organization (CHDO) programs, a HUD-defined subset of HOME funded activities, as well as provide a comprehensive CDBG-DR Monitoring Plan for LHC’s management of disaster recovery-related housing programs. Civix has provided guidance and staff training, and is building policies for LHC that support its programs and provide best practices for organizations seeking project funds. For the DR Monitoring Plan, Civix is engaged with LHC to determine the most effective strategy for building monitoring staff capacity and ensuring compliance with grant and activity-specific requirements.

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

Project Dates: December 2021 – April 2022

Reference:

Texas Balance of State Continuum of Care (CoC) Coordinated Entry Evaluation

Client: Texas Homeless Network (THN)

Description: Texas Homeless Network (THN), lead agency for the Texas Balance of State Continuum of Care (CoC), selected Civix to conduct an annual evaluation of the CoC’s Coordinated Entry System (CES) throughout its geographic coverage area which encompasses over 200 Counties. Focusing on the quality and effectiveness of the system for program participants, Civix provides THN with technical assistance on HUD coordinated entry requirements, collects and analyzes qualitative and quantitative data through surveys, focus groups, and document review, and will develop recommendations for key system improvement efforts.

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

Project Dates: July 2022 – December 2022

Reference: Kyra Henderson, Director of Systems Change; 3000 S IH-35, Suite 100, Austin, TX 78704; (512) 861-2192; kyra@thn.org

RELEVANT PRIOR EXPERIENCE

City of Dallas – Housing and Neighborhood Revitalization Department – Dallas, TX

Responsibilities: Kesha served as Program & Compliance Manager and maintained the following responsibilities:

- Management of the Housing & Neighborhood Revitalization’s compliance staff of 10 team members who support the day- to-day functions of the Compliance Division.
- Developing housing program components for HUD’s 5-Year Consolidated Plan and Annual Action Plan.
- Developed Consolidated Annual Performance and Evaluation Report (CAPER) information and narratives.
- Managed and responded to federal monitoring and/or audit requests and findings.
- Monitored expenditures and project milestones of Community Housing Development Organizations (CHDOs) for HUD reporting.
- Reported program accomplishments in HUD’s Integrated Disbursement and Information System (IDIS) and Disaster Recovery Grant Reporting system (DRGR).
- Negotiated and cleared over 25 federal findings, which total \$4MM, as part of multiple Office of Inspector General (OIG) audits and Departmental Enforcement Center (DEC) reviews.
- Received an award for exceptional performance within first 6 months of employment

New Orleans Redevelopment Authority – New Orleans, LA

Responsibilities: Kesha served as Housing & Development Compliance Manager and maintained the following responsibilities:

- Management of the Real Estate & Development Inspection Team that oversaw the construction of all housing activities for the organization.

- Developed, initiated, maintained, and revised policies and procedures for the general operation of the Compliance Program and its related activities to prevent illegal, unethical, or improper conduct.
- Quarterly performance reporting (QPR) to HUD through Disaster Recovery Grant Reporting System (DRGR) and the Integrated Disbursement and Information System (IDIS) on expenditures, compliance with National Objectives and project and activity completion and close-out.
- Management, oversight and program administration of NORA's Soft Second Mortgage Program. Monitoring of all NORA Soft-Second Loan products for continued compliance with loan requirements.
- Management of the post-closing department that coordinated with legal staff to issue releases of liens in a timely fashion.
- Facilitated communications between various agencies and their executive leadership and staff, as related to the redevelopment underway in New Orleans and its related programs.
- Performed professional compliance, monitoring and evaluation for the administration of the Community Development Block Grant (CDBG), Disaster-CDBG (D-CDBG), Neighborhood Stabilization Program 2 (NSP2), Federal Emergency Management Agency (FEMA), Road Home (LLT) and other public and private funds.
- Served as the primary liaison between NORA, the City of New Orleans and State OCD (or its designees) to facilitate communications between Executive leadership and staff, as related to the redevelopment underway in New Orleans and its related programs.
- Co-managed an award exceeding \$32 million in funding from the Department of Housing and Urban Development (HUD) through the Neighborhood Stabilization Program, 2 (NSP2) including a nine (9) member consortium of non-profit and for-profit developers.
- Assisted in the creation and development of over 450 affordable housing units through this federally funded program.
- Recaptured over \$900k in penalty payments due to the agency from non-compliant purchasers through various disposition mechanisms.

Housing Authority of New Orleans – New Orleans, LA

Responsibilities: Kesha served as a Compliance Specialist and maintained the following responsibilities:

- Reviewed and audited housing authority files to ensure critical data is correct (such as HAP payment and Tenant Portion) and that required documentation meets the federal guidelines of The Department of Housing and Urban Development (HUD) and Housing Choice Voucher Program rules (HCVP); Track and report all deficiencies for trending.
- Collaborated with other departments (e.g., Case Managers, Housing Inspectors, etc.) to direct compliance issues to appropriate existing channels for investigation and resolution. Consults with Legal Aide as needed to resolve difficult legal compliance issues.
- Responded to alleged violations of rules, regulations, policies, procedures, and Standards of Conduct by evaluating or recommending the initiation of investigative procedures. Develops and oversees a system for uniform handling of such violations.
- Acted as an independent review and evaluation body to ensure that compliance issues/concerns within the organization were being appropriately evaluated, investigated and resolved.
- Managed a portfolio of over 1000 Housing Choice Voucher Program (HCVP) participants while ensuring continued compliance with federal guidelines.
- Assisted the agency with recovery of over \$1 million in HCVP funding that was paid out erroneously through HAP payments and collection of delinquent tenant payments.
- Consistently met project deadlines through effective time management and organization.

Megan Hruska

Grant Manager



Megan Hruska, MPA, has over 8 years of experience administering federal grant programs, 5+ years of which has been focused on a combination of CDBG, CDBG-DR, and CDBG-MIT. Her experience includes program design, implementation, oversight, cross-cutting requirements, federal regulations, community outreach and stakeholder engagement, project management, development of programmatic policies and procedures, monitoring and compliance, grant management system development, and training. She has served as the subject matter expert on environmental standards, procurement, financials, audit, monitoring, and funding solicitation requirements. Her prior work as included delivering CDBG training and technical assistance, as well as, developing and implementing processes to create efficiencies while maintaining grantee compliance. Prior to joining Civix she served as the policies and procedures expert for the development and implementation of an online grants management system.

RELEVANT PROJECT EXPERIENCE

State of California Grant Management Services

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

Description: The State of California Department of Housing and Community Development received \$250 million in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017. Civix, along with a team of subcontractors, is providing grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include standing up HCD's single family housing, multi-family housing, and infrastructure recovery programs, developing and launch of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

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

Project Dates: October 2019 – October 2025

Reference: Susan Naramore, Senior Specialist – Disaster Recovery; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833; Susan.Naramore@hcd.ca.gov; (916) 263-0371

QUALIFICATIONS

- Over 5 years of CDBG grant management experience
- Developed and led trainings on CDBG requirements for subrecipients
- Served as subject matter expert for environmental standards, Section 3, and 2 CFR 200 financial, procurement, and audit requirements

EDUCATION & TRAINING

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

RELEVANT PRIOR EXPERIENCE

Indiana Office of the Lieutenant Governor

Responsibilities: Megan served as *Senior CDBG Grant Manager* and maintained the following responsibilities:

- Collaborated with agency staff to design, evaluate, and update grant applications and guidelines
- Developed scoring processes, monitoring criterion, and systems for program evaluation
- Established written procedures for both federal and state grant programs in coordination with state agencies
- Developed and delivered training courses for external customers related to grant protocols and technical assistance

Megan served as *CDBG Program Manager* and maintained the following responsibilities:

- Managed compliance for Indiana's State CDBG Program by developing and executing systems to monitor projects from award through implementation and completion related to environmental standards, release of funds, Section 3, and 2 CFR 200 financial, procurement, and audit requirements
- Interpreted and advised grantees on NEPA, policy, and procedural requirements as the CDBG Environmental Specialist while assessing internal performance for compliance
- Analyzed data, policies, procedures, and grant implementation methods
- Created and implemented corrective actions and updated process for grantee audits and closeout

Indiana Department of Education

Responsibilities: Megan served as *Grant Specialist* and maintained the following responsibilities:

- Managed a \$20 million federal grant program according to state and federal regulations, including review and approval of applications or amendments and oversaw administration of a \$10 million grant funding competition
- Organized and facilitated trainings, workshops, webinars, and conference sessions
- Implemented an organizational structure and streamlined internal processes for improved program support
- Coordinated a revision of grant documents and processes to comply with new Federal laws and regulations

EMPLOYMENT HISTORY

Civix, Grant Manager
May 2020 – Present

Office of the Lieutenant Governor of Indiana, Senior CDBG Grant Manager
2019 – May 2020

Office of the Lieutenant Governor of Indiana, CDBG Program Manager
2017 – 2019

Indiana Department of Education, Grant Specialist
2015 – 2017

Indiana Department of Education, Executive Assistant
2013 – 2015

Indiana Housing and Community Development Authority, Constituent Liaison and Communications Specialist
2013 – 2013

Attachment A Resumes

Annie Stocklin Planner



Annie Stocklin is an experienced planner dedicated to the projects and communities she serves. She is highly awarded for her research and academic work in Economics and Community & Regional Planning. Additionally, Annie brings a knowledge of various coding languages, as well as design and analytics software.



RELEVANT PRIOR EXPERIENCE

Development Coordinator/Our House

Role/Responsibilities: Annie served as a Development Coordinator and maintained the following responsibilities:

- Streamlined and automated stewardship processes through Raiser's Edge to better segment and market to donors for homeless services nonprofit

Dates: December 2019 - 2021

Planner 1/City of Brookhaven

Role/Responsibilities: Annie served as Planner 1 and maintained the following responsibilities:

- Communicated with cities around the country (Portland, Austin, Atlanta) to research and draft first ordinance on shared dockless mobility
- Presented on future of small vehicle mobility to City Council, Mayor, and Planning Commission
- Created affordable housing resource page and researched best practices for community retention and anti-displacement programs
- Evaluated the goals of affordability, housing diversity, human-scale development, and increased walkability for first zoning rewrite in Brookhaven's history

Dates: December 2017 – February 2019

Outreach Team/Georgetown TX Bicycle Plan

Role/Responsibilities: Annie served on the outreach team and maintained the following responsibilities:

- Helped conduct in-person and online campaign to successfully collect 920 survey responses from Georgetown residents concerning aspirations for citywide bicycle infrastructure
- Built qualitative research skills in analyzing surveys using R

Dates: Fall 2016

QUALIFICATIONS

- Over four years of planning experience
- Skilled in InDesign, Illustrator, Photoshop, Excel, ArcGis, Google Analytics, HTML/CSS, and Wordpress

EDUCATION & TRAINING

- Master's in Community & Regional Planning, 2017, UT Austin
- B.A. in Anthropology, Business Administration, Economics, 2014, University of Georgia

AWARDS

- UT Graduate Student Fellowship - Full Tuition Waiver
- UGA Terry Excellence Award for Outstanding Achievement in Economics
- UGA Economics Senior Thesis Award Nomination
- UGA Charter Scholarship
- Zell Miller Scholarship Recipient
- UGA Honors Program



ANGIE TRAILL

SENIOR TECHNICAL ADVISOR

Angie Traill serves as a subject matter expert on federal regulatory compliance. Her areas of focus include financial management, labor and wage regulations, compliance monitoring, and developing administrative policies and procedures. Prior to joining GCR, she served as a Grants Project Manager for St. Tammany Parish, Louisiana. Angie led the oversight for the annual allocation of \$2.5 million from HUD. She played a significant role in the development and submission of the Annual Action Plan and has led monitoring of multiple HUD funded grant programs.

QUALIFICATIONS

- 8 years of experience working with federal grants
- Experience with the design and oversight of federally funded programs
- Expert in HUD compliance and monitoring
- Labor Compliance expert (including Davis Bacon Compliance)
- Experience with Community Development Block Grant-Disaster Recovery funding

EDUCATION

Masters of Public Administration,
George Washington University
Bachelor of Arts, Communication
Studies, Seattle University

RELEVANT PROJECT EXPERIENCE

California CDBG-DR Action Plan and Technical Assistance

Client: State of California Department of Housing and Community Development

Description: The State of California was awarded \$212 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

Project Role: Angie serves as a Senior Grant Manager for this assignment. Her role includes providing regulatory guidance, Action Plan development, and program design.

HUD Community Compass – Puerto Rico CDBG-DR Technical Assistance

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

Description: GCR is part of a team of firms providing technical assistance to Puerto Rico's Department of Housing in support of the launch of its CDBG-DR funded programs. GCR's role has included drafting administrative policies and procedures, performing cost estimates for procurement activities and generally supporting procurement efforts, and assisting with program design and development. In addition, GCR personnel have developed and

conducted trainings for Puerto Rican personnel on a broad spectrum of key topics, ranging from financial management to the fundamentals of CDBG-DR funding.

Project Role: Angie services as a Senior Grant Manager for this assignment. Her role includes the development of regulatory trainings, supporting procurement efforts, and supporting the development of project deliverables.

Jefferson Parish CDBG/CDBG-DR Program Management Support

Client: Jefferson Parish Government

Description: GCR is providing overall program management support to the Jefferson Parish Community Development Department for CDBG, HOME, ESG and CDBG-DR programs. Included in the scope is specific guidance related to regulatory compliance in support the Parish's recovery from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. GCR's work has included a full assessment of the Parish's program management operations to identify areas in need of improvement, the development of policies and procedures for specific recovery programs and overall grants administration, and training staff on best practices and regulatory requirements.

Project Role: Angie supports multiple areas of GCR's assignment, including the development of policies and procedures and monitoring program implementation for compliance with regulatory requirements.

East Baton Rouge Redevelopment Authority – Technical Assistance

Client: East Baton Rouge Redevelopment Authority (EBBRA)

Description: The East Baton Rouge Redevelopment Authority (EBBRA) selected GCR to assist with the development of East Baton Rouge's 2018 Action Plan. GCR is providing administrative oversight and budget preparation tasks, linking one-year action plan projects to the objectives and outcomes developed for the consolidated plan. GCR reviewed and evaluated responses to Requests for Proposals (RFPs) from prospective subrecipients, developers, and community partners. Additional program tasks include overall regulatory and statutory HUD compliance reviews; drafting a proposed budget with conceptual and detailed estimating based on prior year funding allocations; completing subsidy layering analysis for HOME project awards; and preparing documents in compliance with federal, state and local regulations, guidelines, policies and procedures on behalf of EBBRA.

Project Role: Angie supported regulatory compliance matters across the project. She provides guidance on key grant requirements and assists in the development of the Annual Action Plan and other project deliverables.

RELEVANT PRIOR EXPERIENCE

St. Tammany Parish Government

Description: The St. Tammany Grants Department is responsible for the design and oversight of the parish's annual allocation of HUD grants, including CDBG, HOME, Community Services Block Grant, and Emergency Shelter Grants Program and its CDBG-DR allocation. The department leads program design and implementation oversight and monitoring and compliance of federal grants, including programmatic, financial, and labor compliance.

Role: Angie served as a Grants Project Manager where she was fiscally responsible for community-supportive grant programs. Angie was responsible for preparing grant applications, award budgets, contracts and Parish Council resolutions; preparing and reviewing procurement documents; reviewing and approving invoices charged to grant funds; and managing grant funding drawdowns. Angie presented monthly grant reports and financial status reports and assists in the Department of Grants year-end Single Audit Report for all federal Grants.



JARED LEE

SR. GRANT MANAGER



Jared Lee is a proficient Disaster Recovery professional who possesses over 11 years of experience working with recovery programs. Prior to his work with GCR, Jared served as Disaster Recovery Programs Manager with State of Louisiana, Division of Administration Office of Community Development-Disaster Recovery Unit (OCD-DRU) where he led a group of 11 project managers in providing CDBG-DR technical assistance and grants management guidance to over 50 unique grantees. He managed 15 disaster recovery programs with budgets ranging from \$10 million to over \$500 million and processed monthly expenditures at a rate of roughly \$6 - \$8 million per month. Utilizing self-imposed deadlines, Jared and his team provided the U.S. Housing and Urban Development (HUD) with creative mechanisms to begin closing out the remaining recovery programs under Hurricanes Katrina/Rita and Gustav/Ike by the end of 2022.

PRIOR WORK EXPERIENCE

Recovery Programs Manager

Client: State of Louisiana, Division of Administration Office of Community Development-Disaster Recovery Unit (OCD-DRU)

Role: Responsible for managing the design, implementation and supervision of all assigned economic and infrastructure recovery programs – this involves development of program guidelines and internal policies, resolution of complex, long-standing issues with grantees, oversight with ongoing status of program budget projections and expenditures, and approving requests for reimbursements and/or project/program applications or amendment.

Reference: Jeff Haley, Chief Operating Officer; 617 N. Third Street Baton Rouge, LA 70801; (225) 219-9600; jeff.haley@la.gov

Disaster Recovery Team Lead - Infrastructure

Client: State of Louisiana, Division of Administration Office of Community Development-Disaster Recovery Unit (OCD-DRU)

Role/Responsibilities: Responsible for monitoring the quantitative and qualitative performance of a team of four OCD-DRU project managers to ensure the continued success of assigned CDBG-DR Programs – this involves assisting the DR Manager in creating and maintaining records of allocations, obligations, budgets, projections and expenditures for all assigned programs and projects.

Reference: Jeff Haley, Chief Operating Officer; 617 N. Third Street Baton Rouge, LA 70801; (225) 219-9600; jeff.haley@la.gov

Disaster Recovery Specialist - Infrastructure

Client: State of Louisiana, Division of Administration Office of Community Development-Disaster Recovery Unit (OCD-DRU)

Role/Responsibilities: Tasked with managing infrastructure projects of assigned grantees, which includes reviewing and approving requests for payments on

QUALIFICATIONS

- Over 11 years of disaster recovery experience
- Experienced managing multiple recovery projects simultaneously
- Worked on State of Louisiana's Action Plan and amendments to HUD for Disaster Recovery Programs

EDUCATION AND TRAINING

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

REGISTRATIONS/CERTIFICATIONS

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

EMPLOYER DATES AND NAMES

- GCR Inc, Senior Technical Advisor, July 2019
- State of Louisiana, Division of Administration Office of Community Development-Disaster Recovery Unit, Disaster Recovery Team Programs Manager; Team Lead – Infrastructure; Specialist – Infrastructure; Analyst – Homeowners, October 2012 – July 2019
- The Shaw Group, Community Development Compliance Specialist – Environmental & Infrastructure, June 2010 – September 2012

ATTACHMENT A RESUMES

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EMPLOYER DATES AND NAMES (CONTINUED)

- Hammerman & Gainer, Inc.,
Analyst – Eligibility & Benefit
Determination, March 2009 – June
2010
- ICF International, Team
Lead/Subject Matter Expert

project invoices, reviewing project amendments for budget revisions or changes to the scope of work, and providing technical assistance to local officials in the form of verbal and written communiqué which cites applicable federal rules and regulations.

Reference: Jeff Haley, Chief Operating Officer; 617 N. Third Street Baton Rouge, LA 70801; (225) 219-9600; jeff.haley@la.gov

Disaster Recovery Analyst - Homeowners

Client: State of Louisiana, Division of Administration Office of Community Development-Disaster Recovery Unit (OCD-DRU)

Role/Responsibilities: Oversaw, monitored, and evaluated the administration of long-term housing and disaster housing programs to ensure compliance with state and federal regulations. Tasked to revise and implement housing recovery program policies and procedures regarding restrictive land covenants on grant recipients' properties – this included working with general counsel on preparing and reviewing legal documents as well as drafting policy and procedural clarification memorandums for review and execution by the OCD-DRU Director.

Reference: Jeff Haley, Chief Operating Officer; 617 N. Third Street Baton Rouge, LA 70801; (225) 219-9600; jeff.haley@la.gov

Community Development Compliance Specialist – Environmental & Infrastructure

Client: The Shaw Group

Role/Responsibilities: Provided technical assistance regarding CDBG programs for housing and land activities (homeowner rehabilitation, home purchase, new construction, and other services) – this included coordinating processes with State officials to ensure that homeowners involved in multiple housing programs adhered to each programs' rules and regulations.

Analyst – Eligibility & Benefit Determination, The Road Home Program

Client: Hammerman & Gainer, Inc.

Role/Responsibilities: Served as subject matter expert for administering and guiding policies and procedures with the Sold Home portion of the Road Home program – this task included establishing the original Standard Operating Procedures (SOP's) for the operations contractor to effectively process and fund Road Home applicants meeting these criteria.

Team Lead/Subject Matter Expert–Constituent Services, The Road Home Program

Client: ICF International

Role/Responsibilities: Advised, directed, and supervised the day-to-day operation of a group of 15 – 20 caseworkers. Served as liaison and policy expert for all state and legislative offices' inquiries on escalated or high priority Road Home applications.

Lois Colson, AICP
Senior Planner



Lois Colson, AICP is a planning professional and seasoned program manager. She has extensive experience leading urban development programs and handling grants and loans. Additionally, Lois is well-versed in the skills of contract preparation and review. Lois brings more than 14 years of experience working in the public sector, during which time she has designed and led multiple HUD-funded programs. Her experience includes program design and administration, community outreach and stakeholder engagement, development of programmatic and administrative policies and procedures, and performance assessment and tracking.



RELEVANT PRIOR EXPERIENCE

**New Orleans Redevelopment Authority
(NORA)/Program and Grant Manager**

Role/Responsibilities: Lois served as Program Manager from 2014 to 2021 and maintained the following responsibilities:

- Act in a lead or support role as needed to craft proposals, execute implementation and close-out projects
- Responsible for policy development, evaluating performance metrics, identifying, and resolving challenges on residential and resilience programs
- Lead project manager of the agency's 29-million-dollar NSP grant from HUD which resulted in 450+ affordable housing units in 5 years through partnerships with 14 developers and a project management team of 3+ staff at the height of production
- Liaison to local, state, and federal government for specific programs as needed
- Design and maintain processes for cross departmental use and continuously evaluate their effectiveness to provide updates as needed
- Create operations manuals relative to specific funds for use by staff and private sector partners
- Prepare NORA funding notices including technical instructions and policy objectives
- Promote meaningful outreach and communication strategies
- Draft quarterly newsletters, legal documents, forms, guides, presentations
- Collaborate with colleagues to draft applications for grant funds as needed
- Host presentations to public and private sector audiences in-person and via webinars
- Foster professional relationships with peers internally and externally
- Respond to inquiries from the public including citizens, developers and contractors about programs and processes

QUALIFICATIONS

- 15 years of combined experience in planning and project management
- Over 10 years of experience in grant management
- Fluent in HUD laws and regulations

EDUCATION & TRAINING

- Master of Arts, Urban Planning, 2007, University of California
- Bachelor of Arts, Political Science, 2000, University of Washington

**REGISTRATIONS/
CERTIFICATIONS**

- American Institute of Certified Planners (AICP), 2016-current
- NeighborWorks Institute Certificate, 2013: Construction Management
- Certified HOME Program Specialist-Regulations, 2012
- American Planning Association Fellow (APA) in New Orleans, 2007

- Represent the agency at trainings, workshops, and professional conferences
- Lois served as Grant Manager from 2010 to 2014 and maintained the following responsibilities:
- Monitor and evaluate the performance of grants and loans
 - Track grant budgets and expenditures to provide feedback about expected outcomes
 - Review single-family home construction budgets
 - Provide technical assistance verbally and in writing to internal and external stakeholders about federal requirements including: Uniform Relocation Act, environmental review, fair housing, duplication of benefits, Section 3, Minority/Woman Owned Business Enterprises, and procurement.
 - Draft and submit quarterly progress reports to local, state, and federal agencies
- Lois also maintained the following contract management responsibilities:
- Prepare contracts to ensure inclusion of detailed scope of work, deliverables, required local and federal provisions and fee schedules
 - Monitor and administer contracts
 - Collect and track performance reports related to Section 3, Disadvantaged Business Enterprises, Minority and Woman Owned Businesses and specific milestones related to individual contracts
 - Review contracts and invoices for completeness; work with contractors and staff to resolve issues and improve processes as needed

Dates: 2010-2021

City of New Orleans, Office of Recovery, Development and Administration (ORDA)/Strategic Planner

Role/Responsibilities: Lois served as Strategic Planner from 2007 to 2009 and American Planning Association (APS) Fellow in Summer 2007. She maintained the following responsibilities:

- Responsible for project descriptions and coordination of CDBG-DR investments on recovery projects following Hurricane Katrina including libraries, streetscapes and parks
- Provided technical assistance to city staff and consultants regarding the allowable uses of CDBG
- Worked collaboratively with colleagues at local and federal levels to shepherd projects to completion
- Conducted site visits in order to establish priority recovery projects based on current conditions
- Assisted in preparation of the "Recovery Plan", later used to guide mayoral decisions

Dates: 2007-2009

Community Assets Consulting, Motor Avenue Improvement Association (MAIA)/Neighborhood Planning Advocate

Role/Responsibilities: Lois served as Neighborhood Planning Advocate and maintained the following responsibilities:

- Project Manager for the "Motor Avenue Improvement Association"
- Cultivated and maintained relationships with community stakeholders
- Represented the neighborhood association at public hearings and community meetings
- Drafted a long-term plan for the neighborhood to introduce pedestrian friendly improvements on their main commercial corridor

Dates: 2006

City of Palm Desert, Planning Department/Planning Intern

Role/Responsibilities: Lois served as Planning Intern and maintained the following responsibilities:

- Interfaced with the public to receive planning related inquiries
- Reviewed applications for compliance with planning regulations
- Compiled field and file data for staff reports and presentations

Dates: Summer 2006

Democratic Leadership Council (DLC)/Development Associate and Development Assistant

Role/Responsibilities: Lois served as Development Associate from 2002 to 2004 and Development Assistant from 2000 to 2002. She maintained the following responsibilities:

- Solicited donor contributions
- Travelled with U.S. elected officials during national fundraising events
- Managed a customized donor database using SQL programming

Dates: 2000-2004

Michele Plaugic, AICP

Grant Analyst

Michele Plaugic is an AICP professional with 5 years of experience. She has worked in planning for both the public and private sectors, with experience in the areas of catastrophe analytics, economic impact, transportation, public health, and environmental planning. Her technical proficiency includes natural hazards risk analysis, land use analysis, program evaluation, community engagement, and qualitative methods.



RELEVANT PROJECT EXPERIENCE

Shelby County NDRC Grant Implementation

Client: Shelby County Government

Description: Civix provides project management support, guidance on regulatory requirements, including compliance monitoring and support with audits, data management and reporting, policy and procedures development, and program design. Civix's support included tracking performance metrics, guiding the County and its NDR grant through HUD's DRGR system, and establishing a records management and filing system for official use during internal and external audits and monitoring.

Project Role: Michele serves as a Technical Advisor for this assignment.

City of Kenner Technical Assistance

Client: City of Kenner

Description: The City of Kenner selected Civix to provide technical assistance and program management support to the City of Kenner's Department of Community Development. Civix supports the department with the City's Community Development Block Grant (CDBG) program, including its Coronavirus Aid, Relief, and Economic Security Act of 2020 (CARES Act) funding allocations, the HOME Investment Partnership (HOME) Program, and the Emergency Solutions Grant (ESG) Program. Civix's scope of work for the department includes development of administrative policies and procedures, technical assistance supporting rapid launch of new HUD-funded programming to respond to immediate community needs related to the COVID-19 pandemic and Hurricane Ida, development of CDBG and HOME program policies and procedures, and provision of ongoing technical assistance and staff training on best practices and regulatory requirements.

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

City of New Orleans Comprehensive Recovery Plan

Client: City of New Orleans

Description: Civix was selected by the City of New Orleans to lead development of the City's first Comprehensive Recovery Plan (CRP). The plan is focused on improving New Orleans' ability to recover from disaster through strategic community planning and coordination efforts. The plan will set recovery priorities and policies, and it will provide clear protocols and organizational structure in the aftermath of disaster.

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

QUALIFICATIONS

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

Master of City and Regional Planning,
University of North Carolina at Chapel Hill

Master of Public Health, University of
North Carolina at Chapel Hill
Bachelor of Science in Environmental
Planning and Design, Rutgers
University

REGISTRATIONS/ CERTIFICATIONS

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

RELEVANT PRIOR EXPERIENCE

Guy Carpenter, Philadelphia, PA

Responsibilities: Michele served as Analyst II, and Assistant Vice President North America Catastrophe Advisory and maintained the following responsibilities:

- Contributed to catastrophe modeling and mapping client exposure and responses to natural hazards
- Utilized spatial and quantitative data and methods to deliver natural peril analyses
- Acted as product marketing manager and engaged with clients to support their underwriting needs

Econsult Solutions, Inc., Philadelphia, PA

Responsibilities: Michele served as a Senior Analyst and maintained the following responsibilities:

- Executed econometric and statistical analyses of economic, financial and demographic data
- Performed spatial analyses of data and produced maps and other visuals
- Conducted technical research, developed and implemented tools for quantitative and qualitative analysis, including surveys and interview guides
- Drafted and edited client reports and prepared materials for presentations and proposals

Working Landscapes, Warrington, NC

Responsibilities: Michele served as a Spatial Analyst and maintained the following responsibilities:

- Applied spatial and quantitative analysis of farm-to-fork supply chain and created static and interactive graphics of the supply chain in ArcGIS and Tableau
- Developed and implemented an internal Excel database to maintain and update data records quickly and accurately

Urban Investment Strategies Center, Frank Hawkins Kenan Institute of Private Enterprise, Chapel Hill, NC

Responsibilities: Michele served as a Graduate Research Assistant and maintained the following responsibilities:

- Managed, tidied, and analyzed large datasets from public and private sources related to economic development, housing, business demography and inequality
- Supported ongoing projects through secondary research and translated statistical analysis for a variety of audiences
- Developed graphical and spatial data visualizations as a tool for storytelling and communication to public officials, private firms, and local residents

RS&H, Charlotte, NC & Raleigh, NC

Responsibilities: Michele served as a Transportation Planning Intern and maintained the following responsibilities:

- Contributed to the development of planning reports, maps, and graphics to guide the development of roadway and transit projects in the Charlotte metropolitan area
- Improved and automated a crash data analysis tool for NC Department of Transportation in Python and ArcGIS
- Created interactive maps through ArcGIS Online to solicit public comments on proposed transportation projects and ensure transparency with the public
- Conducted community outreach to generate public comments on proposed transportation projects in the region

EMPLOYMENT HISTORY

Guy Carpenter – Analyst II, Assistant Vice President, North America Catastrophe Advisory
January 2021 - July 2022

Econsult Solutions, Inc. – Senior Analyst
June 2020 – December 2020
Research Analyst
May 2019 – June 2020

Working Landscapes – Spatial Analyst
May 2019 – October 2019

Urban Investment Strategies Center – Graduate Research Assistant
October 2018 – May 2019

RS&H – Transportation Planning Intern
May 2017 – December 2018

Research & Evaluation, Public Health Management Corporation – Research and Evaluation Intern
May 2018 – August 2018

Philadelphia City Planning Commission – Health and Planning Spatial Analyst
June 2018 – August 2018

Institute for the Environment, University of North Carolina – Research Assistant
August 2017 – June 2019

Institute for the Environment, University of North Carolina – Research Assistant
January 2017 – May 2017

Research & Evaluation, Public Health Management Corporation, Philadelphia, PA

Responsibilities: Michele served as a Research and Evaluation Intern and maintained the following responsibilities:

- Evaluated public health programs throughout Pennsylvania, using quantitative and qualitative methods
- Synthesized findings from surveys, built data visualizations, and prepared data-driven quarterly reports for clients
- Organized and assisted with focus groups and conducted qualitative coding and analysis

Philadelphia City Planning Commission, Philadelphia, PA

Responsibilities: Michele served as a Health and Planning Spatial Analyst and maintained the following responsibilities:

- Built and managed spatial and statistical models to understand the relationship between residential highway proximity and health risks in Philadelphia and presented findings to inform planning decisions at the city
- Developed strong visualizations and presented findings to various city departments

Institute for the Environment, University of North Carolina, Chapel Hill, NC

Responsibilities: Michele served as a Research Assistant and maintained the following responsibilities:

- Georeferenced historic aerial photos and analyzed land use data to quantify the impact of the Coastal Barrier Resources Act on coastal development in the U.S.
- Established and managed spatial inventories of coastal development using ArcGIS and Excel to determine rates of development and created maps in ArcGIS to visualize development
- Conducted community surveys to gather local input on the land use effects and agricultural implications of flooding and saltwater intrusion within the Albemarle-Pamlico peninsula in North Carolina

Chad Carson

Senior Grant Manager



Chad Carson combines a decade of experience in disaster recovery successfully guiding projects, teams, and programs with a focus on housing, buyouts, and resettlements in government and non-profit settings. Chad brings a broad exposure to multiple areas of operations, including project management and implementation, financial operations, program development, project coordination, compliance, and process improvements. He has a strong record of consistent upward mobility with success serving in challenging and problematic areas touched by natural disasters and delivering programs to vulnerable populations. Chad's areas of expertise include Program & Project Management, CDBG Compliance, Program Design, Community Resettlement, Actions Plans & Unmet Needs Analysis, Housing Policy, Data Analysis, Building Science, Grant Writing, Government Relations, Community Outreach & Engagement, Lean Operational Processes, and Case Management.



RELEVANT PROJECT EXPERIENCE

State of California Grant Management Services

Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)
Description: The State of California Department of Housing and Community Development received \$250 million in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017. Civix, along with a team of subcontractors, is providing grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include standing up HCD's single family housing, multi-family housing, and infrastructure recovery programs, developing and launch of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Chad leads the oversight over the State's owner-occupied recovery and construction program, and provides support across the disaster recovery and mitigation programs for the State.

Project Dates: October 2019 – October 2025

Reference: Susan Naramore, Senior Specialist - Disaster Recovery; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833; 916.263.037; susan.naramore@hcd.ca.gov

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

State of Arkansas HUD Community Compass Technical Assistance

Client: State of Arkansas

Description: Civix is supporting the State of Arkansas Economic Development Commission (AEDC) with development and implementation of the State's CDBG-DR programs to address the impacts of

QUALIFICATIONS

- 10 years of experience in disaster recovery
- Extensive knowledge of CDBG, CDBG-DR, NDR, and FEMA regulations
- Expert in compliance and program management

EDUCATION & TRAINING

- BS in Business Management, 2016, Western Governors University
- Coursework in Sociology, 2010, Loyola University New Orleans
- Building Science Fundamentals, 2019, Building Sciences Corporation
- Grantsmanship Training Program, 2018, The Grantsmanship Center

REGISTRATIONS/ CERTIFICATIONS

- Project Management Professional, 2019, Project Management Institute
- Notary Public with Statewide

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

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

Project Dates: November 2020 – July 2022

Reference: Jean Noble, Director of Grants Management, Arkansas Economic Development Commission; (501) 682-7389; JNoble@ArkansasEDC.com.

San Marcos CDBG-MIT TA

Client: City of San Marcos

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. For San Marcos, the scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR and CDBG-MIT regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix provides technical assistance program design efforts and the development of policies and procedures.

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

Project Dates: June 2020 – December 2021

Reference: Carol Griffith, Housing and Community Development Manager, Planning and Development Services; 630 E. Hopkins Street, San Marcos, TX 78666; (512) 393-8230; CGriffith@sanmarcostx.gov

Nebraska CDBG-DR TA

Client: State of Nebraska

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. For the State of Nebraska, the scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix provided technical assistance on Nebraska's DR Action Plan, as well as addressing grant conditions and program launch preparations through guiding program design efforts and the development of policies and procedures.

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

Project Dates: November 2020 – December 2022

Reference: Department of Economic Development Community Development Division; 301 Centennial Mall South, 4th Floor, Lincoln, NE 68508; (800) 426-6505

Oklahoma CDBG-DR TA

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

Description: Civix is providing technical assistance to Oklahoma's Department of Commerce/Community Development in support of the development and launch of its 2019 CDBG-DR funded programs and activities to recover from flooding of the Arkansas River. Civix provides

EMPLOYMENT HISTORY

Civix, Senior Grant Manager
July 2021 to Present

Louisiana Office of Community Development, Disaster Recovery Project Manager
March 2017 – June 2021

Greater New Orleans Housing Alliance, Supervisor, Road Home Liaison Group
May 2015 – February 2017

St. Bernard Project dba Sea Bright Rising, Director – Sea Bright, NJ
March 2014 – May 2015

St. Bernard Project dba Rebuild Joplin, Director – Joplin, MO
September 2013 – March 2014

St. Bernard Project, Director of Client Services – Chalmette, LA
August 2011 – August 2013

Louisiana Spirit, Resource Linkage Coordinator – Chalmette, LA
February 2011 – July 2011

Service Employees International Union 21, Labor Organizer – Baton Rouge & New Orleans, LA
May 2010 – December 2010

technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. The scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR programmatic and cross cutting regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. Civix has supported Oklahoma in revisions to its Action Plan, completion of its Financial Management and Grant Capacity Certifications, and recommendations on updates to programmatic policies and procedures. 1

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

Project Dates: November 2020 – June 2022

Reference: Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649

City of New Orleans Comprehensive Recovery Plan

Client: City of New Orleans

Description: Civix was selected by the City of New Orleans to lead development of the City's first Comprehensive Recovery Plan (CRP). The plan is focused on improving New Orleans' ability to recover from disaster through strategic community planning and coordination efforts. The plan will set recovery priorities and policies, and it will provide clear protocols and organizational structure in the aftermath of disaster.

In coordination with the City, Civix leads and manages development of the Comprehensive Recovery Plan from the initial planning stages through plan adoption. Civix provides the City's Office of Homeland Security and Emergency Preparedness with expertise on disaster response and recovery, strategic planning, policy development, and community outreach and engagement. Civix's services include development and coordination of the City's Community Advisory Committee (CAC) and guidance on strategic community engagement in the wake of Hurricane Ida and amid the ongoing COVID-19 pandemic.

Project Role: Chad provides overall support for plan development, co-leads facilitation with City department and community stakeholders, and provides overall subject matter expertise on recovery and mitigation.

Project Dates: January 2021 – December 2022

Reference: Austin Feldbaum, Hazard Mitigation Administrator; City of New Orleans, Office of Homeland Security and Emergency Preparedness; 1300 Perdido Street, 9W03, New Orleans, LA 70112; 504-658-8792; afeldbaum@nola.gov

CDBG-DR Oversight and Monitoring

Client: State of Florida Department of Economic Opportunity

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

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

Project Dates: October 2019 – October 2022

Reference: Hannah E. Tucker, MSA, CGAP, FCCM, FCCN, Compliance & Reporting Manager; State of Florida Department of Economic Opportunity; (850) 717-8509, Hannah.Tucker@deo.myflorida.com

City of Norfolk CDBG-TA

Client: Department of Housing and Community Development

Description: Civix is engaged with the Department of Housing and Community Development to provide on-call technical assistance and program management support across its portfolio of HUD CPD grants (CDBG, HOME, ESG). Civix is supporting the relaunch of Renovate Norfolk, the City's owner-occupied housing rehabilitation program, by developing the policies and procedures, application priorities, and building tools for effective program implementation. Civix is also providing trainings for staff to build capacity and ensure compliance. Civix is also developing the updated Analysis of Impediments to Fair Housing Choice report (AI). While the AI must meet requirements

for HUD-compliance, Civix aims to not only capture Norfolk's housing challenges, but also identify opportunities for community and economic development.

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

Project Dates: October 2021 – September 2022

Reference: Megan Erwin, Assistant Director, Department of Housing and Community Development, City of Norfolk, 501-A Boush Street, Norfolk, VA 23510, (757) 664-4287; megan.erwin@norfolk.gov

Shelby County NDRC Grant Implementation

Client: Shelby County Government

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

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

Project Dates: April 2017 – September 2022

Reference: Jared Darby, CFM, Administrator; Office of Sustainability and Resilience, Memphis and Shelby County Division of Planning; 125 N. Main Street, Room 468, Memphis, TN 38103; (901) 636-7166; jared.darby@memphistn.gov

Missouri CDBG-DR TA

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

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. The scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR and CDBG-MIT regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix provides technical assistance on DR and MIT Action Plans and with program launch preparations through guiding program design efforts and the development of policies and procedures..

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

Project Dates: March 2021 – September 2021

Reference: Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649

Missouri CDBG-MIT TA

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

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. The scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR and CDBG-MIT regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix provides technical assistance on DR and MIT Action Plans and with program launch preparations through guiding program design efforts and the development of policies and procedures.

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

Project Dates: June 2020 – June 2022

Reference: Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649

RELEVANT PRIOR EXPERIENCE

Louisiana Office of Community Development – New Orleans, LA

Responsibilities: Chad served as Disaster Recovery Project Manager from December 2018 to June 2021 and maintained the following responsibilities:

- Oversaw a portfolio of recovery projects including high-profile and cutting-edge relocation projects with responsibility for program design, compliance, budget, schedules, and performance
- Project portfolio included Isle de Jean Charles Resettlement (\$48M), Restore LA Buyouts (\$55M), MIT Statewide Buyouts (\$50M), and LASAFE's Lafourche Resilient Housing Prototype (\$7M)
- Ensured projects comply with CDBG-DR, NDR, and MIT regulations as well as crosscutting environmental, labor, and civil rights regulations

Chad served as Disaster Recovery Policy Specialist from March 2017 to December 2018 and maintained the following responsibilities:

- Drafted and managed policy for recovery programs including action plans and amendments, program policies, standard operating procedures
- Drafted action plan amendments following Louisiana's 2016 floods including housing unmet needs analysis using FEMA IA, NFIP, and SBA data
- Authored policies for owner-occupied rehab, rental, buyout, and economic development programs
- Delivered timely program overviews for high level stakeholders
- Managed relationships with grantees and subrecipients to ensure successful project outcomes

Greater New Orleans Housing Alliance – New Orleans, LA

Responsibilities: Chad served as Supervisor for the Road Home Liaison Group and maintained the following responsibilities:

- Provided technical and policy assistance to a collaborative of case managers performing final unmet needs outreach and case closeout for the Road Home Program
- Collaborated with Program Director to formulate and draft GNOHA's position papers on current and proposed Road Home policy
- Ensured all cases worked under the collaborative met GNOHA's high standards for accuracy and client advocacy
- Trained newly hired case managers in all aspects of Road Home policies, procedures, and case management skills
- Developed and maintained systems for tracking program outcomes including weekly dashboards for the leadership team

St. Bernard Project dba Sea Bright Rising – Sea Bright, NJ

Responsibilities: Chad served as director and maintained the following responsibilities:

- Provided leadership to the New Jersey office of St Bernard Project affiliate group, a non-profit organization dedicated to rebuilding homes in areas ravaged by natural disasters
- Oversaw construction staff and office team, with responsibility for ongoing operations related to fundraising, implementation of goals and success measures, financial management, and hiring
- Tapped to lead the initiatives focusing on residential reconstruction in multiple areas of New Jersey impacted by Hurricane Sandy, modeled after successful efforts in the New Orleans region in the wake of Hurricane Katrina
- Provided strategic planning for a new SBP affiliate from the ground up, including forecasting costs, and recruiting and training staff to ensure a seamless launch
- Administered a \$2M+ program budget, ensuring all projects adhered to forecasted costs and deadlines
- Worked with New Jersey state government and Department of Consumer Affairs to establish a first-of-its-kind referral system to bridge the divide between RREM Program and Nonprofit Construction Assistance.

- Guided the successful expansion of the affiliate’s footprint from one small town to two counties

St. Bernard Project dba Rebuild Joplin – Joplin, MO

Responsibilities: Chad served as director and maintained the following responsibilities:

- Served in a leadership role during SBP’s first-ever expansion, accountable for guiding all aspects of the post-disaster rebuilding program related to finances, operations, marketing communications, and human resources
- Stepped in as the leading full-time Director for the organization to help drive more project development opportunities and increase the number of residents assisted by the SBP
- Generated project funds by writing and receiving the City of Joplin’s first CDBG-DR owner occupied rebuilding grant.
- Provided leadership through the training transition process to introduce the branch to SBP standards and best practices

St. Bernard Project – Chalmette, LA

Responsibilities: Chad served as Director of Client Services and maintained the following responsibilities:

- Supervised a team of case managers in the delivery of services as the organization’s central liaison for government housing programs
- Drafted and administered over \$2.8M in grants used to fund the construction of client homes

Allison Ulrich, J.D.

Senior Grant Manager

Dedicated to issues of public interest and social justice, Allison Ulrich, J.D., has over twelve years of management and public policy expertise in the areas of housing, health, homelessness, and social services. As a member of the Civix Community Planning and Resilience Team Allison provides a broad array of management, policy, and technical assistance services. She leads projects for nonprofit and governmental organizations throughout California, Texas, Louisiana, Alabama, and Arkansas. Allison focuses on supporting change and improving programs that provide rental assistance, permanent supportive housing, transitional housing, emergency shelter, and supportive services. Special emphases include program and performance evaluation, change management, regulatory compliance, project management, proposal and technical writing, and grant/contract administration. Prior to her role at Civix, Allison was an independent consultant for nearly a decade. She specializes in training and education related to housing, fair housing, disability rights, tenants' rights, and HUD programming.

RELEVANT PROJECT EXPERIENCE

Emergency Housing Voucher (EHV) Program HUD Technical Assistance

Client: Technical Assistance Collaborative (TAC)

Description: As a subcontractor to Technical Assistance Collaborative (TAC), Civix currently provides HUD technical assistance to four communities throughout Texas and New Mexico with the goal of maximizing program performance, ensuring compliance, and improving outcomes for HUD's Emergency Housing Voucher (EHV) program. Civix provides Public Housing Authorities (PHAs) and their partners with customized technical assistance on HUD rules and regulations, program design, reporting and compliance, and maximizing leasing and permanent housing outcomes.

Project Role: Allison serves as Project Manager for the project. Her role includes project management and coordination, technical assistance, and regulatory support.

Project Dates: April 2022 – September 2022

Reference: Marie Herb, Managing Director; 15 Court Square, 11th Floor, Boston, MA 02108; (617) 794-6885; mherb@tacinc.org

UNITY of Greater New Orleans Coordinated Entry System Evaluation

Client: UNITY of Greater New Orleans

Description: UNITY of Greater New Orleans, lead agency for the LA-503 New Orleans-Jefferson Parish-Kenner Continuum of Care (CoC), selected Civix to conduct an annual evaluation of the CoC's Coordinated Entry System (CES). Focusing on the quality and effectiveness of the system for those it serves, Civix provides UNITY with technical assistance on HUD coordinated entry regulations and requirements, leads the CoC's CES Work Group, collects and analyzes system data through surveys and focus group facilitation, and develops recommendations for key system improvement efforts.

Project Role: Allison serves as Project Manager for the project. Her role includes project management and coordination, technical assistance, evaluation design, and stakeholder engagement.



QUALIFICATIONS

- Over 12 years housing and policy experience
- Provides technical assistance on HUD programs including CoC, EHV, CDBG, CDBG-DR, and HOME
- Knowledgeable regarding housing programs serving Veterans and people experiencing homelessness

EDUCATION & TRAINING

- J.D., Public Interest & Social Justice Law, Santa Clara University School of Law, 2007
- B.A. Sociology, minor in Community and Regional Development, University of California at Davis, 2004

REGISTRATIONS/ CERTIFICATIONS

- Member, State Bar of California
- Policy Chair, American Public Health Association (APHA) Caucus on Homelessness
- Advocate, Court Appointed Special Advocates (CASA) of Jefferson Parish

Project Dates: January 2022 – December 2022

Reference: Valerie Coffin, Director of CoC Programs; 2475 Canal Street, Suite 300, New Orleans, LA 70119; (504) 821-4496; vcoffin@unitygno.org

City of New Orleans Comprehensive Recovery Plan

Client: City of New Orleans

Description: Civix was selected by the City of New Orleans to lead development of the City's first Comprehensive Recovery Plan (CRP). The plan is focused on improving New Orleans' ability to recover from disaster through strategic community planning and coordination efforts. The plan will set recovery priorities and policies, and it will provide clear protocols and organizational structure in the aftermath of disaster. In coordination with the City, Civix leads and manages development of the Comprehensive Recovery Plan from the initial planning stages through plan adoption. Civix provides the City's Office of Homeland Security and Emergency Preparedness with expertise on disaster response and recovery, strategic planning, policy development, and community outreach and engagement. Civix's services include development and coordination of the City's Community Advisory Committee (CAC) and guidance on strategic community engagement in the wake of Hurricane Ida and amid the ongoing COVID-19 pandemic.

Project Role: Allison serves as Project Manager for this engagement. Her role includes project management and coordination, development and coordination of stakeholder advisory groups, and leading analysis and drafting of the plan.

Project Dates: January 2021 – December 2022

Reference: Austin Feldbaum, Hazard Mitigation Administrator; City of New Orleans, Office of Homeland Security and Emergency Preparedness; 1300 Perdido Street, 9W03, New Orleans, LA 70112; 504-658-8792; afeldbaum@nola.gov

City of Kenner – Hurricane Ida

Client: City of Kenner

Description: In the wake of Hurricane Ida, the City of Kenner selected Civix to develop and prepare a point-in-time analysis of damage and unmet recovery needs related to the impacts of the hurricane. Civix's scope of work includes collection of data on the impacts of Hurricane Ida and the development of a Hurricane Ida recovery briefing, as well as technical assistance to inform use of Community Development Block Grant-Disaster Recovery (CDBG-DR) funding. Support includes the assessment of department staffing capacity, Hurricane Ida communications and outreach, and regulatory support to respond to immediate community needs related to Hurricane Ida recovery. Civix also provides guidance on the layering of CDBG-DR funding and other HUD funding sources, including CDBG and CDBG-Coronavirus (CDBG-CV) funding allocations, HOME Investment Partnership (HOME), and HOME-American Rescue Plan (HOME-ARP) funding.

Project Role: Allison serves as Project Manager for this project. Her role includes project management and coordination, regulatory compliance, program design, and grant administration support. She also provides on-call technical assistance and delivers trainings on regulatory compliance matters.

Project Dates: October 2021 – December 2022

Reference: Tamithia Shaw, Director, Department of Community Development; 624 Williams Boulevard, Kenner, LA 70062; (504) 468-7588; tshaw@kenner.la.us

City of Kenner – HUD Program Management

Client: City of Kenner Department of Community Development

Description: In the spring of 2020, the City of Kenner Department of Community Development contracted with Civix to provide grant management technical assistance to the City's Department of Community Development across its portfolio of HUD-funded programs (CDBG, CDBG-CV, ESG, and HOME). Civix's services included a range assistance related to project management, from support for

EMPLOYMENT HISTORY

Civix
2019 – Present

Ulrich Consulting
2010 – 2019

HomeBase, The Center for Common Concerns
2017 – 2018

Department of Veterans Affairs
2016 – 2017

HomeFirst, Housing Services Partnership
2008 - 2010

project implementation to specific technical assistance needs. Civix supported the development and drafting of best practices in the operation of the Department, policy and procedural manuals, and conducted trainings and capacity building efforts for Department staff across its portfolio of programs. Civix also provided overall grant management support to the City of Kenner's Department of Community Development, including HUD regulatory support and guidance.

Project Role: Allison served as Project Manager for this project. Her role included project management and coordination, regulatory compliance, program design, and grant administration support.

Project Dates: March 2020 – December 2021

Reference: Tamithia Shaw, Director, Department of Community Development; 624 Williams Boulevard, Kenner, LA 70062; (504) 468-7588; tshaw@kenner.la.us

San Mateo County Veterans Needs Assessment and Outreach Study

Client: San Mateo County

Description: In the fall of 2020, the County of San Mateo Human Services Agency (HSA) contracted with Civix to conduct a Veteran Needs Assessment and Outreach Study. Civix worked with HSA, the County Veterans Service Office, and the County Veterans Commission to assess the needs of veterans living and working within San Mateo County. The goal of the assessment process was to engage veterans and community stakeholders, better understand key veteran service needs, recognize barriers to access, and identify gaps in service availability. Project activities included the development, distribution, and analysis of community-wide veteran and veteran service provider surveys, coordination of veteran-centered focus groups, and the coordination of in-depth stakeholder interviews. Civix used the results of project activities to assist the County of San Mateo in improving access to services through the development of effective strategies for targeted outreach and marketing to veterans and their families.

Project Role: Allison served as Project Manager for this project. Her role included project management and coordination, study design, data analysis, and stakeholder outreach.

Project Dates: September 2020 – June 2021

Reference: Selina Toy-Lee, Director of Collaborative Community Outcomes - San Mateo County Human Services Agency (HSA); 1 Davis Drive, Belmont, CA 94002; (650) 802-5120; SToy-Lee@smcgov.org

START Corporation Grant Writing and Technical Assistance

Client: Start Corporation

Description: Civix supported Start Corporation in its mission to promote opportunities which enhance the self-sufficiency of people experiencing homelessness through grant writing and program development support resulting in successful applications for program funding. Civix provided technical assistance on U.S. Department of Housing and Urban Development (HUD) Continuum of Care (CoC) program requirements and offers expertise on best and emerging practices in the field of homelessness. Civix has provided Start Corporation with program design support and proposal development services for program serving vulnerable populations, including youth, LGBTQ+ persons, and those experiencing severe mental illness.

Project Role: Allison served as a Project Manager for this project. Her role included project management and coordination, program design, and grant writing support.

Project Dates: May 2021 – December 2021

Reference: Casey Guidry, President and CEO, Start Corporation; 106 School Street Houma, LA 70360; Phone: (985) 266-1028; Email: casey@startcorp.org

Arkansas CDBG-DR TA

Client: State of Arkansas

Description: Civix is supporting the State of Arkansas with development of the State's CDBG-DR Action Plan to address the impacts of major flooding which occurred in 2019 and has affected counties throughout Arkansas. Technical assistance to the State's administering agencies has included assessment of unmet housing, infrastructure, and economic recovery needs; regulatory guidance; and assistance with program design and alignment. In addition to Action Plan development, Civix will provide the State of Arkansas with technical assistance and training to refine CDBG-DR administrative policies and procedures, prepare for program launch, and assist with grant setup.

Project Role: Allison served as Project Manager for this project. Her role included project management and coordination, regulatory compliance, program design, and grant administration support.

Project Dates: November 2020 – July 2022

Reference: Jean Noble, Director of Grants Management, Arkansas Economic Development Commission; (501) 682-7389; JNoble@ArkansasEDC.com

City of Birmingham Housing Plan 2019

Client: City of Birmingham, Alabama

Description: The City of Birmingham, Alabama was once a major hub of industrial activity, and at one time was considered the foundry-iron capital of the world. Mirroring the decline of heavy industry in other cities, the city has begun to revitalize its downtown and neighborhoods but continues to face issues of vacancy and blight. Civix was hired to conduct the City's first ever housing plan to direct federal housing investment, leverage public-private resources and create a data portal tool to track housing investments.

Project Role: Allison served as a Senior Grant Manager. Her role included leading, coordinating, and developing a staffing and performance analysis within the Housing Plan. She also provided project support, developing and delivering trainings and presentations.

Project Dates: October 2019 – October 2021

Reference: Chris Hatcher, Interim Director, Community Development; 710 20th Street N, Birmingham, AL 35203; Phone: (205) 254- 2309; Email: Chris.Hatcher@Birminghamal.gov

State of Louisiana Emergency Rental Assistance Program

Client: State of Louisiana Office of Community Development

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

Project Role: Allison served as a Senior Grant Manager for this project. Her role included project coordination, regulatory compliance, program design, and grant administration support.

Project Dates: November 2020 – January 2023

Reference: Gina Campo, Deputy Executive Director, State of Louisiana Office of Community Development, 1201 N. Third St. Suite 7-210, Baton Rouge, LA 70802; (225) 219-9600; gina.campo@la.gov

State of California Grant Management Services

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

Description: The State of California Department of Housing and Community Development received \$250 million in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017. Civix, along with a team of subcontractors, is providing grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include standing up HCD's single family housing, multi-family housing, and infrastructure recovery programs, developing and launch of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Allison served as a Senior Grant Manager for this project. Her role included working group project management and coordination, regulatory compliance, program design, and grant administration support.

Project Dates: October 2019 – October 2025

Reference: Susan Naramore, Senior Specialist - Disaster Recovery; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833; 916.263.037; susan.naramore@hcd.ca.gov

State of California Fair Housing Assessment

Client: State of California

Description: Civix developed a statewide Analysis of Impediments to Fair Housing for the State of California's Department of Housing and Urban Development. As the prime contractor, Civix served as the project manager and ensured that the project complies and aligns with the Affirmatively Furthering Fair Housing rule and Assessment of Fair Housing. The Civix Team provided an assessment of the State's entitlement programs, a review of state laws and regulations that impact fair housing and affordable housing opportunities, and an analysis of current affordable housing conditions.

Project Role: Allison served as a Senior Grant Manager. Her role included review and analysis of fair housing data and report drafting, as well as stakeholder outreach.

Project Dates: June 2019 – June 2021

Reference: Tyrone Buckley, Assistant Deputy Director of Fair Housing, Housing Policy Development; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833; (916) 263-5081; tyrone.buckley@hcd.ca.gov

Lake Charles HUD Technical Assistance

Client: City of Lake Charles

Description: Civix provided technical assistance and program management support to the City of Lake Charles Department of Community Services and Development for the CDBG and HOME programs. Included in the scope of work is guidance on administrative policies and procedures for the Department of Community Services and Development, supporting the development of HOME rehabilitation and reconstruction programs, provisions for ongoing technical assistance, and training staff based on best practices and regulatory requirements.

Project Role: Allison served as a Senior Grant Manager for this project. Her role included coordination and analysis of data for the City's Consolidated Plan.

Project Dates: January 2020 – December 2020

Reference: Department of Community Services and Development; 326 Pujo Street, Lake Charles, LA 70601; (337) 491-1428

City of Hammond Housing Growth Study

Client: City of Hammond

Description: Motivated by exponential growth and commerce over the last 10 years, the City of Hammond created a Housing Advisory Committee (HAC) in 2020. As one of their first acts of work, the HAC recommended that the City hire a consultant to analyze and provide recommendations to address, blight, vacancy and succession rights. In 2021, the City selected Civix to conduct a strategic housing growth study. Civix immediately went to work to record the city's current conditions and in accordance with the client's request, proposed seven (7) enhancement areas based on data analysis of 8 contributing criteria. The enhancement areas are used to highlight the challenges and opportunities that are found throughout the city. Once complete, Civix will assess the property conditions in the enhancement areas to develop a ranking system and a list of recommendations that may impact the type of challenges the study uncovers.

Project Role: Project Role: Allison served as a Senior Grant Manager for this project. Her role included project coordination, regulatory compliance, program design, and grant administration support.

Project Dates: April 2022 – December 2022

Reference: Lacy Landrum, Director of Administration, City of Hammond, PO Box 2788, Hammond, LA 70404-2788, (985) 277-5653, Landrum_L@hammond.org

Texas Balance of State Continuum of Care (CoC) Coordinated Entry Evaluation

Client: Texas Homeless Network (THN)

Description: Texas Homeless Network (THN), lead agency for the Texas Balance of State Continuum of Care (CoC), selected Civix to conduct an annual evaluation of the CoC's Coordinated Entry System (CES) throughout its geographic coverage area which encompasses over 200 Counties. Focusing on the quality and effectiveness of the system for program participants, Civix provides THN with technical assistance on HUD coordinated entry requirements, collects and analyzes qualitative and quantitative data through surveys, focus groups, and document review, and will develop recommendations for key system improvement efforts.

Project Role: Allison served as a Project Manager for this project. Her role included project management and coordination, program design, and grant writing support.

Project Dates: July 2022 – December 2022

Reference: Kyra Henderson, Director of Systems Change; 3000 S IH-35, Suite 100, Austin, TX 78704; (512) 861-2192; kyra@thn.org

RELEVANT PRIOR EXPERIENCE

Ulrich Consulting, Management and Housing Policy Consulting

Clients: The Department of Veterans Affairs (VA), HomeBase, The Center for Common Concerns, UNITY of Greater New Orleans, MB3 Inc., DBA Civix, and START Corporation.

Responsibilities: Allison served as Principal Consultant and maintained the following responsibilities across a variety of projects:

- Provided a broad array of management and housing policy consultation, technical assistance, training, and program development services to non-profit and governmental organizations focused on affordable housing and homelessness.
- Provided policy recommendations, developed program policies and procedures, evaluated programs and services, drafted and reviewed grant proposals, and ran competitive funding Request for Proposals (RFP) processes.
- Crafted high-quality U.S. Department of Housing and Urban Development (HUD) Continuum of Care (CoC) funding applications and managed local CoC funding competitions.
- Supported systems change and improved programs that provide permanent supportive housing, rapid re-housing, transitional housing, emergency shelter, supportive services, and health-related services

HUD Compliance Technical Assistance/HomeBase, The Center for Common Concerns (San Francisco, CA)

Responsibilities: Allison served as Senior Staff Attorney and maintained the following responsibilities:

- Supported local governments and service providers in their efforts to eradicate homelessness through the provision of technical assistance with HUD compliance, strategic planning, and program implementation and evaluation processes.
- Assisted communities in building capacity through training development and execution; assisted Continuum of Care lead agencies with Coordinated Entry design and implementation efforts; and provided guidance on creating low barrier homeless services.
- Coordinated the Northern California Homelessness Roundtable through HomeBase's Peer Communities team.
- Acted as a Team Lead ensuring that the team of attorneys provided contract deliverables and technical assistance products meeting the needs, specifications, and timelines of the client.

Housing Development Coordination/Department of Veterans Affairs (VA) Palo Alto Health Care System's HUD - Veterans Affairs Supportive Housing (HUD-VASH) Program (Menlo Park, CA)

Responsibilities: Allison served as Housing Development Coordinator and maintained the following responsibilities:

- Coordinated housing development activities across 10 counties for VA Palo Alto Health Care System's HUD-VASH Program.
- Led the "Housing Heroes & Families" campaign aimed at increasing housing opportunities for Veterans and supporting housing development in Northern California's high cost, low vacancy rental market.
- Coordinated local collaborative efforts with Supportive Services for Veteran Families (SSVF) grantee agencies across 10 counties as the VA Medical Center (VAMC) SSVF Liaison.
- Provided ongoing training and consultation to a multidisciplinary staff.
- Led VA Palo Alto Health Care System's Domiciliary Service Total Quality Improvement Committee focused on program performance and managed special projects related to external Commission on Accreditation of Rehabilitation Facilities (CARF) compliance efforts.

Management and Housing Policy Consulting/Department of Veterans Affairs (VA) Palo Alto Health Care System's Health Care for Homeless Veterans (HCHV) and Grant & Per Diem (GPD) Programs (Menlo Park, CA)

Responsibilities: Allison served as Principal Consultant and maintained the following responsibilities:

- Provided a broad array of housing consultation, training, and program development services to VA Palo Alto Health Care System's Domiciliary Service, HCHV Program, Grant & Per Diem grantee agencies, and HCHV contract agencies.
- Conducted program analysis, Total Quality Improvement, and Commission on Accreditation of Rehabilitation Facilities (CARF) reviews; issued recommendations to leadership; acted as team lead for ongoing process improvement projects, systems re-design, and staff development efforts.
- Supported the federal acquisitions pre- and post-award planning and surveillance phases through ongoing analysis and oversight of contracted activities.
- Coordinated local collaborative efforts for Supportive Services for Veteran Families (SSVF). Served as Domiciliary Service lead for Enhanced Use Lease housing development project and the Veterans Housing and Homelessness Prevention Program.

Housing Counseling Services/ HomeFirst, Housing Services Partnership (San Jose, CA)

Responsibilities: Allison served as Housing Specialist and maintained the following responsibilities:

- Developed and implemented housing counseling services, housing search assistance, and related eviction defense services for low-income clients in Santa Clara County through the Housing Services Partnership funded by the City of San Jose.
- Facilitated relationships between clients, property owners, community and governmental agencies; developed strategies for bridging the gap between landlords and potential tenants to create successful and mutually beneficial landlord-tenant relationships.

Patricia Weisner

Grant Manager

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

RELEVANT PROJECT EXPERIENCE

North Carolina Office of Recovery and Resiliency Augment Staff

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

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

Houston CDBG-MIT TA

Client: City of Houston

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. With the City of Houston, the scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-MIT regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. Civix provides technical assistance on with the City's program selection efforts for CDBG-MIT and the development of policies and procedures. Efforts for CDBG-MIT and the development of policies and procedures.

Project Role: Patty served as a Grant Manager.

Project Dates: June 2020 – December 2021

Reference: Mary Itz, Planning and Grants Management, Housing and Community Development Department; 2100 Travis Street, 9th Floor Houston, TX 77002; (832) 394-6200; Mary.Itz@houston.tx.gov



QUALIFICATIONS

- Leadership/special project management – 10 years
- Provide training to individuals of all agency levels – 10 years
- Field auditing – 6.5 years
- Accurate assessment of high-risk situations based off inaccurate or incomplete data – 6 years
- Assess internal controls – 5 years
- Building Inspection - 1.5 years

EDUCATION & TRAINING

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

REGISTRATIONS/ CERTIFICATIONS

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

State of California Grant Management Services

Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)
Description: The State of California Department of Housing and Community Development received \$250 million in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017. Civix, along with a team of subcontractors, is providing grant management services across the full spectrum of administrative and programmatic aspects of the grant, including project management and oversight, grant administration, and program design and management. Specific efforts include standing up HCD's single family housing, multi-family housing, and infrastructure recovery programs, developing and launch of HCD's CDBG-MIT programs, establishing financial controls, developing and implementing a compliance monitoring plan, and training and capacity building for HCD staff and its subrecipients. Civix's team of CDBG-DR subject matter experts work side-by-side with HCD personnel to establish administrative and programmatic policies and procedures, efficiently develop programs so they can be launched, and engage with subrecipients to ensure they are prepared to administer CDBG-DR funding and complete grant-funded projects in a timely and compliant manner.

Project Role: Patty serves as a Grant Manager.

Project Dates: October 2019 – October 2025

Reference: Susan Naramore, Senior Specialist - Disaster Recovery; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833; 916.263.037; susan.naramore@hcd.ca.gov
Client: State of California Department of Housing and Community Development's Disaster Recovery Section (HCD)

San Marcos CDBG-MIT TA

Client: City of San Marcos

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. For San Marcos, the scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR and CDBG-MIT regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix provides technical assistance program design efforts and the development of policies and procedures.

Project Role: Patty served as a Grant Manager.

Project Dates: June 2020 – December 2021

Reference: Carol Griffith, Housing and Community Development Manager, Planning and Development Services; 630 E. Hopkins Street, San Marcos, TX 78666; (512) 393-8230; CGriffith@sanmarcostx.gov

Nebraska CDBG-DR TA

Client: State of Nebraska

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. For the State of Nebraska, the scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix provided technical assistance on Nebraska's DR Action Plan, as well as addressing grant conditions and program launch preparations through guiding program design efforts and the development of policies and procedures.

Project Role: Patty served as a Grant Manager.

EMPLOYMENT HISTORY

Civix, Grant Manager
December 2019 – Present

Louisiana Office of Community Development - Disaster Recovery Unit, Senior Compliance Officer
August 2013 – December 2019

Magellan Health Services, Contract Administrator
March 2012 – August 2013

Department of Children and Family Service, Senior Contracts and Grant Auditor
June 2010 – March 2011

ICF International, Consultant/Lead of Pre-Closing Team
April 2007 – September 2009

Project Dates: November 2020 – December 2022

Reference: Department of Economic Development Community Development Division; 301 Centennial Mall South, 4th Floor, Lincoln, NE 68508; (800) 426-6505

HUD Community Compass - Puerto Rico CDBG-DR Technical Assistance

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

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

Project Role: Patty serves as a Grant Manager.

Project Dates: March 2018 – December 2022

Reference: Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649

Puerto Rico CDBG-MIT TA

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

Description: Civix is providing technical assistance to Puerto Rico's Department of Housing in support of the development and launch of its CDBG-MIT funded programs and activities. Civix's role has included sharing guidance and best practices on additional requirements and waivers under this new source of funds, providing reviews and feedback on draft Financial Management and Grant Capacity Certifications, and developing and leading discussions on the management and layering of multiple sources of funding. Civix will provide technical assistance through the development of the Mitigation Action Plan and into program and project launch, including guidance and support in the development of policies and procedures, outreach and communications to stakeholders and the Citizen Advisory Committee, and grant and regulatory support as needed.

Project Role: Patty served as a Grant Manager.

Project Dates: June 2020 – May 2023

Reference: Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649

Oklahoma CDBG-DR TA

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

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

Project Role: Patty served as a Grant Manager.

Project Dates: November 2020 – June 2022

Reference: Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649

City of Kenner- HUD Program Management

Client: City of Kenner

Description: The City of Kenner selected Civix to provide technical assistance and program management support to the City of Kenner's Department of Community Development. Civix supports the department with the City's Community Development Block Grant (CDBG) program, including its Coronavirus Aid, Relief, and Economic Security Act of 2020 (CARES Act) funding allocations, the HOME Investment Partnership (HOME) Program, and the Emergency Solutions Grant (ESG) Program. Civix's scope of work for the department includes development of administrative policies and procedures, technical assistance supporting rapid launch of new HUD-funded programming to respond to immediate community needs related to the COVID-19 pandemic and Hurricane Ida, development of CDBG and HOME program policies and procedures, and provision of ongoing technical assistance and staff training on best practices and regulatory requirements.

Project Role: Patty serves as a Grant Manager.

Project Dates: March 2020- December 2021

Reference: Tamithia Shaw, Director, Department of Community Development; 624 Williams Boulevard, Kenner, LA 70062; (504) 468-7588; tshaw@kenner.la.us

City of Springfield MA On-Call CDBG-ESG Technical Assistance

Client: City of Springfield, MA

Description: Springfield, selected Civix to provide technical assistance and program management support across its portfolio of HUD CPD grants. Civix works across the City's three implementing departments to provide programmatic tools and trainings, regulatory compliance insights, and subject matter expertise on entitlement grants (including CDBG, HOME, and ESG) and disaster allocations (including CDBG-DR, CDBG-NDR, CDBG-CV, ESG-CV, and HOME-CV).

Project Role: Patty serves as a Grant Manager.

Project Dates: April 2021 – April 2023

Reference: Tina Quagliato Sullivan, Director of Disaster Recovery; 1600 E. Columbus Avenue, 2nd Floor, Springfield, MA 01103; (413)750-2114

City of Lake Charles HUD Technical Assistance

Client: City of Lake Charles, LA

Description: Civix provided technical assistance and program management support to the City of Lake Charles Department of Community Services and Development for the CDBG and HOME programs. Included in the scope of work is guidance on administrative policies and procedures for the Department of Community Services and Development, supporting the development of HOME rehabilitation and reconstruction programs, provisions for ongoing technical assistance, and training staff based on best practices and regulatory requirements.

Project Role: Patty served as a Grant Manager.

Project Dates: January 2020 – December 2020

Reference: Department of Community Services and Development; 326 Pujo Street, Lake Charles, LA 70601; (337) 491-1428

City of Kenner - Hurricane Ida

Client: City of Kenner

Description: In the wake of Hurricane Ida, the City of Kenner selected Civix to develop and prepare a point-in-time analysis of damage and unmet recovery needs related to the impacts of the hurricane. Civix's scope of work includes collection of data on the impacts of Hurricane Ida and the development of a Hurricane Ida recovery briefing, as well as technical assistance to inform use of Community Development Block Grant-Disaster Recovery (CDBG-DR) funding. Support includes the assessment of department staffing capacity, Hurricane Ida communications and outreach, and regulatory support to respond to immediate community needs related to Hurricane Ida recovery. Civix also provides guidance on the layering of CDBG-DR funding and other HUD funding sources, including CDBG and CDBG-Coronavirus (CDBG-CV) funding allocations, HOME Investment Partnership (HOME), and HOME-American Rescue Plan (HOME-ARP) funding.

Project Role: Patty serves as a Grant Manager.

Project Dates: October 2021 – December 2022

Reference: Tamithia Shaw, Director, Department of Community Development; 624 Williams Boulevard, Kenner, LA 70062; (504) 468-7588; tshaw@kenner.la.us

Shelby County NDRC Grant Implementation

Client: Shelby County Government

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

Project Role: Patty serves as a Grant Manager.

Project Dates: April 2017 – September 2022

Reference: Jared Darby, CFM, Administrator; Office of Sustainability and Resilience, Memphis and Shelby County Division of Planning; 125 N. Main Street, Room 468, Memphis, TN 38103; (901) 636-7166; jared.darby@memphistn.gov

CDBG-DR Oversight and Monitoring

Client: State of Florida Department of Economic Opportunity

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

Project Role: Patty serves as a Grant Manager.

Project Dates: October 2019 – October 2022

Reference: Hannah E. Tucker, MSA, CGAP, FCCM, FCCN, Compliance & Reporting Manager; State of Florida Department of Economic Opportunity; (850) 717-8509, Hannah.Tucker@deo.myflorida.com

City of Birmingham Housing Plan 2019

Client: City of Birmingham, Alabama

Description: The City of Birmingham, Alabama was once a major hub of industrial activity, and at one time was considered the foundry-iron capital of the world. Mirroring the decline of heavy industry in other cities, the city has begun to revitalize its downtown and neighborhoods but continues to face issues of vacancy and blight. Civix was hired to conduct the City's first ever housing plan to direct federal housing investment, leverage public-private resources and create a data portal tool to track housing investments.

Project Role: Patty served as a Grant Manager.

Project Dates: October 2019 – October 2021

Reference: Chris Hatcher, Interim Director, Community Development; 710 20th Street N, Birmingham, AL 35203; Phone: (205) 254- 2309; Email: Chris.Hatcher@Birminghamal.gov

St Tammany Parish Rental Assistance Program

Client: St. Tammany Parish

Description: Civix assists St. Tammany Parish in development, implementation, and oversight of emergency rental assistance program; Develop, write, and train personnel on program policies. Develop SOP's and train program personnel on program processes. Assist the Parish staff in coordinating with State and Federal agencies on developing a system of record for both data sharing, and data management for the program; Review operational targets and throughput and adjust policies and processes to maximize efficiencies; Provide quality control/quality assurance of eligibility process by conducting final file reviews prior to award approval; Provide ongoing interpretation and application of federal regulations related to emergency rental assistance; Assist with state and federal reporting requirements.

Project Role: Patty serves as a Grant Manager.

Project Dates: March 2021 – March 2023

Reference: Jeanne M. Marino, Director of Grants, St. Tammany Parish Government; 21490 Koop Drive, Mandeville, LA 70471; Phone: (985) 867-5095; Email: jmmarino@stp.gov.org

Jefferson Parish HUD Programs Technical Assistance Support

Client: Jefferson Parish Government

Description: Civix provided program management support to the Jefferson Parish Community Development Department for CDBG, HOME, ESG and CDBG-DR programs. Included in the scope is specific guidance related to regulatory compliance in support the Parish's recovery from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. Civix's work has included a full assessment of the Parish's program management operations to identify areas in need of improvement, the development of policies and procedures for specific recovery programs and overall grants administration, and training staff on best practices and regulatory requirements.

Project Role: Patty serves as a Grant Manager.

Project Dates: June 2019 – December 2020

Reference: Nicole Fontenot, Director of Community Development; 1221 Elmwood Pk. Blvd., Suite 605, Jefferson, LA 70123; nfontenot@jeffparish.net; (504) 736-6262

State of California CDBG National Disaster Resilience Implementation

Client: State of California Department of Housing and Community Development

Description: Civix serves as the primary outside advisor to the State of California for the implementation of its \$70 million CDBG-NDR award to develop and implement its Community and Watershed Resilience Program. The program consists of three pillars: forest and watershed health, the biomass utilization loan and grant fund, and community resilience centers. Civix supported the State during phase two of the National Disaster Resilience Competition and has transferred that knowledge into the implementation phase of the initiative. Civix's scope of work includes support across a number of areas, including technical assistance to the State and its subrecipients, project design, project implementation support, compliance monitoring, and overall program management support.

Project Role: Patty serves as a Grant Manager.

Project Dates: June 2019 – June 2023

Reference: Patrick Talbott, NDR Project Manager; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833; Patrick.Talbott@hcd.ca.gov; (916) 263-2297

Missouri CDBG-DR TA

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

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. The scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR and CDBG-MIT regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix provides technical assistance on DR and MIT Action Plans and with program launch preparations through guiding program design efforts and the development of policies and procedures.

Project Role: Patty served as a Grant Manager.

Project Dates: March 2021- September 2021

Reference: Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649

Missouri CDBG-MIT TA

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

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. The scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR and CDBG-MIT regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix provides technical assistance on DR and MIT

Action Plans and with program launch preparations through guiding program design efforts and the development of policies and procedures.

Project Role: Patty served as a Grant Manager.

Project Dates: June 2020 – August 2022

Reference: Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649

LHC Disaster Recovery & Grant Administration

Client: Louisiana Housing Corporation

Description: The Louisiana Housing Corporation is the State of Louisiana's administrator of CDBG and HOME funding, covering a wide-range of housing-focused programs from single-unit development to large multifamily rental projects. Civix is engaged to support the development of policies and procedures for the HOME Community Housing Development Organization (CHDO) programs, a HUD-defined subset of HOME funded activities, as well as provide a comprehensive CDBG-DR Monitoring Plan for LHC's management of disaster recovery-related housing programs. Civix has provided guidance and staff training, and is building policies for LHC that support its programs and provide best practices for organizations seeking project funds. For the DR Monitoring Plan, Civix is engaged with LHC to determine the most effective strategy for building monitoring staff capacity and ensuring compliance with grant and activity-specific requirements.

Project Role: Patty served as a Grant Manager.

Project Dates: December 2021 – April 2022

Reference:

RELEVANT PRIOR EXPERIENCE

Field Auditing/Louisiana Office of Community Development - Disaster Recovery Unit

Responsibilities: Patty served as Senior Compliance Officer and completed monitoring of units of government's implementation and management of CDBG-DR programs. Patty lead monitoring visits, drafted reports of determinations of findings and provided support to local governments to resolve findings. Patty also served as the state's subject matter expert on Davis Bacon and labor compliance. She advised both the Louisiana Office of Community Development-Disaster Recovery Unit, but also local government on all federal labor compliance inquiries.

Contract Administration/Magellan Health Services

Responsibilities: Patty served as Contract Administrator and maintained the following responsibilities:

- Contracted with Medical facilities and practitioners to provide Mental Health services to Medicaid recipients and indigent individuals in Louisiana
- Unofficially worked to credential provider and escalate high priority providers as necessary

Grant Compliance and Auditing/Department of Children and Family Service

Responsibilities: Patty serve as Senior Contracts and Grant Auditor and maintained the following responsibilities:

- Awarded non-profits federal grants in order to help the surrounding communities' combat homelessness
- Audited applicable programs
- Escalated severe violations to HUD-OIG

HUD-OIG Lawsuit Remediation/ICF International

Responsibilities: Patty served as Consultant/Lead of Pre-Closing Team and maintained the following responsibilities:

- Collaborated with legal team on the handling of HUD-OIG lawsuits against ICF for applicant files which were in violation of regulations

Simone Flores

Senior Grant Manager



Simone Flores is a skilled grant manager with 17 years of experience. She has worked extensively with all varieties of HUD grant programs, including CDBG, ESG, and HOME. In her previous roles, Simone served as the housing and community development departments of Fort Lauderdale, Florida and Passaic, New Jersey. She received her Project Management certification from Rutgers University in 2013.



RELEVANT PRIOR EXPERIENCE

Division of Housing and Development (HCD) City of Fort Lauderdale, Florida

Dates: December 2017 – August 2021

Project Role: Simone served as Housing and Community Development Coordinator and maintained the following responsibilities:

- Monitored and reviewed programs for compliance with federal laws and regulations
- Worked with various nonprofit agencies, private and public stakeholders and other government entities to ensure programs and projects meet its objectives and outcomes
- Conducted environmental review of all projects to ensure compliance with National Environmental Protection Act (NEPA) standards, and completion in HEROS
- Assisted with coordination, completion and submission of the city's 5-year Consolidated/Annual Action Plan to the Department of Housing and Urban Development (HUD)
- Prepared sub recipient agreements and provide program-related technical assistance
- Reviewed reimbursement requests for compliance
- Provided programmatic technical assistance to internal and external elected officials and decision makers
- Participated in other special Community Development Block Grant (CDBG)-related projects

City of Passaic, NJ – Department of Community Development

Dates: April 2015 – June 2017

Project Role: Simone served as Assistant Director and maintained the following responsibilities:

- Managed all functions of the grant programs funded by HUD: CDBG, Emergency Shelter Grant (ESG), HOME Investment Partnership (HOME), and Neighborhood Stabilization Program (NSP 1&3) ensuring that benefits are provided to low-moderate households and communities

QUALIFICATIONS

- 17 years of grant management experience
- Fluent in CDBG, ESG, and HOME regulations
- Certified project manager

EDUCATION & TRAINING

- BA, Liberal Studies, 2019, Thomas Edison State University
- Masters Public Service Leadership – Community Economic Development, 2020, Thomas Edison State University
- Diploma in Computer Science, 1992, Caribbean Computer College

REGISTRATIONS/ CERTIFICATIONS

- Project Management (Certification), 2013, Rutgers University
- NeighborWorks of America (NW) Project Management/Financing and Neighborhood Strategies, Certified Homeownership Counselor & Community Lending Professional (Certification), 2011
- NSP, 2008
- Disaster Recovery Grant Reporting System (DRGR) & Integrated Disbursement Information System (IDIS), 2008
- HOME, 2005
- CDBG, 2004

- Coordinated and applied for other funding in support of community development and stabilization
- Supervised and motivate program staff to meet organizational goals and objectives
- Provide updates/reports to upper management and other private and public stakeholders
- Provide programmatic technical assistance to sub recipients and local administrators
- Participated at regional and national conferences, seminars, and public forums
- Participates in other special community assignments

City of Newark, NJ – Department of Economic and Housing Development & Department of Administration

Dates: March 2004 – April 2015

Project Role: Simone served as Grant Program Manager and maintained the following responsibilities:

- Coordinated with public and private agencies, and various community groups to aid with the formulation and submission of a funding plan pursuant to HUD requirements, in order to secure the City's annual Entitlement grant of \$17,884,235.00 for the ESG, CDBG, Housing Opportunities for Persons With Aids (HOPWA), American Dream Down Payment Initiative (ADDI), and HOME programs
- Conduct any subsequent Substantial Amendments to the Consolidated Plan including engaging citizen participation
- Coordinated with 4 other municipalities, 13 nonprofit CDCs, 3 for-profit developers and the County of Essex, collectively called the Newark/Essex County NSPII Consortium, to develop and submit the NSP2 application
- Negotiate affordable housing projects contract terms and manage the project through completion
- Manage and oversee the NSP1, NSP2, NSP3 and CDBG-R (Disaster Recovery) grants in the amounts of
- \$3,406,849.00, \$20,759,155.00, \$2,310,637.00 and \$2,310,137.00, respectively, including developing sub-recipient agreements, submitting voucher requests from LOCCS DRGR system, quarterly performance reports in DRGR, Federalreporting.gov system and environmental reports in Ramps System
- Procured vendor contracts through RFP/RFQ process, and prepare sub recipient agreements
- Prepared legislation for Municipal Council approval
- Approve reimbursement payment requests
- Assigned and supervised tasks to subordinates (6 project inspectors, 8 program monitors) including environmental reviews for the Release of Funds from HUD. Monitor grant-funded sub recipients, to ensure compliance with federal, state and local labor regulations
- Manage and report on program activities of sub-awardees for program compliance, pursuant to federal, state and local regulations
- Interface with local, State and HUD officials including the Office of Inspector General, and auditors, as required
- Coordinate with internal departments/divisions for recommendations of elimination of slum and blighted areas in the community, consistent with local/state and federal housing guidelines
- Prepared reports and made recommendations to upper management on special projects
- Conducted interviews and informal hearings with project managers and owners to ensure compliance with local ordinances, codes, including state and federal laws and makes recommendation to rectify violations
- Project management
- Participated in other special community engagement and stabilization assignments

ATTACHMENT A RESUMES

Kevin Viola: Data Analyst

OVERVIEW OF QUALIFICATIONS

- Over 20 years of experience IT systems development and support
- Serves as a principal application tester for many custom products.
- Works together with GCR developers to assure that their creative solutions perform as required.
- Experience testing web-based tracking systems to verify that security, navigation and features meet system requirements.

Kevin joined the staff of GCR in April 2006 and brings over twenty years of experience in commercial and consulting ventures. As an analyst for GCR he oversees and reviews all data related to property management and renovation, real estate imaging services, estate management, business forecasting, and other projects in development.

Kevin is one of GCR's primary application testers providing not only a review of system functionality but also an operational review of system requirements. He works together with GCR developers to assure that their creative solutions perform as required.

He has also been actively engaged in the firm's recovery and aviation projects. In this capacity, he supervises the collection, entry, and quality verification and validation of data.

RELEVANT PROJECT EXPERIENCE

Airport Safety Data Collection Program, 5010Web.com

Client: Federal Aviation Administration (FAA)

Office of Airport Safety & Standards - Airport Engineering Division

Description: A web-based application that allows federal and state airport inspectors to manage and transmit safety inspection data over a secured Internet application.

This project includes training seminars that provide an in-depth study of each data element on the FAA's Form 5010-1. They also include discussions and guidance on acceptable data entries for reporting these elements.

Project Role: Kevin serves as technical support for the 5010Web.com application, providing IT system help desk support to end users.

National Private-Use Airport Survey

Description: The National Private-Use Airport Survey is the FAA's program to update the national database used by aviation websites and publications. The program ensures that published information for each private-use facility is accurate in its database. GCR hosts, supports, and provides enhancements to the FAA Private-Use Airport Data website (<http://www.gcr1.com/privateairports/>) which allows contacted facilities with the ability to submit changes online. As part of this grant application, GCR continues the collection of airport safety data for private-use landing facilities, updating the information and transmitting the data directly to the FAA. The program is currently focused on contacting at least one third of all operational private-use facilities.

EDUCATION AND TRAINING

BA, 1985, Visual Arts
Loyola University, New Orleans, LA
20+ years' experience designing, developing, and supporting various IT systems

SOFTWARE

Adobe Photoshop
Microsoft Office Suites

ATTACHMENT A RESUMES

Project Role: Kevin serves as project manager, leading program development and providing direct support to end users.

Aviation Information System (AIS)

Client: Louisiana Department of Transportation (DOTD)

Description: GCR is providing the Louisiana Department of Transportation and Development (DOTD) with a statewide Aviation Information System (AIS) to consolidate and manage statewide aviation data. AIS tracks and reports the real-time status of public and private aviation facilities across Louisiana. The application helps DOTD navigate the complexities of administering the statewide airport system by managing budgets and grants, tracking aircraft registrations, conducting facilities inspections and more. By consolidating separate applications and digitizing manual processes, AIS provides a single application for total system control that decreases the repetitive and time-consuming tasks associated with management of a statewide system of airports.

Project Role: Kevin is testing and support lead.

Airport System Manager (ASM)

Client: Over 12 U.S. statewide aviation authorities

Description: ASM provides state or regional airport authorities with the advantages of web accessibility and .NET Framework technology in the management of multiple airports in their jurisdiction. Basic ASM modules provide for the management and reporting of information on general facility data, inspections and 5010 compliance, project management, aircraft activity and registration, document library data, aeronautical studies, GIS-based land parcel data. ASM is currently implemented in seven state aviation systems.

Project Role: Kevin was the testing and support lead. He developed test plans and test cases using CMMI methodology as well as partial and full regression testing of security, navigation, features and enhancements. He also provided ASM client production site support.

ATTACHMENT A RESUMES



JENNIFER DAY **SENIOR TECHNICAL ADVISOR**

Jennifer Day is a Planner and Project Manager with GCR's Community Planning & Resilience Division. Over the last several years, Jennifer has provided private and public sector clients with accurate and informative data to guide investment and make sound policy decisions.

Jennifer has taken a lead role in developing community development strategies and HUD required planning documents, including the Assessment of Fair Housing and Consolidated Plans for HUD Entitlement Communities. Her approach is informed by nearly 10 years of experience in federally funded affordable housing, market research, and economic development.

In addition to planning projects, Jennifer acts as the Project Manager for GCR's work to support the City of New Orleans as they implement the National Disaster Resilience program, coordinating the delivery of broad based technical assistance across the project.

Prior to joining GCR, Jennifer worked for The Innovation Group as a Senior Analyst, where she specialized in economic and community impact analysis, conducting feasibility analysis, financial forecasting, and highest and best use analysis. Jennifer's work has supported over \$650 million in development across the country. She also brings experience in numerous aspects of non-profit housing development, including community engagement, first-time homebuyer education, grant compliance, and board development.

QUALIFICATIONS

- Nearly 10 years of professional experience in federally funded affordable housing development, market research, and economic development.
- Leads HUD required planning processes: including Assessment of Fair Housing and Consolidated Plan
- Advanced computer skills; Microsoft Suite, ArcMap, IMPLAN, MapInfo, SPSS, and Salesforce.

EDUCATION

Master of Urban and Regional Planning (concentration in housing and community development), 2010, University of Minnesota
Bachelors of Arts, Political Science, 2005, University of Wisconsin

RELEVANT PROJECT EXPERIENCE

State of California CDBG-DR Pre-Award Disaster Recovery Support

Client: State of California Department of Housing and Community Development

Description: The State of California was awarded \$212 million in HUD-CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-

DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

Project Role: Jennifer provided supported outreach and data collection efforts to identify and establish unmet needs.

Jefferson Parish East Bank Revitalization Strategy—District 5

Client: Jefferson Community Foundation and Greater New Orleans Foundation

Description: GCR is leading the development of a Revitalization Strategy for Jefferson Parish Council District 5. Located on the East Bank of Jefferson Parish, this project will promote the area's assets, foster a shared "sense of place," and identify investments that will help nurture vibrant neighborhoods and encourage commercial corridors to retain and attract residents and businesses. The GCR team is leading the process by engaging a working group to drive the strategy, collecting and analyzing demographic and economic data, facilitating public engagement (including surveying), drafting recommendations, and creating an implementation plan. The final report will include a project summary, a demographic and market analysis, survey results, implementation strategy, and a work plan.

Project Role: Jennifer serves as Project Manager. She is leading overall project management efforts including coordinating the project team, managing the project's timeline and progress, and providing guidance on all aspects of the Revitalization Strategy's process and deliverables.

City of New Orleans National Disaster Resilience Implementation

Client: City of New Orleans

Description: GCR is the primary outside advisor to the City of New Orleans for the implementation of its \$141-million CDBG-NDR award to develop the Gentilly Resilience District, an initiative focused on water management and economic opportunity in a low-lying area of New Orleans. GCR's role includes a variety of components ranging from detailed project coordination, stakeholder engagement, financial analytics, project design and CDBG-NDR regulatory support.

Project Role: Jennifer serves as Project Manager and provides overall project management support, regulatory guidance, and program development.

Jefferson Parish Community Development Technical Assistance

Client: Jefferson Parish Government

Description: GCR is providing overall program management support to the Community Development Department for CDBG, HOME, ESG and CDBG-DR programs. The scope includes regulatory compliance support for the Parish's recovery from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. GCR has conducted a full assessment of program operations to identify areas for improvement, the development of policies and procedures for specific programs and overall grants administration, and training staff on best practices and regulatory requirements.

Project Role: Jennifer provides technical assistance to the Community Development staff, including guidance on the Assessment of Fair Housing, 2018-2023 Consolidated Plan, and program implementation, ensuring federal guidelines are being met.

LA SAFE Program

Client: State of Louisiana Office of Community Development—Disaster Recovery Unit

Description: Louisiana Strategic Adaptations for Future Environments (LA SAFE) seeks to address increased flooding risks and vulnerabilities associated with coastal degradation and subsidence at the community level. Through the initiative, the state developed adaptation strategies for six coastal parishes in southeast Louisiana from which it made strategic investments in pilot projects or programs. GCR's role as Parish Captain for Jefferson and St. Tammany parishes focused on data collection, analysis, and outreach. Our team gathered key quantitative data sets and conducted qualitative research to understand historical trends, project future conditions, and develop parish and community-level narratives to inform citizen-led discussions in a series of

public meetings. In addition, GCR was responsible for coordination with parish leadership, elected officials, local philanthropic and non-profit organizations, and other stakeholders.

Project Role: Jennifer served as Senior Planner for this project. Her role includes data collection, analysis, and outreach. In addition to quantitative and qualitative data analysis, Jennifer facilitated public meetings and citizen-led discussions to inform policy and project outcomes.

Jefferson EDGE 2020 Implementation Progress Reports

Client: Jefferson Parish Economic Development Commission (JEDCO)

Description: The Jefferson EDGE 2020 is the long-term economic development strategic plan to promote sustainability, job growth and investment in Jefferson Parish. Over the course of its 17-year history, the EDGE has served as a road map for the community's development. GCR continues to collect information on the progress of each initiative and presents this progress to the JEDCO Board twice a year.

Project Role: Jennifer serves as Project Manager for this project. She works closely with JEDCO staff to identify major accomplishments to support the Jefferson EDGE 2020. Jennifer presents these accomplishments to the JEDCO board on a bi-annual basis.

Consolidated Plan, Housing Plan, and Assessment of Fair Housing

Client: City of Mobile, AL

Description: GCR is lead the City of Mobile's development of its 2018-2023 HUD Consolidated Plan, Housing Plan, and Assessment of Fair Housing. GCR's scope of work included overall project management and coordination, data gathering and analysis, housing needs assessment, market analysis, stakeholder engagement, and plan drafting.

Project Role: Jennifer served as Senior Planner and performed project management duties on this project. At the outset of the project, she led the initial outreach and engagement efforts, including stakeholder interviews and coordination with key community members. She provided day-to-day operational support across all aspects of the project, both within GCR and on behalf of the client. Jennifer was also a key member of the team that drafted the deliverables, ensured compliance with HUD regulations, and submitted one of the first Assessment of Fair Housing documents, which was approved, to HUD.

Louisiana Flood Recovery Support

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

Description: In anticipation of an initial allocation of HUD-CDBG-DR funding in response to the Great Floods of 2016, OCD-DRU engaged GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CDBG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$438M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU's public engagement efforts related to the initial Action Plan and Action Plan Amendment. The GCR team has continued to support OCD-DRU in the development of recovery programs and Action Plan amendments.

Project Role: Jennifer collected data and updated analysis of unmet needs to support the Action Plan amendment.



QUALIFICATIONS

- Housing Policy and Planning
- Community development and revitalization
- Geospatial data analysis
- Community Engagement

EDUCATION AND TRAINING

- MDES, Risk and Resilience, 2018, Harvard University
- MUP, Urban Planning, 2017, Harvard University
- MFA, Creative Writing, 2007, NC State University
- BA, English, 2005, UNC Greensboro
- BA, Spanish, 2005, UNC Greensboro

CESAR CASTRO, MFA, MUP, MDES **SENIOR TECHNICAL ADVISOR**

Cesar is a creative urban planner, designer, geospatial data specialist, and community development professional with nearly 10 years of experience in public affairs, community engagement, project management, livelihood development, placemaking, and site planning.

RELEVANT PROJECT EXPERIENCE

Market Analysis and Comprehensive Plan

Client: City of San Diego (Cloudburst)

Role: Project Team Member

Description: Cesar led the efforts to research, analyze, and craft a market analysis for the City of San Diego and assist in the delivery of the city's Comprehensive Plan.

Affordable Housing and Needs Assessment

Client: State of Kansas (Cloudburst)

Role: Project Team Member

Description: Cesar coordinated research and analyzed current data and trends to draft an affordable housing needs assessment for the State of Kansas.

URA Module Design

Client: Department of Housing and Urban Development (Cloudburst)

Role: Project Team Design Leader

Description: Cesar led the design and production of new module to help HUD train affordable housing agencies on the ins and outs of the Uniform Relocation Act.

Climate Change and Crime in Miami

Client: GCS (Harvard University)

Role: Project Team Member

Description: With the help of Dr. Jesse Keenan, Cesar conducted high-level research on the impact climate change may have on crime in the City of Miami. Work became basis for thesis for his Master's in Design for Risk and Resilience.

Flash Flooding Risks

Client: City of Barranquilla (Harvard University)

Role: Lead Researcher

Description: In coordination with city officials and local organizations, Cesar used drones and geospatial data to map urban communities vulnerable to flash flooding.

Landslide Hazards and Community Mapping

Client: SEGUIS MIT

Role: Researcher

Description: With a team of researchers from MIT, coordinated efforts to host a series of community meetings to map vulnerable

areas, use drone data to create new geospatial data of potential hazards, and train local residents on how to use GIS and drone software and data.

Community Mapping

Client: Peace Corps

Role: Lead Researcher

Description: Cesar led community meetings and technical trainings to help the community map its assets, challenges, and opportunities. Efforts led to the construction to the planning and construction of two school cafeterias in the area.

PRIOR EMPLOYMENT EXPERIENCE

Senior Analyst, Cloudburst Consulting Group Inc., Landover, MD

Responsibilities include the development of the firm's technical offerings, project management, and technical support in the areas of post-disaster relief and community resilience, urban planning, and the design of communication strategies.

Envision Cambridge Support, City of Cambridge, Cambridge, MA

Responsibilities included providing support for the ongoing citywide planning process for the City of Cambridge.

Fairmount Indigo Network Assistant, LISC Boston, Boston, MA

Responsibilities included producing research reports on corridor housing and transit needs; coordinated website launch and outreach efforts.

Community Engagement Intern, MNDOT, St. Paul, MN

Responsibilities contributed to community engagement and corridor planning focusing to the re-visioning of the I-94 area.

Data Visualization Assistant, UNICEF, Florence, Italy

Helped create visual aids and interactive maps to highlight research.



LYNEISHA JACKSON

ANALYST

Lyneisha Jackson supports community development projects and specializes in planning, analysis, housing and neighborhood assessments. She has eight years of professional and academic experience in urban and regional planning, transportation planning, community engagement and community meeting facilitation. Lyneisha is skilled in data analysis, Geographic Information Systems, research and technical writing. Lyneisha is also LEED Green Associate certified.

Prior to joining GCR, Lyneisha worked as a transportation planning consultant, assisting with environmental analysis and impact assessments in accordance with federal, state and local agencies in Maryland and the surrounding region.

QUALIFICATIONS

- National Environmental Policy Act (NEPA)
- Transportation Planning
- Research and Analysis
- GIS and data analysis
- Community Engagement

EDUCATION

Master of Community Planning,
2015
University of Maryland, College Park
B.Sc., Architecture, 2011
Morgan State University,
Baltimore, MD

REGISTRATIONS/CERTIFICATIONS

LEED Green Associate

RELEVANT PROJECT EXPERIENCE

State of California CDBG-DR Pre-Award Disaster Recovery Support

Client: State of California Department of Housing and Community Development

Description: The State of California was awarded \$212 million in HUD-CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

Project Role: Lyneisha supports data collection and analysis, GIS mapping and analysis, and program design efforts through demographic analysis.

Louisiana Flood Recovery Support

Client: Louisiana Office of Community Development—Disaster Recovery Unit (OCD-DRU) (Baton Rouge, LA)

Description: In anticipation of an initial allocation of HUD-CDBG-DR funding in response to the Great Floods of 2016, OCD-DRU engaged

GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CDBG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$438M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU's public engagement efforts related to the initial Action Plan and Action Plan Amendment. The GCR team has continued to support OCD-DRU in the development of recovery programs and Action Plan amendments.

Project Role: Lyncisha supports data collection and analysis, GIS mapping and analysis, and program design efforts through demographic analysis.

LA SAFE Program

Client: State of Louisiana Office of Community Development — Disaster Recovery Unit

Description: Louisiana Strategic Adaptations for Future Environments (LA SAFE) seeks to address increased flooding risks and vulnerabilities associated with coastal degradation and subsidence at the community level. Through the initiative, the state developed adaptation strategies for six coastal parishes in southeast Louisiana from which it made strategic investments in pilot projects or programs. GCR's role as Parish Captain for Jefferson and St. Tammany parishes focused on data collection, analysis, and outreach. Our team gathered key quantitative data sets and conducted qualitative research to understand historical trends, project future conditions, and develop parish and community level narratives to inform citizen led discussions in a series of public meetings. In addition, GCR was responsible for coordination with parish leadership, elected officials, local philanthropic and non-profit organizations, and other stakeholders.

Project Role: Lyncisha lead all GIS efforts, completed research and analysis to inform project and program development, and supported outreach and engagement efforts.

City of Springfield, MA National Disaster Resilience Implementation

Client: City of Springfield, Massachusetts

Description: GCR serves as the primary outside advisor to the City of Springfield for the implementation of its \$17-million CDBG-NDR award to develop its suite of resilience building initiatives. GCR's role includes a variety of components, ranging from detailed project coordination and the design of an innovative healthy homes rehabilitation program to subrecipient technical assistance and updating the City's CDBG-NDR Administrative Manual to ensure compliance with all applicable regulatory requirements.

Project Role: Lyncisha supports program design efforts through demographic analysis to determine how best to target funding in order to maximize the impacts of the City's investments.



MATT PANGRAZIO

SENIOR TECHNICAL ADVISOR

QUALIFICATIONS

- Over 7 years of progressive experience in Louisiana disaster recovery homeowner programs
- Served as a highly skilled leader of a large-scale disaster recovery-housing program, leading team of 20
- Significant experience with cost estimation and eligible cost-guidance formulation
- Developed programmatic policies and procedures for housing-recovery program
- Extremely knowledgeable on house elevations and individual mitigation measures

EDUCATION

Master of Public Administration—
Crisis Management, Louisiana State
University
B.S. Disaster Management/Geographic
Information Systems, Rochester
Institute of Technology—Rochester,
NY

CERTIFICATIONS

Certified Floodplain Manager

PROFESSIONAL AFFILIATIONS

Louisiana Floodplain Managers
Association (LFMA) Member
International Association of
Emergency Managers (IAEM) Member

TRAINING

Public budgeting and public finance,
zoning law, land use planning,
program evaluation, statistical
methods

Matt began working in disaster recovery in Louisiana as an AmeriCorps Volunteer in 2005 and following his service obtained his Master's in Public Administration from Louisiana State University with a focus on Crisis Management. A long-tenured state staffer on the Hazard Mitigation Grant Program, Matt served in key-programmatic leadership roles within the Louisiana Office of Community Development—Disaster Recovery Unit. He continued his work on the program under the Governor's Office of Homeland Security and Emergency Preparedness following an administrative transition. A leader in developing and implementing policies and procedures and introducing process efficiency enhancements to increase productivity and throughput, Matt brings a wealth of experience working directly with a large-scale housing recovery program and interfacing with homeowners, contractors, state and local entities, and elected officials. Matt understands the often-challenging mechanics and myriad federal regulations associated with housing recovery programs and has been a sought-after problem solver by his peers throughout his career.

RELEVANT PROJECT EXPERIENCE

State of California CDBG-DR Pre-Award Disaster Recovery Support
Client: State of California Department of Housing and Community
Development

Description: The State of California was awarded \$212 million in HUD-CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

Project Role: Matt supports all regulatory compliance aspects of the project.

State of California National Disaster Resilience Implementation

Client: State of California Department of Housing and Community Development

Description: GCR serves as the primary outside advisor to the State of California for the implementation of its \$70 million CDBG-NDR award to develop and implement its Community and Watershed Resilience Program. The program consists of three pillars: forest and watershed health, a biomass and wood products facility, and a community resilience center. GCR's scope of work includes support across a number of areas, including technical assistance to the State and its subrecipients, project design, project implementation support, compliance monitoring, and overall program management support.

Project Role: Matt supports all regulatory compliance aspects of the project.

LA SAFE Program

Client: State of Louisiana Office of Community Development—Disaster Recovery Unit

Description: Louisiana Strategic Adaptations for Future Environments (LA SAFE) seeks to address increased flooding risks and vulnerabilities associated with coastal degradation and subsidence at the community level. Through the initiative, the state developed adaptation strategies for six coastal parishes in southeast Louisiana from which it made strategic investments in pilot projects or programs. GCR's role as Parish Captain for Jefferson and St. Tammany parishes focused on data collection, analysis, and outreach. Our team gathered key quantitative data sets and conducted qualitative research to understand historical trends, project future conditions, and develop parish and community level narratives to inform citizen-led discussions in a series of public meetings. In addition, GCR was responsible for coordination with parish leadership, elected officials, local philanthropic and non-profit organizations, and other stakeholders.

Project Role: Matt supported outreach and engagement efforts, the development of policies, projects, and programs, research and analysis, and GIS efforts.

Louisiana Flood Recovery Support

Client: Louisiana Office of Community Development—Disaster Recovery Unit (OCD-DRU) (Baton Rouge, LA)

Description: In anticipation of an initial allocation of HUD-CDBG-DR funding in response to the Great Floods of 2016, OCD-DRU engaged GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CDBG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$428M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU in the development of recovery programs and Action Plan amendments.

RELEVANT PRIOR EXPERIENCE

Louisiana Shelter at Home Program (SAH) Louisiana Governor's Office of Homeland Security and Emergency Preparedness (AECOM)

Roles and Responsibilities: Matt assisted in the drafting and revision of the SAH master plan and served as primary point of contact for eligibility concerns. Matt was responsible for developing policies and procedures for program implementation, establishing work flows, identifying staffing needs, and conducting staff training.

Louisiana Office of Community Development—Disaster Recovery Unit (OCD-DRU)—HMGP

Roles and Responsibilities: Matt served in several roles for OCD-DRU on the HMGP, beginning as a Subject-Matter Expert and advancing to Assistant Section Chief and finally Section Chief. As Section Chief, Matt personally compiled, reviewed, and submitted requests for payment on over 300 remaining challenged project files. Matt reviewed and approved scope of work submissions and changes which affect hazard mitigation outcomes.



JAMIELA SEKOU
ANALYST

Jamiela Sekou is an accomplished grant manager with experience in state and federal grant management policies and compliance. At GCR, Jamiela serves as grant manager where she collects, maintains, and reports programmatic and financial data to facilitate analysis. Prior to GCR, Jamiela served as manager of finance, data, and compliance with Teach for America, where she provided compliance oversight and expense management for major federal grants totaling \$1 million and effectively designed policies and procedures to drive expense and grant compliance.

QUALIFICATIONS

- Experienced with state and national grant policies
- Experienced working with multiple constituents to achieve ambitious fiduciary and programmatic results.
- Knowledgeable with fiscal year planning and expense management.

EDUCATION

Bachelor of Arts, Political Science/History, 2011
University of Michigan

RELEVANT PROJECT EXPERIENCE

State of California CDBG-DR Pre-Award Disaster Recovery Support

Client: State of California Department of Housing and Community Development

Description: The State of California was awarded \$212 million in HUD-CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

Project Role: Jamiela serves as a Grant Manager for this assignment. Her role is focused on financial analysis and fiscal compliance.

Jefferson Parish Program Management Support

Client: Jefferson Parish Government

Description: GCR is providing overall program management support to the Jefferson Parish Community Development Department for CDBG, HOME, ESG and CDBG-DR programs. Included in the scope is specific guidance related to regulatory compliance in support the Parish's recovery from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. GCR's work has included a full assessment of the Parish's program management operations to identify areas in need of improvement;

the development of policies and procedures for specific recovery programs and overall grants administration, and training staff on best practices and regulatory requirements.

Project Role: Jamiela serves as grant manager

East Baton Rouge Redevelopment Authority—Technical Assistance

Client: East Baton Rouge Redevelopment Authority (EBBRA)

Description: The East Baton Rouge Redevelopment Authority (EBBRA) selected GCR to assist with the development of East Baton Rouge's 2018 Action Plan. GCR is providing administrative oversight and budget preparation tasks, linking one-year action plan projects to the objectives and outcomes developed for the consolidated plan. GCR reviewed and evaluated responses to Requests for Proposals (RFPs) from prospective subrecipients, developers, and community partners. Additional program tasks include overall regulatory and statutory HUD compliance reviews; drafting a proposed budget with conceptual and detailed estimating based on prior year funding allocations; completing subsidy layering analysis for HOME project awards; and preparing documents in compliance with Federal, State and local regulations, guidelines, policies and procedures on behalf of EBBRA.

Project Role: Jamiela serves as grant manager.

Louisiana Flood Recovery Support

Client: Louisiana Office of Community Development—Disaster Recovery Unit (OCD-DRU) (Baton Rouge, LA)

Description: In anticipation of an initial allocation of HUD CDBG-DR funding in response to the Great Floods of 2016, OCD-DRU engaged GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CDBG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$438M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU's public engagement efforts related to the initial Action Plan and Action Plan Amendment. The GCR team has continued to support OCD-DRU in the development of recovery programs and Action Plan amendments.

Project Role: Jamiela serves as a Grant Manager for this assignment. Her role is focused on financial analysis and fiscal compliance.

City of New Orleans National Disaster Resilience Implementation

Client: City of New Orleans (New Orleans, LA)

Description: GCR serves as the primary outside advisor to the City of New Orleans for the implementation of its \$141 million CDBG-NDR award to develop the Gentilly Resilience District, an initiative focused on water management and economic opportunity in a low-lying area of New Orleans. GCR's role includes a variety of components ranging from detailed project coordination, stakeholder engagement, financial analytics, program design and CDBG-NDR regulatory compliance support.

Project Role: Jamiela serves as a Grant Manager for this assignment. Her role is focused on financial analysis and fiscal compliance.



SIMON PENNING

ANALYST

Simon Penning serves as a subject matter expert on federal regulatory compliance and grants management. His recent work includes supporting recovery and resilience building efforts in California, Jefferson and St. Tammany parishes in Louisiana, Springfield, Massachusetts. Prior to his role at GCR, he worked in Washington D.C. as a corporate governance consultant to Fortune 500 companies.

RELEVANT PROJECT EXPERIENCE

City of Norfolk, VA National Disaster Resilience Implementation

Client: City of Norfolk, VA Mayor's Office of Resilience

Description: GCR serves as the City of Norfolk's grants management and regulatory compliance subject matter expert for the implementation of its \$115 million CDBG-NDR award to implement its suite of resilience building initiatives in the Ohio Creek watershed. The effort comprises a suite of projects and programs, including shoreline restoration and protection, parcel level green infrastructure, increasing community connectivity, and creating economic opportunities for low income residents. GCR's role includes program design, the provision of technical assistance to the City and its partners, the completion of mock audits, development and delivery of a regulatory training programs, and overall regulatory compliance support (including the development of a CDBG-NDR Administrative Manual to ensure compliance with all applicable requirements).

Project Role: Simon supports the provision of regulatory compliance technical assistance to the City and its partners.

City of Springfield, MA National Disaster Resilience Implementation

Client: City of Springfield, Massachusetts

Description: GCR serves as the primary outside advisor to the City of Springfield for the implementation of its \$17 million CDBG-NDR award to develop its suite of resilience building initiatives. GCR's role includes a variety of components, ranging from detailed project coordination and the design of an innovative healthy homes rehabilitation program to subrecipient technical assistance and updating the City's CDBG-NDR Administrative Manual to ensure compliance with all applicable regulatory requirements.

Project Role: Simon supports all aspects of the project, including the development of administrative and programmatic policies and procedures, program design, and general technical assistance on regulatory matters.

State of California National Disaster Resilience Implementation

Client: State of California Department of Housing and Community Development

Description: GCR serves as the primary outside advisor to the State of California for the implementation of its \$70 million CDBG-NDR award to

QUALIFICATIONS

- 5 years of academic and professional experience working in housing and real estate projects.
- Provides direct technical assistance to state and local governments on federal regulatory compliance and grants management best practices.
- Experience with federal regulations and federal housing programs.

EDUCATION AND TRAINING

Member of Louisiana Bar, 2016

Member of Maryland Bar, 2014

J.D., 2014

Maryland Carey School of Law
Baltimore, MD

B.A., Economics, 2010

Tufts University

Medford, MA

develop and implement its Community and Watershed Resilience Program. The program consists of three pillars: forest and watershed health, a biomass and wood products facility, and a community resilience center. GCR's scope of work includes support across a number of areas, including technical assistance to the State and its subrecipients, project design, project implementation support, compliance monitoring, and overall program management support.

Project Role: Simon supports all regulatory compliance aspects of the project.

Jefferson Parish CDBG-DR Program Management Support

Client: Jefferson Parish Government

Description: GCR is providing overall program management support to the Jefferson Parish Community Development Department for CDBG, HOME, ESG and CDBG-DR programs. Included in the scope is specific guidance related to regulatory compliance in support the Parish's recovery from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. GCR's work has included a full assessment of the Parish's program management operations to identify areas in need of improvement, the development of policies and procedures for specific recovery programs and overall grants administration, and training staff on best practices and regulatory requirements.

Project Role: Simon supports all aspects of the project, working closely with the Parish and its partners to ensure compliant and efficient program operations.

St. Tammany Parish CDBG-DR Project Management

Client: St. Tammany Parish Government

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

Project Role: Simon supports all regulatory compliance aspects of the project.

Sewerage and Water Board of New Orleans CDBG-DR Program Management Support

Client: Sewerage and Water Board of New Orleans (SWBNO)

Description: GCR serves as an outside consultant to the SWBNO. GCR was tasked with creating SWBNO's federal procurement policies and procedures manual.

Project Role: Simon provides leadership and support to all aspects of GCR's assignment with SWBNO, including assessing the SWBNO's current procurement policies and procedures, working with various departments to analyze workflows and writing a new set of policies and procedures that conform with all federal procurement laws and regulations.

Louisiana Flood Recovery Support

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

Description: In anticipation of an initial allocation of HUD CDBG-DR funding in response to the Great Floods of 2016, OCD-DRU engaged GCR to support its efforts in several areas critical to the development of the overall plan to initiate recovery activities and the design of the state's specific recovery programs. Specific tasks included the development of an initial CDBG-DR Action Plan that outlined Louisiana's plan to utilize an initial allocation of \$438M as well as an Action Plan Amendment following a second allocation of more than \$1.2B, supporting the production of the Program Manual for the state's Restore Louisiana Homeowner Program, and supporting OCD-DRU's public engagement efforts related to the initial Action Plan and Action Plan Amendment. The GCR team has continued to support OCD-DRU in the development of recovery programs and Action Plan amendments.

Project Role: Simon supports all aspects of the project, focusing on regulatory compliance and program development.

State of California CDBG-DR Pre-Award Disaster Recovery Support

Client: State of California Department of Housing and Community Development

Description: The State of California was awarded \$212 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. Immediately following the funding announcement, the State brought on GCR to provide full-scale pre-award support. Specific efforts have included the development of the Financial Certifications package and Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, GCR led the effort to draft the State's CDBG-DR Action Plan, which included a disaster-wide data collection effort to assess impacts and unmet recovery needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process. The GCR team is also working with the State relative to the anticipated allocation of CDBG-MIT (mitigation) funding, ensuring clarity relative to applicable rules and regulations, eligible uses, and project selection criteria.

Project Role: Simon supports all aspects of the project, focusing on regulatory compliance and program development.

City of New Orleans National Disaster Resilience Implementation

Client: City of New Orleans

Description: GCR serves as the primary outside advisor to the City of New Orleans for the implementation of its \$141 million CDBG-NDR award to develop the Gentilly Resilience District, an initiative focused on water management and economic opportunity in a low-lying area of New Orleans. GCR's role includes a variety of components ranging from detailed project coordination, stakeholder engagement, financial analytics, project design and CDBG-NDR regulatory support.

Project Role: Simon supports all regulatory compliance aspects of the project.

HUD Community Compass – Puerto Rico CDBG-DR Technical Assistance

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

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

Project Role: Simon serves as a Grant Manager for this assignment. His role includes providing regulatory guidance, developing regulatory trainings, monitoring procurement activities, and program design.

David Elkins, MCP

DEVELOPER

Overview of Qualifications

- Over 18 years of experience in IT industry
- Experience working with MS-SQL Server to convert and develop web-based applications
- Experience in several languages including C#, ASP.NET

David Elkins has over 18 years of experience in software development. He has used several IDEs, computer programming languages, scripts, databases and services to design and implement many web/desktop applications. During the last 8 years he has been using the C# language together with ASP.NET and MS-SQL Server to convert and develop several web-based applications (with a NMCI focus) for the navy. Such applications include: Integrated Logistics; Post Delivery; Change Management; Action Items; Test Procedure Logistics; Hull Testing; Post Maintenance; Integrated Logistics Checklist; SPAWAR; Document Material Reports; and several others.

Relevant Project Experience

AirportIQ System Manager (ASM)

Client: Wisconsin Department of Transportation, Bureau of Aeronautics

Description: ASM provides state or regional airport authorities with the advantages of web accessibility and .NET Framework technology in the management of multiple airports in their jurisdiction. Basic ASM modules provide for the management and reporting of information on general facility data, inspections and 5010 compliance, project management, aircraft activity and registration, document library data, aeronautical studies, GIS-based land parcel data. ASM is currently implemented in seven state aviation systems.

Project Size: Multiple databases with 200+ tables, 200 or more users

Role/Responsibility: Developer

Start and End Dates: March 2013 – Current

AirportIQ Project Manager (APM) – Nashville International Airport

Client: Nashville International Airport

Description: APM focuses on the management of airport capital improvement projects, and provides state or regional airport authorities with the advantages of web accessibility and .NET Framework technology in the management of capital projects for the multiple airports in their jurisdiction. In addition to the project management function, APM also includes contact management and report modules.

Project Size: 1 source system, multiple databases with 200+ tables, 15 end users

Role/Responsibility: Mr. Elkins was the technical writer for all application specifications and worked with management to finalize application design. As senior developer he worked with the development team to create/design the APM web application and reports and worked with testers to ensure all application features worked correctly.

Start and End Dates: March 2013 – Ongoing

Education and Training

B.S. Computer Science, 2000
Louisiana State University
Baton Rouge, LA

Certifications

Microsoft Certified Professional – 2005
MS-SQL Server Administration – 2004

Technical Skills

Visual Studio 2003, 2005, 2010
VB.NET, C#, ASP.NET, ADO, MFC, HTML,
DOM, Microsoft SQL Server, Visual Basic
6, Visual Basic for Applications,
Database Administration, Application
Deployment, Web Services, AJAX, XML,
JavaScript, Development Lifecycle,
Object Oriented Programming, Web user
controls, API, Class Libraries, UML,
Smalltalk, Documentation

Kathleen Weissenberger
Senior Technical Advisor

KW Consultants, LLC
<p>Education</p> <ul style="list-style-type: none"> • Bachelor of General Studies, Indiana University, Bloomington, IN
<p>Highlights</p> <ul style="list-style-type: none"> • Board of Directors, Council of State Community Development Agencies (COSCDA) 2005-2010 • Over 10 years' experience working with federal grants • Experience with Community Development Block Grant and CDBG Disaster programs
<p>Registrations/Certifications</p> <ul style="list-style-type: none"> • Certified WBE/Micro-business (State of Virginia) • Certified Housing Development Finance Professional (National Development Council) • Certified CDBG Grant Administrator (Indiana) • Certified Public Supervisor (Ball State University) • Certified Public Manager (Ball State University, Jan 2017)
<p>Training</p> <ul style="list-style-type: none"> • HUD Basically CDBG • HUD Sub-Grantee Management • HUD Section 108 Program • HUD CDBG Disaster Recovery • COSCDA CDBG Boot Camp • COSCDA Advanced CDBG • Indiana CDBG 101 • NDC Housing Development Finance • NDC Economic Development and CDBG • Simplex Creative Problem Solving

Professional Qualifications

KW Consultants LLC is a full-service grant administration firm specializing in federal programs based in Indianapolis, IN. Ms. Weissenberger founded KW Consultants LLC in 2015 after spending the previous 10 years serving as the Director of Grant Services and State Director of the Community Development Block Grant (CDBG) Program for the Indiana Office of Community and Rural Affairs. Ms. Weissenberger combines her subject matter expertise, training and facilitation skills and community development knowledge to provide a wide range of services to her clients.

KW Consultants provides states and local governments with three (3) core services:

1) **Technical Assistance and Training**—KW Consultants offers its clients customized support in all aspects of the Community Development Block Grant (CDBG) Program and other initiatives. Whether a client is seeking an objective analysis of existing programs, assistance in developing and implementing new programs, or staff training on statutory and regulatory requirements, KW Consultants has a solution to meet their needs. KW Consultants is currently working with the States Wisconsin and Connecticut on technical assistance projects to develop manuals and policies and procedures for their CDBG compliance staff and grantees. The State of Virginia has requested a customized training to enhance the knowledge of CDBG program staff.

2) **Program Design and Implementation**—Ms. Weissenberger has a history of development and implementation of CDBG and CDBG Disaster Recovery Programs. As the State CDBG Director for Indiana, she was responsible for the design, implementation and ongoing compliance monitoring for four separate CDBG programs, including two CDBG Disaster Recovery allocations totaling more than \$450 million. KW Consultants is helping the State of Connecticut review their CDBG program, including eligible activities, the rating and ranking system, and the application and award schedule.

3) **Grant Writing and Administration**—KW Consultants offers local units of government grant writing and administration services for a variety of programs, including the CDBG State and Small Cities program.

Ms. Weissenberger served on the Board of Directors for the Council of State Community Development Agencies (COSCDA) from 2010-2015. She has instructed several national-level CDBG training courses, including CDBG Cross-Cutting Issues, Basically CDBG for States, CDBG Boot Camp and CDBG Sub-Grantee Training.

Relevant Project Experience

~~Founder and Owner~~

~~KW Consultants, LLC Indianapolis, IN~~

~~Providing training and technical assistance services regarding the federal Community Development Block Grant Program.~~

- ~~• CDBG Boot Camp Training—Louisiana Department of Administration, Disaster Recovery Unit~~
- ~~• Advanced CDBG Training—Louisiana Department of Administration, Disaster Recovery Unit~~
- ~~• CDBG Sub-Grantee Training—Pennsylvania Department of Community and Economic Development~~
- ~~• CDBG Sub-Grantee Training—Wisconsin Department of Administration, Division of Energy, Housing and Community Resources~~
- ~~• CDBG Sub-Grantee Training—Iowa Economic Development Authority~~
- ~~• CDBG Boot Camp Training—Council of State Community Development Agencies~~
- ~~• CDBG Recordkeeping Training—Jefferson Parish, Louisiana~~

~~Director of Grant Services, State CDBG Director~~

~~Indiana Office of Community and Rural Affairs Indianapolis, IN~~

~~Responsible for the overall management of the Community Affairs Division and Grant Services Division, including financial management and grants management oversight of the Community Development Block Grant Program.~~

- ~~• Directed Indiana's four Community Development Block Grant (CDBG) programs in excess of \$450,000,000 in accordance with all applicable laws and regulations to ensure effective and appropriate utilization~~
- ~~• Responsible for the development of the Indiana Consolidated Plan, including the CDBG method of distribution~~
- ~~• Responsible for the development of Action Plans for the Midwest Floods CDBG Supplemental and IKE CDBG Supplemental appropriations~~
- ~~• Created all CDBG related trainings and materials in accordance with applicable laws and regulations~~
- ~~• Developed an internal policies and procedures manual for CDBG~~
- ~~• Developed and implemented all new CDBG programs and policies~~
- ~~• Responsible for the compliance monitoring process of all CDBG grantees~~
- ~~• Provided technical assistance to grantees to ensure compliance~~
- ~~• Revised and updated the CDBG Handbook for grantees~~

~~CDBG Training and Technical Assistance~~

~~KW Consultants (Independent Contractor) Indianapolis, IN~~

~~Providing training and technical assistance services regarding the federal Community Development Block Grant Program.~~

- ~~• Development and delivery of CDBG Sub-Grantee Training and CDBG Boot Camp—COSGDA; 2015~~
- ~~• Delivery of Basically CDBG for States—Cloudburst Consulting; 2014~~
- ~~• Delivery of 4 trainings on CDBG Cross-Cutting Federal Requirements—Abt Associates; 2009-2010~~
- ~~• Development and delivery of CDBG Sub-Grantee training—Illinois Department of Commerce and Economic Opportunity; 2010~~

<p>FIRM</p> <ul style="list-style-type: none"> • APTIM Environmental & Infrastructure, Inc. 	
<p>EDUCATION</p> <ul style="list-style-type: none"> • Certificate Program, Conservation Biology, Columbia University, 2002 • Master of Public Administration, Environmental & Energy Policy, Columbia University, New York, 2000 • Bachelor of Arts, Ancient Studies & Environmental Science, Barnard College, Columbia University, New York, 1998 	
<p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • Client Program Manager for municipal and private-sector • sustainability and resiliency programs • HUD and CDBG-DR grant administration and program design experience • Subject matter expert on sustainable infrastructure 	
<p>REGISTRATIONS/CERTIFICATIONS</p> <ul style="list-style-type: none"> • U.S. Green Building Council, Leadership in Energy & Environmental Design, Accredited Professional, Operations & Maintenance (LEED AP O+M) • Envision Sustainable Professional (ENV SP) • Envision Program Verifier • Efficiency Sales Professional (ESP) • Transportation Worker Identification Credential • Stormwater, Erosion, Sediment Control Inspector • DOT, 18004, Active, Florida 	

**JORDANNA RUBIN, LEED AP O+M, ENV SP
SENIOR MANAGER**

Jordanna Rubin has over 15 years of experience, focused on resiliency and sustainability program design and implementation. She is currently a Client Program Manager at CB&I where she manages resiliency programs that help commercial and government clients survive, adapt and thrive in the face of environmental, social and economic stresses. She has a diverse professional background in environmental management and resource conservation. Her expertise and experience includes developing and implementing resiliency and sustainability programs; green infrastructure; high efficiency buildings; sustainable remediation; energy management; and GHG inventories.

Prior to joining CB&I, Ms. Rubin was the Environmental Resources Manager for the City of Miami Beach, FL. She managed environmentally sensitive construction projects (including South Beach's "Beachwalk"), worked to incorporate sustainable and green infrastructure BMPs into City projects, and designed environmental education programs. She served as a liaison to environmental regulatory agencies and was a part of the engineering review team. Additionally, Ms. Rubin served as the Assistant Director at the Columbia University Energy Policy Center in the City. She managed the operations of the Center, including coordination of the academic programs and conference development. Most notably, she consulted on the permitting for a renewable tidal energy pilot project for Roosevelt Island, New York.

Relevant Project Experience

Project Manager, National Disaster Resiliency Competition, Phase II Applications; State of Texas General Land Office; State of Louisiana; City of New York

Ms. Rubin was Project Manager for the development of the TGLO Phase II NDRC application. Project tasks included application narrative development, eligibility and rating factor review, benefit cost analysis, activity budgets and schedules, and development of communications and stakeholder management plans. Projects were identified for three local communities and included wildfire management, hazard modeling, infrastructure upgrades, and floodplain buyouts. She also assisted with the development of the application narratives for the City and the State of Louisiana.

Facilitator/Subject Matter Expert, Rockefeller Foundation Resiliency Academies

Ms. Rubin served as a Facilitator and Subject Matter Expert at the Rockefeller Foundation Resiliency Academies across the Country. She assisted numerous applicants develop their approach for the HUD National Disaster Resiliency Competition and reviewed an additional 10 applications for grant compliance

and soundness of approach. Program approaches included water and stormwater management, sustainable communities, sustainable forest management, data and GIS tools, and economic resiliency.

~~Assistant Project Manager and Resiliency Advisor, New York City Local Initiatives Support Corporation (LISC) – Low Income Housing, New York, New York~~

~~Ms. Rubin serves as an Assistant Project Manager and Resiliency Advisor to implement resiliency assessments for low-income housing impacted by Hurricane Sandy. The assessments make facility and infrastructure recommendations to make the area and buildings more resistant to future climate impacts. Recommendations include energy efficiency measures and green design/infrastructure (LID) changes to manage flooding and other storm impacts.~~

~~Technical Advisor, New York City Housing Authority (NYCHA), New York, New York~~

~~Ms. Rubin serves as a Technical Advisor providing targeted research and analysis on the benefits of using low impact development techniques for municipalities. Opportunities identified will be incorporated into a plan to protect 350 acres of urban residential high rise from daily rain events to super storms like Sandy taking into consideration Sea Level Rise and Climate Change factors through 2050. In addition, she serves as a green building manager to ensure redevelopment projects meet the Enterprise Communities Criteria.~~

~~Project Manager, Sustainability Master Plan and EECBG Program, Palm Bay, Florida~~

~~Ms. Rubin serves as the Project Manager for the City's sustainability program. Projects included a sustainability master plan, energy strategy, energy audits, GHG inventory, building automation systems, sustainability website, and development of green building and rehabilitation ordinances. As the Project Manager, Ms., Rubin managed over 10 outreach workshops with city council, city committees, and other stakeholders for master plan input. The project team is currently updating a third GHG inventory.~~

~~QA/QC Manager, New York City Build It Back Acquisition Program, New York City Department of Environmental Protection, Hurricane Recovery Office, New York, New York~~

~~The BIB Program has developed multiple options that allow for the acquisition of properties that were damaged by Hurricane Sandy. The overarching goals of each of the Program options is to facilitate the recovery of homeowners by providing assistance to relocate to a new primary residence and to support the redevelopment of the purchased properties in a manner that is either more resilient or that limits future flood risk.~~

~~Project Manager, Sustainability Consulting Services, City of Doral, Doral, Florida~~

~~Ms. Rubin is Project Manager for the development of energy, water, fuel, GHG baselines; creation of sustainability goals; and development of implementation and monitoring framework for future sustainability programs.~~

~~Sustainability Advisor, Texas Coastal Resiliency Study, Texas General Land Office, Houston, Texas~~

~~Ms. Rubin served as the Sustainability Advisor for a Coastal Resiliency Study that focused on the affects and costs of recent hurricanes, and identified potential projects that had the highest impact for long term recovery. Ms. Rubin was responsible for providing analysis for the inclusion of sustainable infrastructure, low impact development, and management of contaminated sites.~~

~~Project Manager, LEED EB Certification, Dr. Pepper Snapple Headquarters, Dr. Pepper Snapple, Plano, Texas~~

~~The building was awarded GOLD certification in June 2012. Ms. Rubin managed a project team that developed sustainability policies, implemented environmental best management practices, conducted energy audits, industry benchmark assessments, and a GHG inventory of the building.~~

Firm

- APTIM Environmental & Infrastructure, Inc.

Education

- Fellow, Institute of Environmental Communication, Loyola University, New Orleans, Louisiana, 2011
- Master of Arts, Communication and Media Studies, University of Illinois, Chicago, 2005
- Bachelor of Arts, Political Science, University of Florida, 1998
- Certificate in Eastern European Studies, University of Economics, Prague, 1997

Highlights

- Resilient New Orleans, Working group contributor, 2015
- Greater New Orleans Urban Water Plan, Advisory Panel, 2011-2013
- Horizon Initiative Water Committee, 2010-2013
- Gulf Coast Communities Program, Institute for Sustainable Communities, Resource Team, 2013
- Flood Risk and Resilience Program, Coastal Protection and Restoration Authority, Advisory Group, 2013

**Angela Lawson
Senior Manager**

Professional Qualifications

Ms. Lawson is an accomplished Project Manager, who has gained experience through her work on some of the most ambitious and high-profile resilience projects and programs in the nation. With over six years of disaster recovery and resilience experience at a state agency, Ms. Lawson is an expert in CDBG-DR programs, and understands how to work within the confines of government regulations and structure to implement projects and programs that will have a lasting impact on communities.

Relevant Project Experience

Resilience Project Manager, CB&I Environmental & Infrastructure, Inc., June 2016 – Present

Ms. Lawson joined APTIM as a Senior Manager. In this role, she is supporting multiple CDBG-funded, disaster recovery and resiliency programs with policy development, QA/QC, and compliance.

Planning & Resilience Manager, Louisiana Office of Community Development – Disaster Recovery Unit, March 2010 – June 2016

Ms. Lawson led the development of planning and resiliency-based initiatives while at OCD-DRU. In this role, she designed and implemented programs that addressed identified needs and assisted communities with developing resilience plans. Ms. Lawson's work included:

Comprehensive Resiliency Pilot Program – a competitive program designed to provide communities with financial and technical support to develop non-structural strategies that reduce risk to chronic and acute stressors. Strategies included resilience-based comprehensive plans, zoning ordinances, floodplain regulations, integrated water management plans, financing and maintenance of green infrastructure, and carbon sequestration market strategies.

Louisiana Resiliency Assistance Program – a program designed to provide workshops, webinars, and shared resources to communities on topics related to building social, economic and physical resilience.

National Disaster Resilience Competition (NDRC) – worked as lead to develop Phase I and II applications and the resiliency program contained therein; Conceptualized the State of Louisiana's policy approach to resilient development, assisted with specific project development, coordinated budgets, scopes and contracts with all project partners, and authored exhibits for both applications.

Ms. Lawson also managed 29 disaster recovery contracts for OCD-DRU, and has a thorough understanding of CDBG-DR regulations.

<p>FIRM</p> <ul style="list-style-type: none"> • APTIM Environmental & Infrastructure, Inc.
<p>EDUCATION</p> <ul style="list-style-type: none"> • Bachelor of Science, Psychology, Texas A&M University, College Station, Texas, 1982
<p>HIGHLIGHTS</p> <ul style="list-style-type: none"> • Program management of New Jersey Superstorm Sandy and Texas Hurricane Rita and Hurricane Ike Programs • Policy Coordinator for New York City Rapid Repairs Program • More than 30 years of HUD and CDBG housing and infrastructure program management experience
<p>PROFESSIONAL AFFILIATIONS</p> <ul style="list-style-type: none"> • Memberships on the National Community Development Committee, National Affordable Housing Committee, and National HOME Program Committee
<p>AWARDS</p> <ul style="list-style-type: none"> • Commercial Redevelopment Project (“Sparks Building”) ranked nationally in Top 30 Best Projects celebrating HUD’s 30th Anniversary and “Top Three Best Rehab Projects” by Texas Main Street Program • Recipient of “Special Award for Innovation” awarded by the State of Texas in 1995

JO CARROLL
SENIOR TECHNICAL ADVISOR:
CDBG-DR COMPLIANCE SME



Jo Carroll possesses extensive management and administrative experience in local, state, and federal programs that revitalize communities and assist low income families. She uses this knowledge and experience in designing and managing disaster recovery programs to re-house thousands of displaced residents. Her experience also includes co-ownership of a home construction business, which enabled her to gain first hand knowledge and experience in the homebuilding and construction industry.

Relevant Project Experience

Program Manager, New Jersey Reconstruction, Rehabilitation, Elevation, Mitigation (RREM) Program, New Jersey Department of Community Affairs (NJDCA), Trenton, New Jersey, May 2013 – Present

The RREM Program provides disaster housing relief services for more than 10,000 homeowners damaged or displaced by Superstorm Sandy along nine coastal counties. CB&I is providing Master Construction Management services by conducting damage assessments, implementation of environmental mitigation, CDBG-DR expertise, construction oversight, and compliance monitoring. Program activities include rehabilitation, reconstruction, elevation, mitigation, resiliency, demolition, lead paint assessments and clearances, asbestos assessments, windstorm compliance, and engineering design services. Construction is being completed in accordance with HUD and NJDCA Construction Standards, the International Residence Code (IRC), Energy Star, HUD’s CPD Greenbuilding Checklist standards, windstorm, and other local requirements. Ms. Carroll provides all aspects of program management for the environmental reviews, construction management, and construction inspections associated with this project. Ms. Carroll and her team of environmental and construction professionals provided management and oversight for development of a pre-qualified construction pool of more than 50 contractors, including the preparation of the RFP/IFB, development of selection criteria, and review of homebuilder submittals. She collaborates daily with New Jersey State staff, elected officials, homebuilders, homeowners, and municipal/state inspectors and officials.

Policy and Process Coordinator, New York City Rapid Repairs Program (NYCRRP), New York City Department of Environmental Protection, New York, New York, November 2012 – February, 2013

The NYCRRP provided emergency temporary repair services (limited to essential power, heat, and hot water) for residents affected or displaced by Hurricane Sandy that allowed them to remain or return to their homes, or essentially “shelter in place.” As Policy and Process Coordinator, Ms. Carroll designed and developed program policies and guidelines in compliance with local, state, and federal requirements, to define the program workflow and responsibilities and

provide a systemic, consistent approach for the provision of services. The guidelines were used as a resource for City staff and Contractors to aid in communication and workflow management. Since the Program was the first of its kind

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to provide shelter in place (previous FEMA disaster response programs involved the provision of group shelters

and/or trailers to temporarily house residents off-site), a major challenge was to identify potential situations and

issues and pre-plan the resolution through the development of general operating policies. Ms. Carroll, because of experience and knowledge gained in managing other CDBG-DR programs, quickly provided general guidelines (tailored to fit NYCRRP needs) to kick start program implementation.

Program Manager, Galveston County Disaster Housing Assistance Program, ACS/Texas Department of Housing and Community Affairs (TDHCA) and Texas General Land Office, Galveston, Texas, December 2010 – July 2012

Ranked #1 out of 18 state subrecipients of Hurricane Ike funds, the Galveston County Program completed 659 homeowner and renter occupied homes constructed or rehabilitated to local, state, and federal requirements, including HUD's Housing Quality Standards, Texas Department of Insurance (TDI Windstorm), and International Residential Codes (IRC). Ms. Carroll provided all aspects of program management for the environmental reviews, construction management, and construction inspections associated with this project. The Galveston County Program also completed demolition of vacant and dilapidated structures. Ms. Carroll and her team of environmental and construction professionals provided management and oversight for 19 contractors. Ms. Carroll collaborated daily with county staff, elected officials, homebuilders, homeowners, and municipal/state inspectors and officials.

Program Manager, Bastrop County Texas Wild Fires, Texas General Land Office, June 2012 – Present

After experiencing severe drought conditions and a series of wildfires in the summer of 2011, Bastrop County, Texas was designated as a major disaster area, eligible to receive CDBG-DR funds. Funds were provided to repair/replace several hundred damaged infrastructure systems and assist approximately 150 residents with the rehabilitation/reconstruction of their homes. In her role as Program Manager, Ms. Carroll managed the completion of the countywide Environmental Broad Review and all site specific Environmental Reviews. A particular challenge was the presence of an endangered species, the Houston toad, which required extensive research and collaboration with state/federal monitoring agencies to develop site specific protocols to complete construction activities without harming the toad or its habitat. Ms. Carroll and her team were able to develop a comprehensive Toad Monitoring Plan to describe the work site protocols suitable to satisfy toad enthusiasts and state/federal monitors.

<p>FIRM Aptim Environmental & Infrastructure, LLC</p>	<p><u>JEFFREY E. DAUGHTERS - FISCAL MANAGER</u></p> <p>Jeffrey Daughters has over 25 years of experience as a Program and Project Controls Manager and Senior Cost and Schedule Engineer. His primary strengths are in project controls, cost analysis, forecasting, budgets, A/R, A/P, cost proposals and Primavera scheduling. He has worked on cost reimbursable, fixed price and T&M projects for both government and commercial clients. His experience also includes training of junior personnel, extensive subcontractor and customer interaction and weekly reporting to both management and clients.</p>
<p>EDUCATION Master of Business Administration, Business Administration, University of Phoenix, Sacramento, California, 2006 Bachelor of Science, Business Finance, California Polytechnic State University, San Luis Obispo, California, 1990</p>	<p>Relevant Project Experience</p> <p>Project Controls Manager, Multiple Projects and Programs, Aerojet, Sacramento, California, July 2007 – Present</p> <p>Mr. Daughters is Project Controls Manager for several Aerojet projects. His responsibilities include project controls, monthly SOX packages, accrual review, A/P and A/R review.</p> <p>Project Controls Manager, Jamestown Mine Closure and O&M/Groundwater Monitoring, Jamestown Trust, Jamestown California, May 2006 – Present</p> <p>Mr. Daughters financially manages the long term Jamestown Mine project. His responsibilities include completing monthly cost and schedule reports to management, monthly SOX packages, maintain schedules for active work using Primavera, perform financial downloads, perform in-depth financial analysis and break-even analysis for change order work, help prepare and analyze budgets and change order values.</p> <p>Project Controls Lead, Humboldt Bay Power Plant Decommissioning Project, PG&E, Eureka, California, July 2013 – February 2016</p> <p>Mr. Daughters is Project Controls Lead for the \$200M PG&E nuclear power plant decommissioning in Humboldt County, Eureka, California. His responsibilities included Cost Account Manager (CAM) for all PMO activities, cost analysis and tracking, forecasting analysis, job setup, accrual review and approval, cash flow analysis between client and CB&I, A/R and A/P approval, CSR, and weekly/monthly management meetings to inform corporate of project financial data.</p> <p>Project Controls Manager, Penn Mine Landfill Sump, East Bay Municipal Utility, Calaveras County, California, December 2000 – February 2016</p> <p>Mr. Daughters financially manages the long term Penn Mine project. His responsibilities include completing monthly cost and schedule reports to both corporate and project management, monthly SOX packages, maintain schedule for all active work using Primavera, perform all financial downloads, perform in-depth financial analysis as well as break-even analysis for change order work, help prepare and analyze budgets and change order values.</p>
<p>HIGHLIGHTS Over 25 years of project and program control management</p>	
<p>REGISTRATIONS/CERTIFICATIONS Real Estate License, 1990, 01098682, Active, California, 06/2018 Scuba Diver, 1985, Active, California</p>	
<p>TRAINING JD Edwards Programs (Vision), CB&I Continuing Education, 2010</p>	

~~Kathy Kinsland, CISEC, QSP, TOR-QISP~~

~~APTIM, Environmental SME~~

~~Kathy Kinsland has over 30 years of experience in biological assessment (CEQA/NEPA), permitting, and biological monitoring, and storm water management.~~

~~Ms. Kinsland has worked extensively for municipalities as a “qualified biologist” and a storm water compliance consultant for construction of infrastructure projects.~~

~~A few key points of her varied experience are listed below:~~

- ~~• Served as co-chairman for the California Storm Water Quality Association’s (CASQA) Construction Subcommittee.~~
- ~~• Has prepared or managed preparation of numerous CEQA/NEPA documents ranging from Initial Studies/Mitigated Negative Declarations, to comprehensive joint CEQA/NEPA environmental impact reports.~~
- ~~• Works directly with Construction Managers and municipalities to manage the construction storm water and biological services and monitoring programs for infrastructure projects.~~

~~Highlights~~

- ~~• Over 25 years of experience with environmental review under various state environmental policy act and NEPA reviews.~~
- ~~• Project Manager for environmental review of an environmental resources plan for the U.S. Bureau of Recreation.~~
- ~~• Deputy project manager for a joint state/NEPA review of a 230-mile natural gas pipeline under the Federal Energy Regulatory Commission.~~
- ~~• Prepared and implemented a Public Involvement Program for U.S. Bureau of Reclamation and for energy development projects in CA.~~
- ~~• Project Manager for License Amendment for an electric generation plant (NRG’s El Segundo’s) Power Redevelopment Project~~
- ~~• Project Manager for preparation of CEQA documents for infrastructure projects.~~
- ~~• Assigned to team of specialists working for the U.S. Army Corps to conduct environmental reviews for levee restoration following floods or flood control system throughout the U.S.~~

~~Education~~

~~BS, Aquatic Biology, Chemistry Minor, Eastern Michigan University, Ypsilanti, MI; Graduate Course Work and Continuing Education~~

~~Certifications/Associations~~

~~Certified Inspector Sediment and Erosion Control (CISEC-314) California Storm Water Quality Association (CASQA), Executive Planning Committee and Co-Chair of the Construction Subcommittee – 2003-2006
International Erosion Control Association – (IECA)~~

~~Key Positions~~

~~Staff scientist, U.S. Army Corps of Engineers, Detroit District and Sacramento District;
Manager of Environmental Services Division, RMI/Navigant;
Owner/President; Argonaut Ecological, Inc.
CB&I Senior Scientist.~~

~~Training~~

~~Storm water Pollution Prevention on Construction Sites
Storm water Pollution Prevention for Transportation Construction
Advanced Wetland Delineation and Management Training~~

-
- ~~• Assigned as Project Manager for NRG’s California Energy Generation Facility Licensing Amendment Petition and environmental review~~
 - ~~• Project Manager for Energy Generation (Peaker Power) Entitlement and Permitting for five facilities in California.~~
 - ~~• Prepared/coordinated FERC filings for LNG transmission projects within numerous states.~~
 - ~~• Served as Co-chairman for California Storm Water Quality Association’s (CASQA) Construction Subcommittee.~~
 - ~~• Former U.S. Army Corps of Engineers staff assigned to Regulatory and Engineering Divisions. Was selected as a member of the Value Engineering Team for project reviews.~~

~~Construction Monitoring – Storm Water and Biological.~~

~~Ms. Kinsland has been part of numerous Construction Management Teams, responsible for providing pre-construction and construction phase compliance services to local municipalities for up to 30 roadway, bridge replacement, and infrastructure projects. Services provided include preparing and tracking environmental compliance throughout construction, conducting pre-construction biological surveys; preparation and review of storm water plans, project permitting (404, 401, etc); coordination with regulatory agencies;~~

development and implementation of worker training programs for storm water inspection; worker training for sensitive species protection; storm water inspections; and wetland delineations.

- ~~Folsom Dam Road Project, Folsom, CA.~~
- ~~Whitney Ranch Parkway Interchange, Rocklin.~~
- ~~Auburn Folsom Road Improvement Project, Placer County, CA.~~
- ~~Tower Bridge Gateway Project, West Sacramento CA.~~
- ~~I-80/Sierra College Boulevard Bridge Replacement Project CA. Stormwater compliance.~~
- ~~Grade Separation Project, Stockton CA.~~

Infrastructure – Water, Sewer, Gas

Ms. Kinsland has worked on numerous gas pipeline projects and was the deputy project manager for the Tusecarora Natural Gas Pipeline Project (Oregon, California, Nevada) a 220-mile interstate gas pipeline project that had over 160 stream crossings. Her responsibility was to serve as the technical coordinator for the project. She worked directly with lead agencies and stakeholders, including the Federal Energy Regulatory Commission (FERC), the California State Lands Commission, and numerous California and Nevada regulatory agencies.

Ms. Kinsland also was heavily involved in developing a compliance monitoring program for the construction phase, and she developed the construction protocol and permitting for over 40 stream crossings. In addition, Ms. Kinsland has worked on a variety of other infrastructure projects including water delivery, pump stations, sewer interconnections, and bike trails. For these projects she either managed the environmental review, technical coordination, field studies, or construction compliance elements of the projects.

Ms. Kinsland has also worked on several solid waste landfill projects, telecommunication projects, and municipal infrastructure projects to advise the municipalities as to the CEQA requirements, conducted scoping, and prepared environmental exemptions and IS/MNDs.

Flood Control Projects

Throughout her career, Ms. Kinsland has had extensive and varied involvement with flood

control projects throughout the Midwest and West including: plan formulation, damage assessment, environmental review, and public outreach. After extensive flooding in California 1986, she was detailed to California by the U.S. Army Corps of Engineers assisting with preparing fast tracked biological inspections and NEPA reviews for levee repair and permitting.

In the private sector, Ms. Kinsland worked as an extension to staff for the Sacramento Area Flood Control Agency (SAFCA) on levee widening and flood control improvements. In addition, Ms. Kinsland completed work for the Fresno Metropolitan Flood Control District (FMFCD). She handled the permit entitlement process for wetland fills, determined the cultural resources protection needs, and detailed the special status species protection. She also prepared stream restoration mitigation plans for the flood control projects, and performed on site monitoring and provided other compliance support to FMFCD during construction.

Electric Generation and Transmission

Biological Assessment, Wetland Delineation and Permitting: Confidential Clients and Municipal Clients – Over the past 20 years Ms. Kinsland has worked on a variety of land development projects. She has managed large technical teams including hydrologist, biologist, botanists, archaeologists, and geologists. In addition, she has performed numerous wetland delineations and habitat assessments. Ms. Kinsland was recently project manager for a 3,800 acre planned development area in California's Central Valley. As part of that work she conducted and managed a team of scientists as part of numerous studies including a wetland delineation, rare plant and animal studies, and hydrological studies.

Ms. Kinsland has also managed wetland construction and the required habitat monitoring. She managed several 5-year wetland monitoring program for municipalities.

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~~One project involved an extensive wetland monitoring program for a stream in central California. For that project she was tasked with:~~

- ~~• Determine why several wetlands had failed;~~
- ~~• Develop a method by which to wean the landscape trees off the irrigation system and address maintenance issues;~~
- ~~• Prepare the final two years of monitoring reports for submittal to the Army Corps.~~

~~For other wetland monitoring assignments Ms. Kinsland worked with other biologist and hydrologist to determine habitat establishment success, prepare monitoring reports and work with the Army Corps to address any mitigation deficiencies.~~

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~~Thomas W. Machen~~

~~Labor Compliance SME~~

~~APTIM Environmental & Infrastructure, Inc~~

~~27373 Dutcher Creek Rd.~~

~~Cloverdale, CA 95425~~

~~707.894.4699 home~~

~~707.291.7299 cell~~

~~Professional Qualifications~~

~~Mr. Machen has over 38 years of combined experience in the environmental remediation, drilling (geothermal) and heavy civil construction industry. He has worked in the capacity of Construction Superintendent, managing projects in value from \$10,000 to \$29 million. He presently holds the position of Director Construction Craft Management, in which he is responsible for managing the labor work force of approximately 500 nonunion and 1,500 union hourly craft workers and the associated departmental budget of approximately \$1.3 million annually.~~

~~Mr. Machen has managed field projects ranging from chemically impacted soils removal, demolition, groundwater treatment systems construction, fuel distribution retrofit, soil vapor treatment systems construction, well installation (groundwater, monitoring and geothermal) and heavy civil dirt construction projects.~~

~~Mr. Machen is the Qualifier for the following State Contractor's Licenses as the Responsible Managing Employee (RME):~~

~~Aptim Federal Services, LLC, California General Engineering A (and HAZMAT) License #998883~~

~~Aptim Environmental & Infrastructure, Inc. (formerly CB&I Environmental and Infrastructure, Inc.) California General Engineering A (and HAZMAT) License #815620 and supplemental C-51 Demolition & House Moving License.~~

~~Aptim Environmental & Infrastructure, Inc. (formerly CB&I), Utah E100 General Engineering License, #6309492-5501.~~

~~Shaw Environmental and Infrastructure, Inc. Nevada A General Engineering License, #62992 (inactive).~~

~~Education~~

~~Hartnell College, Salinas, CA (9-76 to 1-78) Psychology Major (3.09 GPA)~~

~~Santa Rosa Junior College, Santa Rosa, CA (8-74 to 8-76) Business/Psychology Major (3.0 GPA)~~

~~Registrations/Certifications/Licenses~~

~~General Engineering Contractor, 2009, 0062992, Inactive, Nevada, 12/2011~~

~~HazMat Removal & Remedial Action Contractor, 2009, 815620, Active, California, 12/2011~~

~~Contractor License Qualifying Party, 2010, 6309402-5501, Active, Utah, 11/2011~~

~~General Engineering Contractor, 2009, 815620, Active, California, 01/2011~~

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~~California C-51 Demolition and House Moving, 2015, Active, 02/2015~~

~~**Experience and Background**~~

~~**08/2004 – Present**~~

~~Director Construction Craft Management, Aptim Federal Services, LLC (formerly CB&I Federal Services, LLC), Concord, California~~

~~Oversee approximately ~500 union craft and ~300 non-union hourly craft employees nationwide. Responsibilities include working in conjunction with the various Business Lines and Functional Group within the company to assure the appropriate staffing of hourly labor for field construction projects. Manage an annual budget of ~\$1.3 MM, which incorporates training, medical surveillance and career development of hourly personnel and management staff. Other responsibilities include working with other Functional Organizations within the company during the proposal and bidding stages of new field opportunities. Organize and coordinate the recruiting of personnel and facilitate the hiring process for new employees across the country.~~

~~**12/2013 – Present**~~

~~Labor Relations Manager; loaned to Aptim Environmental & Infrastructure, LLC (formerly CB&I E&I, Inc.) Humboldt Bay Power Plant, Eureka, CA~~

~~Liaison between client (PG&E), subcontractors and Building Construction Trades Council of Eureka, CA for the \$240 million Demolition & Dismantling contract of the Humboldt Bay Power Plant. Negotiate and implementation of a General Presidents' Project Maintenance Agreement (GPPMA) for utilization of union labor for the execution of the contract.~~

~~**08/2012 – 10/2013**~~

~~MOX Labor Relations Manager, CB&I Federal Services, LLC (formerly Shaw Environmental & Infrastructure, Inc.), Aiken, South Carolina~~

~~Labor Relations Manager for the construction of the \$4.8 billion dollar Mixed Oxide Fuel Facility (MOX) for the Department of Energy (DoE) at the Savannah River Site in Aiken, SC. Implementation of a Project Labor Agreement (PLA) signed with the Augusta Building Trades Council (ABTC), signatory to 13 Local Trades Unions, utilizing ~500 union craft tradesmen for the construction of the MOX facility.~~

~~**05/2002 – 09/2004**~~

~~Western Operations Resource Manager, Shaw Environmental & Infrastructure, Inc.,~~

~~Oversee all hourly craft labor within Western Region (Rocky Mountain to Pacific Islands). Coordinate staffing needs with various Business Units within the company. Work with estimating personnel to establish labor in areas that work is being bid.~~

~~**02/2002 – 05/2002**~~

~~Western Operations Resource Manager, IT Corporation (The Shaw Group Inc., acquired substantially all of the operating assets of The IT Group Inc., in May 2002), Concord, California~~

~~Oversee all hourly craft labor (~500) within Western Region (Rocky Mountain to Pacific Islands). Coordinate staffing needs with various Business Units within the company. Work with estimating personnel to establish labor in areas that work is being bid.~~

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~~07/2000 – 03/2002~~

~~Western Operations Manager, IT Corporation, Concord, California~~

~~Oversee all hourly craft labor (~500) within Western Region (Rocky Mountains to Pacific Island). Coordinate with various Business Lines and other groups within the company to properly staff field projects. Work with estimating department and cost and scheduling to ensure projects are operating at optimum capacity. Company filed Chapter 11 Bankruptcy in December 2002; The Shaw Group eventually acquired company.~~

~~08/1998 – 07/2000~~

~~Operations Resource Manager, IT Corporation, Concord, California~~

~~Coordinate, track and schedule craft labor personnel to support project sites in the Western U.S. and Pacific Islands. Directly responsible for approximately 500 hourly craft employees in a region from the Rocky Mountain States to the Pacific Islands. Work with various Business Lines within the company (i.e.: Dept. of Defense, Dept. of Energy, Commercial, solid Waste and Consulting & Ventures) to provide project labor support, proposal preparation, project cost estimating and plan review. Also responsible for all fixed warehouse operations on the West Coast from Irvine, California to Anchorage, Alaska.~~

~~09/1994 – 11/1998~~

~~Construction Superintendent, IT Corporation, Martinez, California~~

~~Construction Superintendent, Hamilton Army Airfield, USACE, Novato, CA, 06/1998 – 11/1998 responsible for all on-site activities involved in excavation, handling, treating and disposal of approximately 180,000 cubic yards of a wide variety contaminated soils (i.e., TPH, Lead, PCB, TCE, DCE, PNA, Vinyl Chloride, Diesel and Jet Fuels). Oversight of between two and over 100 craft personnel, working multiple shifts while accruing over 350,000 man hours without a lost time or recordable accident. Responsible for the production of Subcontractor Statements of Work, reviewing bid proposals, procurement of subcontractors and materials and supervising subcontractor work on-site. Construct wastewater holding area and containment area, which consisted of 147 – 20,000 gallon "Frac" tanks. Construct wastewater treatment system, treat and discharge 800,000 gallons of collected water into sewage system.~~

~~Site Manager, Presidio of San Francisco, USACE, San Francisco, CA, 05/1996 – 07/1996~~

~~Presidio of San Francisco, while acting as Construction Superintendent for the Hamilton Army Airfield site, I was also the acting Site Manager for the Presidio of San Francisco. Duties included responsibility of all field activities involved with a 100,000 cubic yard excavation, removal and restoration of fuel lines in and around the Presidio. Manage soil excavations and disposal from various sites within the Presidio. Responsible for the coordination all craft labor, equipment and subcontractors during excavation and disposal efforts.~~

~~Foreman/Equipment Operator, Hamilton Army Airfield, USACE, Novato, CA, 03/1995 – 06/1995~~

~~Hamilton Army Airfield, night shift supervisor, responsible for 25 craft personnel during excavation operations. Responsible for excavation, segregating and stockpiling contaminated soils. Construct soil staging and soil stockpile areas. Clean and video log 5,000 linear feet of storm drain system.~~

~~Foreman/Equipment Operator, Beaser/Coppers Dioxin Landfill, Beaser Coppers, Oroville, CA, 09/1994 – 03/1995~~

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~~Nightshift supervisor for 24 hour shift construction of a Glass, Metal and fill Cell in Oroville, California. Construct cell with 15 lb per sq. yd. liner cell with clay layer, install 40 mil HDPE liner, excavate and place Dioxin contaminated soils in cell. Cap cell with 40 mil HDPE liner, placement of clay layer and vegetative cover material.~~

~~**04/1993 – 08/1994**~~

~~Construction Superintendent, ALLPRO Corporation, Martinez, California~~

~~Install numerous groundwater extraction and soil vapor extraction treatment systems for various clients based around the San Francisco Bay Area. Involved in numerous gas station tank removal and retrofit projects for various clients based around the San Francisco Bay Area.~~

~~**11/1991 – 04/1993**~~

~~Construction Superintendent, Envirodyne Corporation, Martinez, California~~

~~Superintendent, Pond Closure, Southern Pacific Transportation Company, Oakland, CA, 01/1993 – 04/1993~~

~~Excavate, solidify and dispose of approximately 100,000 cubic yards of lead contaminated sludge. Excavate and stage sludge from pond area and mix with Fly Ash to solidify for disposal.~~

~~Superintendent, City Corp Yard, City Corp Yard, Santa Rosa, CA, 06/1992 – 01/1993~~

~~Construct bioremediation cell approximately 300' x 300' with 40 mil HDPE liner material. Excavate approximately 5,000 cubic yards of petroleum contaminated soils, stockpile excavated soils within constructed bioremediation cell. Responsible for the performance of the daily maintenance by adding nutrients and turning of soils within bio cell.~~

~~Superintendent, variety of clients in the San Francisco Bay Area, Various Locations, 11/1991 – 06/1992~~

~~Construct numerous groundwater extraction and soil vapor extraction treatment systems for a variety of clients in the San Francisco Bay Area. Involved in numerous gas station tank removal and retrofit projects for various clients in the San Francisco Bay Area.~~

~~**08/1978 – 11/1991**~~

~~Worked for various drilling companies at the Big Geysers Geothermal Field in Lake County, CA. Drilling operations for steam to power the Geothermal Power Plants for UNOCAL and Pacific Gas & Electric Company (PG&E). Worked all positions on drilling rigs (Floorhand, Motorman, Derrickman, and Driller).~~

~~Worked as Maintenance Mechanic at Asti Winery for Wine World Estates.~~

~~Also worked various positions in Lumber and Plywood mills.~~

~~**Awards/Client Commendations:**~~

~~Project Team presented with "IT quarterly Safety Award," 1st Quarter Fiscal year – 1998~~

~~U.S.A.C.E. Contractor Safety and Health Award for the period from February 1995 through March 1996~~

~~Personally received the company "IT Corporation Quality Control Award" for work performed on GSA Phase II Sale Area.~~

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Additional Training/Continuing Education

~~CB&I Supervisor Incident Prevention Program (SIPP), Concord, CA, 2014~~

~~Service Contract Act Summit and Training, Arlington, VA, 2011~~

~~8 Hour OSHA Refresher Training, Concord, CA, 2009~~

~~HR for Supervisors, Concord, CA, 2008~~

~~Balanced Scorecard Collaborative, Baton Rouge, LA, 2008~~

~~Red Vector Project Management, 14 Hours, Concord, CA, 2008~~

~~OSHA Disaster Site Worker, Las Vegas, 2006~~

~~Service Contract Act Summit and Training, San Diego, CA, 2006~~

~~Competent Person: Drilling Oversight (CPDO), Concord, CA, 2006~~

~~Safety Leadership Series: Best Practices, New Orleans, LA, 2006~~

~~Safety Leadership Series: Incident Investigation & Workers Comp, New Orleans, LA, 2006~~

~~Safety Leadership Series: Subcontractor Prequalification, New Orleans, LA, 2006~~

~~Safety Leadership Series: Leadership Through Effective Safety Assessments, Concord, CA, 2006~~

~~Health and Safety Orientation, Concord, CA, 2006~~

~~Defensive Driving, Concord, CA, 2005~~

~~Service Contract Act Training Seminar, San Diego, CA, 2005~~

~~8 Hour OSHA 1910.120 Supervisor Training, Concord, CA, 2003~~

~~H&S Program Management for Project Managers & Supervisors, Concord, CA, 2003~~

~~Human Resources Leadership 2000 Training: Core Modules, Concord, CA, 2003~~

~~Davis Bacon Act Training Seminar, Las Vegas, NA, 2003~~

~~Service Contract Act Training Seminar, Las Vegas, NA, 2003~~

~~Competent Person/Excavation Safety, Novato, CA, 1996~~

~~8 Hour OSHA 1910.120 Supervisor Training, Martinez, CA, 1995~~

~~Confined Space/Entry Supervisor, Martinez, CA, 1992~~

~~8 Hour OSHA 1910.120 Supervisor Training, Martinez, CA, 1992~~

~~29 CFR 1910.120 OSHA 40 Hour Hazardous Materials Handling Course, Richmond, CA, 1991~~

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References:

~~John Loftus, VP Business Management, Aptim Federal Services, LLC, 202.261.1940~~

~~John Sciacca, Director of Nevada Water Sciences Center, USGS, 775.461.6119~~

~~David Quinn, Senior Vice President — Atkins, North America, 617.335.7836~~

Last Updated: 07 May 2018

~~Jonathon S. Hunt~~ ~~Procurement SME, APTIM~~

Professional Qualifications

~~Mr. Hunt has 28 years experience of purchasing materials, subcontracting services, heavy equipment rentals and services through purchase orders and credit card (complying with Federal Acquisition Regulations), experience with market research to identify new small, local businesses for various project sites, experience in reviewing subcontracting and small business plans, utilization of contracting data systems and procurement analysis, experience in training on procurement policies and procedures, both with the U.S. Government (U.S. Air Force) and as a federal contractor (IT Corporation/Shaw Group/CB&I/Aptim), and experience with subcontracts/procurement activities within federal guidelines for federal emergency contracts. Very knowledgeable with the SAMS database, high communication skills with internal and external customers, experience with highly detailed and complex solicitations/proposals. Mr. Hunt also has 6 years of experience in purchasing materials and maintaining warehouse inventory control within the Family Housing Maintenance section in the Air Force. Responsibilities include acquiring materials and services for multimillion dollar projects in a timely manner, paying vendor invoices promptly, and maintaining complete inventory accuracy of company owned and client owned property.~~

Additional Training/Continuing Education

~~EI-PS213 Acquisition of Commerical Items and Services, Internal, 2011
EI-PS213 Solicitation and Evaluation Criteria, Internal, 2011
EI-PS204 Solicitation and Evaluation Criteria, Internal, 2011
EI-PS306 Vendor Payments, Internal, 2011
EI-PS307 Termination, Internal, 2011
EI-PS309 Expediting, Internal, 2011
EI-PS201 Types of Agreements, Internal, 2011
EI-PS303 Modifications and/or Change Orders, Internal, 2011
EI-PS105 Risk Management, Internal, 2011
EI-PS500 Supplier Diversity Program, Internal, 2011
EI-PS400 Subcontractor Property Administration, Internal, 2011
EI-PS308 File Closeout, Internal, 2011
EI-PS202 Consultants, Internal, 2011
EI-PS103 Identification of Sources, Internal, 2011
EI-PS102 Preparation of the Resource Requisition, Internal, 2011
EI-PS101 Resource Planning, Internal, 2011
EI-PS214 Micro-purchases, Internal, 2011
Insurance, Contracts, Subcontracts- 2 hours, Internal, 2010
Corporate Policies/Procedures-U.S. Government Contracts, Internal, 2010
Corporate Compliance-Antiboycott Compliance, Internal, 2010
Corporate Policies-Accounting & Finance Policies Applicable To Procurement, Internal, 2010
Foreign Corrupt Practices Act-Conducting International Business Properly, Internal, 2010~~

~~Corporate Policies-Government Accounting Policies Applicable To Procurement, Internal, 2010-
American Reinvestment & Recovery Act, on-line, 2009
Shaw Procurement Standard Operating Procedures 40 hours, Internal, 2009
40 Hour Hazardous Waste Operations and Emergency Response Training, U.S. Air Force, 1999-
How To Be A Better Buyer Seminar, U.S. Air Force, 1997~~

Security Clearance

~~Secret Clearance, US Air Force, 1989, Inactive, 08/1999~~

Experience and Background

~~*07/2017 – Present*~~

~~*Subcontract Administrator IV, Aptim, Baton Rouge, Louisiana*~~

~~Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for Aptim for Disaster Recovery programs. Utilizing company purchasing card for micro purchases and services (less than \$3,000).~~

~~*01/2014 – Present*~~

~~*Subcontract Administrator III, CB&I Environmental & Infrastructure, Inc., Baton Rouge, Louisiana*~~

~~Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for CB&I. Utilizing company purchasing card for micro purchases and services (less than \$3,000).~~

~~*02/2013 – present*~~

~~*Subcontract Administrator III, CB&I Federal Services, Procurement, Knoxville, Tennessee*~~

~~Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for CB&I. Utilizing company purchasing card for micro purchases and services (less than \$3,000).~~

~~*11/2015 – 07/2017*~~

~~*Subcontract Administrator IV, CB&I Environmental & Infrastructure, Inc., Baton Rouge, Louisiana*~~

~~Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for CB&I. Utilizing company purchasing card for micro purchases and services (less than \$3,000).~~

The following is a summary of key projects:

~~Subcontract Administrator, New York City Build It Back, 154383, New York City, New York, NY, \$2,000,000.00, 04/2015 – Present~~

~~Teaming agreements, pricing and cost analysis, researching SAMS database for elected subcontractors, negotiating pricing with local, small, women, minority, HUB zone businesses, soliciting pricing for complex subcontracting services, complying with local and state-government regulations.~~

~~Subcontract Administrator, New York City Housing Authority (NYCHA), 151922, NYCHA,
New York, NY, \$27,000,000.00, 04/2014 – Present
Program Management for Hurricane Sandy victims~~

~~Accomplishments:~~

~~Teaming agreements, pricing and cost analysis, researching SAMS database for elected
subcontractors, negotiating pricing with local, small, women, minority, HUB zone businesses,
soliciting pricing for complex subcontracting services, complying with local and state-
government regulations.~~

~~08/2013 – 12/2013~~

~~Subcontract Administrator III, CB&I Federal Services, Baton Rouge, Louisiana~~

~~Tasks include planning, negotiating, managing, and administering purchase orders and
subcontracts for supplies and services required for CB&I. Utilizing company purchasing card for
micro purchases and services (less than \$3,000).~~

~~07/2011 – 02/2013~~

~~Subcontract Administrator III, Shaw Environmental & Infrastructure, Inc.,
Contracts/Procurement, Concord, California~~

~~Tasks include planning, negotiating, managing, and administering purchase orders and
subcontracts for supplies and services required for Shaw. Utilizing company purchasing card for
micro purchases and services (less than \$3,000).~~

~~**The following is a summary of key projects:**~~

~~Lead Procurement, Highly Contaminated Water Treatment System, 142860, Toshiba, Fukushima
Nuclear Plant, Japan, \$52,322,500.00, 04/2011 – Present~~

~~Use of lead shot for the Simplified Active Water Retrieve & Recovery System to decontaminate
water run off from the damaged nuclear power plants.~~

~~Accomplishments:~~

~~Assigned as lead buyer to work on the Japan Effort (Highly Contaminated Water Treatment
System) and on-site RAD monitoring. Procured materials zeolite and filter sand, RAD monitors,
and lead shot. Worked 75 hours in 1 week (June 24-July 1) to get an extremely urgent need of
600 metric tonnes of lead shot required for the filter vessels, with Korean supplier (KEPCO-
Engineering & Construction).~~

~~After further negotiations with KEPCO, the following items have been accepted by both parties.~~

- ~~1. KEPCO accepts net 30 for the lead shot upon delivery to Yokohama port, with 10% price
increase for the raw material~~
- ~~2. KEPCO will be reimbursed for air freight of \$120,000.00 for the first 50 tons required by July-
9, payable at net 30~~
- ~~3. KEPCO will be reimbursed freight charges of \$160,000.00 for remainder of order of 550 tons,
payable at net 30~~

~~In their original proposal, they wanted 50% up front for the raw material, and 100% up front for the air freight of 50 tons, further negotiated to 30% up front and still 100% for air freight, then to 15% price increase for raw material, remaining funds for the rest of the order at net 30, to finally 10% price increase and remaining order at net 30. They requested the price increase due to the raw material (lead ingot) supplier demanding cash payment from them.~~

~~Other Comments:~~

~~The above action resulted in a raise and promotion, from Subcontract Administrator II to Subcontract Administrator III, effective July 2, 2011.~~

~~01/2011–06/2011~~

~~**Subcontract Administrator II, Shaw Environmental & Infrastructure, Inc.,
Contracts/Procurement, Concord, California**~~

~~Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for Shaw. Utilizing company purchasing card for micro purchases and services (less than \$3,000).~~

~~06/2007–12/2010~~

~~**Procurement Specialist III, Shaw Environmental & Infrastructure, Inc.,
Contracts/Procurement, Concord, California**~~

~~Tasks include planning, negotiating, managing, and administering purchase orders and subcontracts for supplies and services required for Shaw. Utilizing company purchasing card for micro purchases and services (less than \$3,000).~~

~~**The following is a summary of key projects:**~~

~~Procurement, Sand Barrier Berm Project, 139551, Louisiana Coastal Protection & Restoration,
Baton Rouge, \$360,000,000.00, 06/2010–08/2010~~

~~Transfer sand material from bottom of sea floor to build sand barrier berm in response to BP gulf coast oil spill.~~

~~Accomplishments:~~

~~Secured crew boats and quarters barges for Shaw personnel, where these particular items were of short supply due to numerous government and commercial agencies procuring the same items for their people for the oil spill.~~

~~Other Comments:~~

~~My excellent rapport with local vendors and timely response for procuring needed equipment and supplies that were in short supply, resulted in a promotion within the Procurement Group from Procurement Specialist III to Subcontract Administrator II.~~

~~05/2002–06/2007~~

~~**Project Accountant III, Shaw Environmental & Infrastructure, Inc., Federal & Commercial,
Concord, California**~~

~~Tasks include field purchasing (purchasing card, purchasing order, petty cash), Receiving, Government Property, Low Value Equipment, Vendor invoices, Owned/Rented Equipment,~~

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~~Timekeeping, Local Hiring, Davis-Bacon/Services Contract Act, Subcontractor Invoices,
Subcontractor Certified Payroll, and Administrative Project Close Out.~~

~~***The following is a summary of key projects:***~~

~~Project Accountant, Exide Battery Plant, 118762, Exide, Heflin, Louisiana, \$1,500,000.00,
03/2006 – present~~

~~Excavation of lead contaminated soil, demolish battery warehouse and truck scale.~~

~~Accomplishments:~~

~~Turned all scrap material from demolition into local recycling facility and used those funds for
lunches and dinners for crew to boost morale.~~

~~Project Accountant III, KellyUSA Shelter Operations, 118173, FEMA, San Antonio, Texas,
\$14,000,000.00, 10/2005 – 02/2006~~

~~Operations of shelters for evacuees of Hurricanes Katrina and Rita.~~

~~Accomplishments:~~

~~Closed the shelters by Christmas (December 22).~~

~~Project Accountant III, Groom Road Trailer Park Site, 117626, FEMA, Baker, Louisiana,
\$48,190,566.00, 09/2005 – 10/2005~~

~~Setup utilities and trailers for evacuees.~~

~~Accomplishments:~~

~~FEMA gave us 12 days to install utilities to prepare for trailer install. We did it in 6 days.~~

~~Project Business Administrator II, EMAC Hunter's Point, 843812, U.S. Navy, San Francisco, Ca,
05/2003 – 09/2005~~

~~Groundwater Extraction System~~

~~Accomplishments:~~

~~Reduced utilities consumption by 50%, saving approximately \$3,000/month.~~

~~Awards/Client Commendations:~~

~~Individual bonus check received.~~

~~Project Business Administrator II, East Broad Elementary School and Mathilda Park, 108801,
CSX Transportation, Savannah, Ga, \$1,800,000.00, 05/2004 – 11/2004~~

~~Excavations of contaminated soils.~~

~~Accomplishments:~~

~~6 month project. We finished in 4 1/2 months.~~

~~Awards/Client Commendations:~~

~~Individual bonus check received.~~

~~Project Business Administrator, EFA West RAC II Hunter's Point, 831291, U.S. Navy, San
Francisco, Ca, 08/2002 – 05/2003~~

Asbestos Abatement of buildings

~~11/2000–05/2002~~

~~Project Business Administrator, IT Corporation The Shaw Group Inc. acquired substantially all of the operating assets of The IT Group Inc., in May 2002), Federal, Concord, California~~

~~Tasks include field purchasing (purchasing card, purchasing order, petty cash), Receiving, Government Property, Low Value Equipment, Vendor invoices, Owned/Rented Equipment, Timekeeping, Local Hiring, Davis-Bacon/Services Contract Act, Subcontractor Invoices, Subcontractor Certified Payroll, and Administrative Project Close Out.~~

~~The following is a summary of key projects:~~

~~Project Business Administrator, EFA West RAC II Hunter's Point, 773247, U.S. Navy, San Francisco, Ca, \$60,000,000.00, 11/2000 - 11/2002~~

~~Excavations of contaminated soils.~~

~~08/1999–10/2000~~

~~Sales Associate, Yardbirds Home Center, Fairfield, California~~

~~Customer Service/Inside Sales, Safety/HAZMAT Coordinator.~~

~~11/1993–08/1999~~

~~Material Control/Work Order Clerk, U.S. Air Force, Civil Engineering, Travis Air Force Base, California~~

~~Responsibilities include acquiring materials and services through International Merchants Purchase Agreement Card (Government Credit Card Program) and Purchase Orders to maintain base facilities and emergency response.~~

~~Maintaining inventory control for Prime Base Engineering Emergency Force team kits with 95% or better inventory accuracy.~~

~~Purchasing materials and maintaining warehouse control for the Family Housing Maintenance section for base housing residents.~~

~~Receive and issue parts and materials for work orders for various base maintenance shops.~~

~~Mobilizing and demobilizing field equipment for military training exercises.~~

~~08/1989–11/1993~~

~~Inventory Management Specialist/Logistics, U.S. Air Force, Holloman Air Force Base, New Mexico~~

~~Responsibilities include maintaining inventory control for aircraft parts and monitoring Mission Capable (MICAP) parts for F-15 and F117a fighter jets.~~

Awards/Honors

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~~Award of Excellence, Shaw, 2011~~

Jonathon S. Hunt

Title: ~~Subcontracts Admin~~
Employee Number: ~~63065578~~
Location: ~~LA - Baton Rouge - Essen Lane~~
Location2:
Business Unit: ~~Procurement~~
Company: ~~Aptim E&I Inc (Shaw 501)~~

Contact Information

Work Phone: ~~225-987-7270~~

Skills

Group: PROJECT MANAGEMENT SPECIALTIES
Category: ~~CONSTRUCTION MANAGEMENT - SUBCONTRACTS ADMINISTRATION~~
Skill/Experience Level: ~~Bid Analysis: Expert~~
Skill/Experience Level: ~~Close Out Management: Expert~~
Skill/Experience Level: ~~File Management: Expert~~
Skill/Experience Level: ~~Invitation to Bid Formation: Expert~~
Skill/Experience Level: ~~Subcontract Bid Evaluation: Expert~~
Skill/Experience Level: ~~Subcontract Conformance: Expert~~
Skill/Experience Level: ~~Subcontract Negotiations: Expert~~
Skill/Experience Level: ~~Subcontract Plan Development: Senior~~
Skill/Experience Level: ~~Subcontract Pricing and Costing: Expert~~
Skill/Experience Level: ~~Subcontractor Prequalification Review: Expert~~
Category: ~~PROCUREMENT~~
Skill/Experience Level: ~~Expediting: Expert~~
Skill/Experience Level: ~~Logistics: Expert~~
Skill/Experience Level: ~~Purchasing: Expert~~
Skill/Experience Level: ~~Warehousing: Working Knowledge~~
Category: PROJECT ACCOUNTING
Skill/Experience Level: ~~Accounts Payable : Working Knowledge~~
Skill/Experience Level: ~~Billing Support : Working Knowledge~~
Skill/Experience Level: ~~Cost Accounting : Working Knowledge~~
Skill/Experience Level: ~~Government Property : Expert~~
Skill/Experience Level: ~~InSite 2000 : Expert~~
Skill/Experience Level: ~~Low Value Equipment/Shaw Equipment : Expert~~
Skill/Experience Level: ~~Payroll/Human Resources : Working Knowledge~~
Skill/Experience Level: ~~Procurement/Sourcing : Expert~~
Skill/Experience Level: ~~Project Closeout : Expert~~
Skill/Experience Level: ~~Project Control Logs : Senior~~
Skill/Experience Level: ~~Project Mobilization : Expert~~
Skill/Experience Level: ~~Shaw Policies/Procedures : Senior~~
Skill/Experience Level: ~~Vendor Relations : Expert~~

Other Information

Years of Experience

Previous Employers: ~~10.00~~

Shaw: ~~21.75~~

Total of ~~27.00~~ year(s) experience

Industry Experience

~~Aviation~~

~~Construction~~

~~Environmental~~

International Experience

~~Saudi Arabia, U.S. Air Force Active Duty, Desert Storm, 06/1992 - 10/1992~~

Military Experience

~~US Air Force, Senior Airman, 1989-1999~~

Melissa Campbell

Senior Grant Manager



Melissa Campbell has been working in real estate and urban development for the past eight years, leading and supporting planning, community development, economic development, and the design and planning of affordable housing and mixed-income housing projects across the country. Melissa has served as a national expert to many HUD Grantees identifying needs, analyzing their respective markets, and identifying meaningful measurements of social impact. During her time with Cloudburst Consulting Group, Melissa expanded her project management skills as she oversees Cooperative Agreements, individual work plans, and labor planning for each project. She confidently served as a liaison between HUD and HUD grantees, effectively communicating needs and identifying sensitivities that can potentially impact project deliverables and outcomes. Her work has included providing guidance and assistance on the development and implementation of program policies and procedures, goals, and objectives as they relate to the achievement of management plan objectives for the various HUD programs. Additionally, she has performed extensive research and analyses of policies and regulations, in-depth analyses of issues, analyze the consequences of adopting various proposals and policies, develop options and alternatives, coordinate findings and recommendations.

Ms. Campbell has staffed HUD CPD grantees at the state and municipal level in the areas of HOME, ESG, CDBG, HOPWA, HTF, RHP, Fair Housing, CPD Planning, and grants administration.

RELEVANT PROJECT EXPERIENCE

Shelby County National Disaster Resilience Grant Implementation

Client: Shelby County Government

Description: Civix provided grants management and regulatory compliance support to the Shelby County, TN for the implementation of its \$60 million CDBG-NDR award to develop a suite of resilience building initiatives aimed at achieving its vision of a Resilient Shelby. The project included initiatives to protect lives and property and improve quality of life through the creation of green spaces that provide flood storage, residential property buyouts in flood-prone areas, increasing connectivity through the creation of greenways, and the development of a regional sustainability plan. Civix's role included project management and coordination, regulatory compliance support, assistance with federal monitoring visits and audits, data management and reporting, and as-needed technical assistance.

Project Role: Melissa served as a Senior Grant Manager providing monitoring and audit support.

Project Dates: December 2021 — September 2022

Reference: Jared Darby, CFM, Administrator, Office of Sustainability and Resilience, Memphis and Shelby County Division of Planning; 125 N. Main Street, Room 468, Memphis, TN 38103; (901) 636-7166; jared.darby@memphistn.gov

State of California CDBG Mitigation Action Plan

Client: California Department of Housing and Community Development



QUALIFICATIONS

- 9+ years leading or supporting a variety of HUD programs, including planning, public services, economic development, and affordable/mixed-income housing
- Previously served as project manager for multiple planning programs
- Experienced in program development and oversight, data analysis, writing/editing, community and stakeholder outreach and engagement, and project management

EDUCATION & TRAINING

- M.A., Real Estate Development & Finance, Georgetown University, 2013
- B.A., Political Science/Business Management, Oakwood University, 2011

~~**Description:** The State of California was awarded \$212 million in HUD CDBG-DR funds in response to wildfires, mudslides, and debris flows that occurred in October and December 2017. The appropriation included \$88 million in funding for mitigation activities. The State brought on Civix to provide full scale pre-award support, including the development of the Financial Certifications Package, Implementation Plan, drafting administrative policies and procedures relative to key internal controls, and providing technical assistance on best practices for standing up a new disaster recovery unit within the department. In addition, Civix lead the effort to draft the State's CDBG-MIT Action Plan, which includes a disaster-wide data collection effort to assess mitigation needs, multiple rounds of stakeholder engagement and public meetings, program design and development, grant expenditure projections, and close coordination with local governments throughout the process.~~

~~**Project Role:** Melissa served as a Senior Grant Manager providing adhoc support on the development of the Action Plan.~~

~~**Project Dates:** September 2019 – October 2021~~

~~**Reference:** Maziar Movassaghi, Chief Disaster Recovery Officer; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833; (916) 263-5015; Maziar.Movassaghi@hcd.ca.gov~~

~~LHC Disaster Recovery and Grant Management~~

~~**Client:** Louisiana Housing Corporation~~

~~**Description:** The Louisiana Housing Corporation is the State of Louisiana's administrator of CDBG and HOME funding, covering a wide range of housing-focused programs from single-unit development to large multifamily rental projects. Civix is engaged to support the development of policies and procedures for the HOME Community Housing Development Organization (CHDO) programs, a HUD-defined subset of HOME-funded activities, as well as provide a comprehensive CDBG-DR Monitoring Plan for LHC's management of disaster recovery-related housing programs. Civix has provided guidance and staff training and is building policies for LHC that support its programs and provide best practices for organizations seeking project funds. For the DR Monitoring Plan, Civix is engaged with LHC to determine the most effective strategy for building monitoring staff capacity and ensuring compliance with grant and activity-specific requirements.~~

~~**Project Role:** Melissa served as a Senior Grant Manager providing monitor planning support.~~

~~**Project Dates:** December 2021 to April 2022~~

~~**References:** XX~~

~~Houston CDBG-MIT TA~~

~~**Client:** City of Houston~~

~~**Description:** Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. With the City of Houston, the scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-MIT regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. Civix provides technical assistance on with the City's program selection efforts for CDBG-MIT and the development of policies and procedures. Efforts for CDBG-MIT and the development of policies and procedures.~~

~~**Project Role:** Melissa served as a Senior Grant Manager.~~

~~**Project Dates:** June 2020 – December 2021~~

~~**Reference:** Mary Itz, Planning and Grants Management, Housing and Community Development Department; 2100 Travis Street, 9th Floor Houston, TX 77002; (832) 394-6200; Mary.Itz@houstontx.gov~~

~~State of California Grant Management Services~~

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

~~**Description:** The State of California Department of Housing and Community Development received \$250 million in CDBG-DR and CDBG-MIT funding as a result of disasters occurring in 2017. Civix,~~

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

Project Role: Melissa served as a Senior Grant Manager providing adhoc support on various processes and procedures including oversight and project controls, program support, and administrative support for internal controls.

Project Dates: October 2019 — October 2025

Reference: Susan Naramore, Senior Specialist — Disaster Recovery; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833; 916.263.037; susan.naramore@hcd.ca.gov

San Marcos CDBG-MIT TA

Client: City of San Marcos

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. For San Marcos, the scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR and CDBG-MIT regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix provides technical assistance program design efforts and the development of policies and procedures.

Project Role: Melissa served as a Senior Grant Manager providing support by delivering trainings and providing support with regulatory guidance.

Project Dates: June 2020 — December 2021

Reference: Carol Griffith, Housing and Community Development Manager, Planning and Development Services; 630 E. Hopkins Street, San Marcos, TX 78666; (512) 393-8230; CGriffith@sanmarcostx.gov

Nebraska CDBG-DR TA

Client: State of Nebraska

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. For the State of Nebraska, the scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix provided technical assistance on Nebraska's DR Action Plan, as well as addressing grant conditions and program launch preparations through guiding program design efforts and the development of policies and procedures.

Project Role: Melissa served as a Senior Grant Manager providing support by developing trainings and providing support with regulatory guidance.

Project Dates: November 2020 — December 2022

EMPLOYMENT HISTORY

Civix, Senior Grant Manager
2020 — Present

Cloudburst Group, Landover, MD,
Senior Analyst, Practice Area Manager
2018 — 2020

City of Atlanta, Atlanta GA,
Economic Development Project
Manager
January 2017 — August 2018

Brailsford & Dunlavy,
Washington D.C., Assistant Project
Manager
January 2017 — December 2017

Detroit Landbank Authority,
Detroit, MI, Community Relations
Specialist
January 2014 — January 2015

Rock Ventures LLC, Detroit, MI,
Real Estate Analyst/Urban
Development Coordinator
January 2013 — January 2014

~~**Reference:** Department of Economic Development Community Development Division; 301 Centennial Mall South, 4th Floor, Lincoln, NE 68508; (800) 426-6505~~

~~**HUD Community Compass—Puerto Rico CDBG-DR Technical Assistance**~~

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

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

~~**Project Role:** Melissa served as a Senior Grant Manager providing support by developing trainings and providing support with regulatory guidance.~~

~~**Project Dates:** March 2018—December 2022~~

~~**Reference:** Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649~~

~~**Puerto Rico CDBG-MIT TA**~~

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

~~**Description:** Civix is providing technical assistance to Puerto Rico's Department of Housing in support of the development and launch of its CDBG-MIT funded programs and activities. Civix's role has included sharing guidance and best practices on additional requirements and waivers under this new source of funds, providing reviews and feedback on draft Financial Management and Grant Capacity Certifications, and developing and leading discussions on the management and layering of multiple sources of funding. Civix will provide technical assistance through the development of the Mitigation Action Plan and into program and project launch, including guidance and support in the development of policies and procedures, outreach and communications to stakeholders and the Citizen Advisory Committee, and grant and regulatory support as needed.~~

~~**Project Role:** Melissa served as a Senior Grant Manager providing support by developing trainings and providing support with regulatory guidance.~~

~~**Project Dates:** June 2020—May 2023~~

~~**Reference:** Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649~~

~~**Oklahoma CDBG-DR TA**~~

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

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

~~**Project Role:** Melissa served as a Senior Grant Manager providing support by developing trainings and providing support with regulatory guidance.~~

~~**Project Dates:** November 2020—June 2022~~

~~**Reference:** Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649~~

City of Kenner—HUD Program Management

Client: City of Kenner

Description: The City of Kenner selected Civix to provide technical assistance and program management support to the City of Kenner's Department of Community Development. Civix supports the department with the City's Community Development Block Grant (CDBG) program, including its Coronavirus Aid, Relief, and Economic Security Act of 2020 (CARES Act) funding allocations, the HOME Investment Partnership (HOME) Program, and the Emergency Solutions Grant (ESG) Program. Civix's scope of work for the department includes development of administrative policies and procedures, technical assistance supporting rapid launch of new HUD-funded programming to respond to immediate community needs related to the COVID-19 pandemic and Hurricane Ida, development of CDBG and HOME program policies and procedures, and provision of ongoing technical assistance and staff training on best practices and regulatory requirements.

Project Role: Melissa served as a Senior Grant Manager providing support by developing trainings and providing support with regulatory guidance.

Project Dates: March 2020—December 2021

Reference: Tamithia Shaw, Director, Department of Community Development; 624 Williams Boulevard, Kenner, LA 70062; (504) 468-7588; tshaw@kenner.la.us

City of Springfield MA On-Call CDBG-ESG Technical Assistance

Client: City of Springfield, MA

Description: Springfield, selected Civix to provide technical assistance and program management support across its portfolio of HUD CPD grants. Civix works across the City's three implementing departments to provide programmatic tools and trainings, regulatory compliance insights, and subject matter expertise on entitlement grants (including CDBG, HOME, and ESG) and disaster allocations (including CDBG-DR, CDBG-NDR, CDBG-CV, ESG-CV, and HOME-CV).

Project Role: Melissa serves as a Senior Grant Manager providing technical assistance and support with regulatory guidance.

Project Dates: April 2021—April 2023

Reference: Tina Quagliato Sullivan, Director of Disaster Recovery; 1600 E. Columbus Avenue, 2nd Floor, Springfield, MA 01103; (413)750-2114

State of California CDBG National Disaster Resilience Implementation

Client: State of California Department of Housing and Community Development

Description: Civix serves as the primary outside advisor to the State of California for the implementation of its \$70 million CDBG-NDR award to develop and implement its Community and Watershed Resilience Program. The program consists of three pillars: forest and watershed health, the biomass utilization loan and grant fund, and community resilience centers. Civix supported the State during phase two of the National Disaster Resilience Competition and has transferred that knowledge into the implementation phase of the initiative. Civix's scope of work includes support across a number of areas, including technical assistance to the State and its subrecipients, project design, project implementation support, compliance monitoring, and overall program management support.

Project Role: Melissa serves as a Senior Grant Manager providing technical assistance and support with regulatory guidance.

Project Dates: June 2019—June 2023

Reference: Patrick Talbott, NDR Project Manager; 2020 W. El Camino Avenue, Suite 500, Sacramento, CA 95833; Patrick.Talbott@hcd.ca.gov; (916) 263-2297

CDBG-DR Program Oversight and Monitoring

Client: State of Florida Department of Economic Opportunity

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

Project Role: Melissa serves as a Senior Grant Manager providing support with monitoring and compliance.

~~**Project Dates:** October 2019 — October 2022~~

~~**Reference:** Hannah E. Tucker, MSA, CGAP, FCCM, FCCN, Compliance & Reporting Manager; State of Florida Department of Economic Opportunity; (850) 717-8509, Hannah.Tucker@deo.myflorida.com~~

~~**State of Louisiana Emergency Rental Assistance Program**~~

~~**Client:** State of Louisiana Office of Community Development~~

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

~~**Project Role:** Melissa serves as a Senior Grant Manager providing adhoc support with program management.~~

~~**Project Dates:** November 2020 — January 2023~~

~~**Reference:** Gina Campo, Deputy Executive Director, State of Louisiana Office of Community Development, 1201 N. Third St. Suite 7-210, Baton Rouge, LA 70802; (225) 219-9600; gina.campo@la.gov~~

~~**St Tammany Parish Rental Assistance Program**~~

~~**Client:** St. Tammany Parish~~

~~**Description:** Civix assists St. Tammany Parish in development, implementation, and oversight of emergency rental assistance program; Develop, write, and train personnel on program policies. Develop SOP's and train program personnel on program processes. Assist the Parish staff in coordinating with State and Federal agencies on developing a system of record for both data sharing, and data management for the program; Review operational targets and throughput and adjust policies and processes to maximize efficiencies; Provide quality control/quality assurance of eligibility process by conducting final file reviews prior to award approval; Provide ongoing interpretation and application of federal regulations related to emergency rental assistance; Assist with state and federal reporting requirements.~~

~~**Project Role:** Melissa serves as a Senior Grant Manager providing adhoc support with program management and regulatory guidance.~~

~~**Project Dates:** March 2021 — March 2023~~

~~**Reference:** Jeanne M. Marino, Director of Grants, St. Tammany Parish Government; 21490 Koop Drive, Mandeville, LA 70471; Phone: (985) 867-5095; Email: jmmarine@stp.gov.org~~

~~**Jefferson Parish HUD Programs Technical Assistance Support**~~

~~**Client:** Jefferson Parish Government~~

~~**Description:** Civix provided program management support to the Jefferson Parish Community Development Department for CDBG, HOME, ESG and CDBG-DR programs. Included in the scope is specific guidance related to regulatory compliance in support the Parish's recovery from Hurricanes Katrina, Rita, Gustav, Ike, and Isaac. Civix's work has included a full assessment of the Parish's program management operations to identify areas in need of improvement, the development of policies and procedures for specific recovery programs and overall grants administration, and training staff on best practices and regulatory requirements.~~

~~**Project Role:** Melissa serves as a Senior Grant Manager providing adhoc support with program management and technical assistance.~~

~~**Project Dates:** June 2019 — December 2020~~

~~**Reference:** Nicole Fontenot, Director of Community Development; 1221 Elmwood Pk. Blvd., Suite 605, Jefferson, LA 70123; nfontenot@jeffparish.net; (504) 736-6262~~

~~**Evaluation of Memphis's Community Development Corporation Industry Report**~~

~~**Client:** City of Memphis Community Development Corporation~~

~~**Description:** Civix is developing an evaluation of the City of Memphis's Community Development Corporation (CDC) industry including an evaluation of housing and community development investments over the past five years, conducting a survey on CDC capacity, interviewed key industry stakeholders, and developing budget scenarios for additional funding for the CDC sector.~~

~~**Project Role:** Melissa served as a Senior Grant Manager providing adhoc support.~~

~~**Project Dates:** January 2021 — April 2021~~

Reference: Nefertiti Orrin, Grants Director, Community LIFT, 119 Court St., Memphis, TN 38103, (901) 521-4232, nefertiti@communitylift.org.

Missouri CDBG-DR TA

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

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. The scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR and CDBG-MIT regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix provides technical assistance on DR and MIT Action Plans and with program launch preparations through guiding program design efforts and the development of policies and procedures.

Project Role: Melissa served as a Senior Grant Manager providing support by developing trainings and providing support with regulatory guidance.

Project Dates: March 2021 — September 2021

Reference: Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649

Missouri CDBG-MIT TA

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

Description: Civix provides technical assistance to state and local grantees through HUD's Community Compass Technical Assistance Program. Civix's assignments include CDBG-DR launch preparations with the states of Arkansas, Oklahoma, Missouri, and Nebraska and the Commonwealth of Puerto Rico, as well as CDBG-MIT support to San Marco, TX, Houston, TX, Missouri, and Puerto Rico. The scope of support includes building staff knowledge and capacity to effectively administer and manage their project portfolios, conducting trainings on CDBG-DR and CDBG-MIT regulations, grant administration and compliance, and providing regulatory guidance to ensure processes are meeting applicable requirements. In addition, Civix provides technical assistance on DR and MIT Action Plans and with program launch preparations through guiding program design efforts and the development of policies and procedures.

Project Role: Melissa served as a Senior Grant Manager providing support by developing trainings and providing support with regulatory guidance.

Project Dates: June 2020 — June 2022

Reference: Tennille Smith Parker, Director, Disaster Recovery and Special Issues Division, Office of Block Grant Assistance, U.S. Department of Housing & Urban Development; 451 7th Street, SW Washington, DC 20410; Tennille.S.Parker@hud.gov; (202) 402-4649

State of Arkansas HUD Community Compass Technical Assistance

Client: State of Arkansas

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

Project Role: Melissa served as a Senior Grant Manager providing support by developing trainings and providing support with regulatory guidance.

Project Dates: November 2020 — September 2021

Reference: Jean Noble, Director of Grants Management, Arkansas Economic Development Commission; (501) 682-7389; JNoble@ArkansasEDC.com

City of Norfolk CDBG TA

Client: Department of Housing and Community Development

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

~~**Project Role:** Melissa serves as a Senior Grant Manager providing adhoc support.~~

~~**Project Dates:** January 2017 — June 2022~~

~~**Reference:** ~~

RELEVANT PRIOR EXPERIENCE

Cloudburst Group

~~**Responsibilities:** Melissa served as Senior Analyst. She performed policy and procedure review of the State of Idaho's CDBG program including research of best practices, policy/procedure manual evaluation, department website review, and comparison summary of state legislative code.~~

~~Consolidated Plan: Kentucky (KY), Senior Analyst/Cloudburst Group~~

~~**Responsibilities:** Melissa assisted the Commonwealth of Kentucky complete a regional five-year Consolidated Plan. She wrote document content, researched appropriate laws and policies, gathered and performed data analysis, created tables, graphs, and charts. Participated in public outreach activities including focus groups, community meetings, and an online survey. Melissa served as project manager for written document editing, public hearing participation, and creation of Annual Action Plan.~~

~~Consolidated Plan and Analysis of Impediments: Cities Eugene and Springfield (OR)/Cloudburst Group~~

~~**Responsibilities:** Melissa served as Senior Analyst. She assisted the cities of Eugene and Springfield complete its five-year consolidated plan by gathering data and performing data analysis, mapping, and drafting written content.~~

~~Consolidated Plan: City of Rocklin (CA)/Cloudburst Group~~

~~**Responsibilities:** Melissa served as Senior Analyst. She assisted the City of Rocklin complete its five-year consolidated plan by gathering data and performing data analysis, mapping, and drafting written content.~~

~~Consolidated Plan: North Suburban Consortium (MA)/Cloudburst Group~~

~~**Responsibilities:** Melissa served as Senior Analyst. She assisted the eight-city consortium complete its five-year consolidated plan by gathering data and performing data analysis, mapping, and drafting written content.~~

~~Consolidated Plan: Cities of Richland, Kennewick, and Pasco (WA)/Cloudburst~~

~~**Responsibilities:** Melissa served as Senior Analyst. She assisted the eight-city consortium complete its five-year consolidated plan by gathering data and performing data analysis, mapping, and drafting written content.~~

~~Consolidated Plan: City of Pharr (TX)/Cloudburst Group~~

~~**Responsibilities:** Melissa served as Senior Analyst. She assisted the eight-city consortium complete its five-year consolidated plan by gathering data and performing data analysis, mapping, and drafting written content.~~

~~Analysis of Impediments to Fair Housing Choice: Luzerne County and City of Wilkes-Barre (PA)/Cloudburst Group~~

~~**Responsibilities:** Melissa served as Senior Analyst. She assisted in researching local conditions, housing stock, availability, barriers to affordable housing, and accessibility to housing.~~

~~Practice Area Manager, Cloudburst Consulting Group Inc., Landover, MD~~

~~Responsibilities:~~ Melissa served as Practice Area Manager and maintained the following responsibilities:

- ~~• Assisted with the development of the firm's technical offerings, technical support, project management, and proposal development~~
- ~~• Collaborated with State and Local entities to incorporate data-driven, market-based research into housing and community development planning~~
- ~~• Facilitated project team administration, coordination, meetings and monitors team activities and assisted with supporting business development and marketing for the State & Local practice~~

~~City of Atlanta, Atlanta GA~~

~~Responsibilities:~~ Melissa served as Economic Development Project Manager and maintained the following responsibilities:

- ~~• Integrated targeted programs, outreach, and coordination focused on investment for small local businesses and the development of neighborhood commercial districts~~
- ~~• Utilized community-based and holistic economic development approach to deploy CDBG-Entitlement Funds, implemented local small business tax program and managed other HUD programs~~

~~Brailsford & Dunlavey, Washington D.C.~~

~~Responsibilities:~~ Melissa served as Assistant Project Manager and maintained the following responsibilities:

- ~~• Management support for the project team~~
- ~~• Reported to project executives and senior project managers and served as a liaison for multidisciplinary planning project teams~~
- ~~• Developed deliverables tailored to meet the client's desired outcomes, scope requirements, and achieved project goals and objectives~~

~~Detroit Landbank Authority, Detroit, MI~~

~~Responsibilities:~~ Melissa served as Community Relations Specialist and maintained the following responsibilities:

- ~~• Engaged with local community organizations, faith-based organizations, non-profits, and corporations to deliver community outreach efforts for the Quasi-governmental agency encouraging home and land ownership~~
- ~~• Tasked with program development, managed property sales, fund overview and reporting, and coordinating community outreach events~~

~~Rock Ventures LLC Detroit, MI~~

~~Responsibilities:~~ Melissa served as Real Estate Analyst/Urban Development Coordinator and maintained the following responsibilities:

- ~~• Tasked with activating public spaces, collaborated with public-private partners to launch initiatives spur community investment and economic development~~
- ~~• tasked with investing in community development with the Detroit-based real estate development firm specializing in acquiring, financing, developing, and managing 90+ properties and businesses in downtown Detroit~~