

STATE OF CALIFORNIA - DEPARTMENT OF GENERAL SERVICES

STANDARD AGREEMENT

STD 213 (Rev. 04/2020)

AGREEMENT NUMBER

25-20-008

PURCHASING AUTHORITY NUMBER (If Applicable)

2240

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

CONTRACTING AGENCY NAME

California Department of Housing and Community Development

CONTRACTOR NAME

IEM International, Inc.

2. The term of this Agreement is:

START DATE

2/20/2026 or Upon HCD Approval, whichever is later

THROUGH END DATE

2/19/2030

3. The maximum amount of this Agreement is:

\$46,245,464.00 (Forty-Six Million, Two Hundred Forty-Five Thousand, Four Hundred Sixty-Four Dollars and Zero Cents)

4. The parties agree to comply with the terms and conditions of the following exhibits, which are by this reference made a part of the Agreement.

Exhibits	Title	Pages
Exhibit A	Scope of Work	51
Exhibit A, Attachment I	Resumes	62
Exhibit B	Budget Detail and Payment Provisions	7
Exhibit C*	General Terms and Conditions	GTC 02/2025
Exhibit D	HCD Additional Terms and Conditions	15
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Exhibit F	Federal Procurement Provisions	2
Exhibit G	Administrative Changes	2

Items shown with an asterisk (*), are hereby incorporated by reference and made part of this agreement as if attached hereto.

These documents can be viewed at <https://www.dgs.ca.gov/OLS/Resources>

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.)

IEM International, Inc.

CONTRACTOR BUSINESS ADDRESS

5420 Wade Park Boulevard, Suite 140

CITY

Raleigh

STATE

NC

ZIP

27607

PRINTED NAME OF PERSON SIGNING

Keith Reynolds

TITLE

Director, Contract Operations

CONTRACTOR AUTHORIZED SIGNATURE



DATE SIGNED

Feb 25, 2026

STATE OF CALIFORNIA - DEPARTMENT OF GENERAL SERVICES

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STATE OF CALIFORNIA

CONTRACTING AGENCY NAME

California Department of Housing & Community Development

CONTRACTING AGENCY ADDRESS

651 Bannon Street Suite 400

CITY

Sacramento

STATE

CA

ZIP

95811

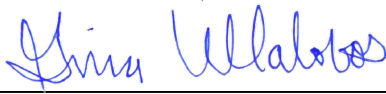
PRINTED NAME OF PERSON SIGNING

Gina Villalobos

TITLE

Supervisor II, Section Chief, Contracts Services Section

CONTRACTING AGENCY AUTHORIZED SIGNATURE



DATE SIGNED

2/25/2026

CALIFORNIA DEPARTMENT OF GENERAL SERVICES APPROVAL

EXEMPTION (If Applicable)

GC 8571; Emergency Proclamations of 3/1, 3/8, 3/12, & 4/20, 2023 and 1/23/24

EXHIBIT A**SCOPE OF WORK****1. Services and Mission**

IEM International, Inc., hereafter referred to as the (“Contractor”), agrees to provide to the Department of Housing and Community Development, hereafter referred to as (“HCD” or “Department”) with the implementation and administration of a Community Development Block Grant – Disaster Recovery (CDBG-DR) Single-Family Rehabilitation and Reconstruction Program as described herein.

HCD is the state agency responsible for administering CDBG-DR funds allocated to the State of California. HCD’s Mission is to promote safe, affordable homes and vibrant, inclusive, sustainable communities for all Californians. HCD values diversity at all levels of the organization and is committed to fostering an environment in which employees and partners from a variety of backgrounds, cultures, and personal experiences are welcomed and can thrive. We believe the diversity of our employees and our partners bring their unique ideas and perspectives that inspire innovative solutions to further our mission.

2. Location and Hours

Work shall be provided both remotely and onsite in impacted counties throughout the State and at HCD headquarters in Sacramento, outreach events throughout California, and/or applicant’s selected location or property throughout California as needed, during the hours of 8:00 am to 5:00 pm Pacific Standard Time (PST), Monday through Friday, excluding State observed holidays, as applicable. HCD does not anticipate the need to perform services during after-hours. However, when the need arises during afterhours, after 5:00 PM or before 8:00 AM (PST), scheduling of a date and time will be mutually agreed upon by HCD and the Contractor or the applicant and the Contractor. There will be no increase in hourly rates or fees for extended hours or days.

3. Term and Commencement of Work; Quantities; Construction Activities

- A. The period of performance for the Agreement will be 2/20/2026 or Upon HCD approval, whichever is later, through 2/19/2030, with the option to extend for additional years to the extent authorized under state and federal contracting law.
- B. The Contractor will not be authorized to deliver or commence the performance of services as described in this Scope of Work (SOW) until the Agreement has been fully executed. Any delivery or performance of service that is commenced prior to the execution of the Agreement or after the Agreement end date will be considered voluntary on the part of the Contractor and non-compensable.
- C. The Contractor’s anticipated level of effort and rendering of services for this Agreement may fluctuate over the Agreement term. The Contractor must apply resources commensurate with the activity level as needed by HCD to meet fluctuating demands.

EXHIBIT A

- D. HCD will accept and process applications as long as the eligible applicant demand exists, funding is available, and at HCD's discretion. Accordingly, HCD will reimburse the Contractor for actual costs incurred. The scope and quantities referenced in this Scope of Work are estimated to be the amount needed based on current information available to HCD. HCD is not obligated to contract for or to accept more than the actual requirements needed during the period of this Agreement, as determined by actual needs and availability of appropriated funds. HCD reserves the right to increase or decrease quantities and make adjustments between individual task budgets, as appropriate, at the prices stated in the Exhibit B, Budget Detail and Payment Provisions.
- E. Performance of Certain Construction Services by Licensed General Building Contractor:
- 1) Whenever HCD or any provision of this Agreement requires Contractor, for any construction project, to perform any of the following activities, Contractor will hire a third party licensed general building contractor to perform them, subject to Program policies and procedures, as the prime contractor for the project:
 - a) Prepare or approve construction plans.
 - b) Prepare or approve a Construction Scope of Work.
 - c) Execute the construction contract with the applicant.
 - d) Execute the construction contract with the applicant.
 - e) Perform construction management services covered by Business and Professions Code section 7026.1.
 - f) Perform construction work.
 - g) Provide, solicit bids for, select, or hire subcontractors, laborers, materials, equipment, or supplies for demolition, deconstruction, excavation, or construction work.
 - 2) Nothing in this Paragraph E of Section 3 prevents Contractor from performing services in a role as advisor, reviewer, liaison, or monitor, if determined by HCD to be consistent with licensing requirements under the Contractors State License Law.
- F. For purposes of this Agreement, unless determined by HCD to be inapplicable, the following terms include the following federal, state, and local codes, laws, regulations, and standards and their successor provisions, as most recently amended, issued, or enacted before, during, or after the Agreement term:
- 1) The term "Program requirements" includes applicable CDBG-DR appropriations; accompanying CDBG-DR Allocation Announcement Notices and HUD memoranda; the Universal Notice (90 Fed. Reg. 1754); the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards (2 CFR part 200),

EXHIBIT A

including requirements for procurement and allowability of costs; federal CDBG regulations (24 CFR part 570); state and local building codes; CDBG-DR Action Plans; the Program Policies and Procedures, including procurement requirements; the Program Minimum Architectural and Design Program Standards; Environmental Review Procedures for Entities Assuming HUD Environmental Responsibilities (24 CFR part 58), including Tier I Environmental Assessments prepared under 24 CFR part 58; and accessibility requirements.

- 2) The term “accessibility requirements” includes the Americans with Disabilities Act of 1990 and 28 CFR part 35; Section 504 of the Rehabilitation Act of 1973 and 24 CFR part 8; the Uniform Federal Accessibility Standards (UFAS); the California Fair Employment and Housing Act (Gov. Code § 12900 et seq.); Chapter 11B of the California Building Code; Government Code section 11135 et seq. (Article 9.5, “Discrimination”); California Code of Regulations title 2, section 14000 et seq. (Subchapter 9, “Nondiscrimination in State-Supported Programs and Activities”); and communication accessibility requirements.
 - 3) The term “communication accessibility requirements” includes Title VI of the Civil Rights Act of 1964 and 28 CFR part 42, subpart C (“Nondiscrimination in Federally Assisted Programs—Implementation of Title VI”); Section 508 of the Rehabilitation Act of 1973 and 36 CFR part 1194 (“Information and Communication Technology Standards and Guidelines”); the Dymally-Alatorre Multilingual Services Act (Gov. Code § 7290 et seq.); Government Code sections 6219 (Chapter 3.3, “Governmental Linguistics”) and 7405 (Chapter 18.1, “Electronic and Information Technology”); State Administrative Manual sections 1721 and 4833 (“Online Accessibility Requirements” & “Information Technology Accessibility Policy”); and State Information Management Manual section 25A (“IT Accessibility Resource Guide”).
- G. For purposes of this Agreement, the term “MHU” means a manufactured home, as defined in Section 18007 of the Health and Safety Code, and includes a mobilehome, as defined in Section 18008 of the Health and Safety Code, or factory-built housing as defined in Section 19971 of the Health and Safety Code, as the context requires.
- H. For purposes of this Agreement, the term “construction” includes debris removal and defensible space clearing, demolition, deconstruction, excavation, and construction, unless the context otherwise requires.

4. The Agreement Representatives

Department of Housing and Community Development	IEM International, Inc.
Section/Unit: Federal Recovery Single-Family Housing Branch	*Contractor Representative: Keith Reynolds

EXHIBIT A

*Contract Manager & Classification title: Stacy Rodgers, Branch Chief	Contractor Title: Director, Contract Operations and Compliance
Address: 651 Bannon Street, Suite 400 Sacramento, CA 95811	Address: 5420 Wade Park Boulevard, Suite 140, Raleigh, NC 27607
Phone No.: (916) 841-6268	Phone No.: (225) 952-8191 x8917
Email: stacy.rodgers@hcd.ca.gov	Email: keith.reynolds@iem.com

**Both parties will have the right to change the Contract Manager/Representatives from time to time throughout the term of this Agreement. Such change will not require the consent of HCD or the Contractor. The changing party will notify the other party, in writing, of the name of the new Contract Manager/Representative within 30 business days of his or her appointment to such position. Such written notice will not constitute, nor require, an amendment to this Agreement.*

5. Objectives, Specifications, Program Solutions, and Detailed Scope of Work

A. Objectives and Specifications

- 1) The Department of Housing and Community Development (HCD) is contracting for operations and administration of a CDBG-DR funded Single-Family Rehabilitation and Reconstruction (SFRR) program known as ReCoverCA, hereafter referred to as the ("Program"). The Program includes the rehabilitation, or design-build reconstruction of owner-occupied single-family homes, as well as MHU replacement/installation services, in communities impacted by disaster, and/or reimbursement to impacted applicants earning up to 120% Area Median Income (AMI) for the rehabilitation, reconstruction, or replacement of their disaster damaged homes.
- 2) This Agreement may be amended to utilize the Contractor for any disaster housing recovery programs within the State of California that require services included within this Scope of Work. The potential exists for the State to receive new or increased allocations from the U.S. Department of Housing and Urban Development (HUD) for previous or future disasters or for other housing programs and existing Agreements to be amended to meet the needs of HCD. Accordingly, at the discretion of HCD and subject to state and federal procurement requirements, this Agreement may be amended to expand quantity of services contained within this Agreement to accommodate other existing, future, and/or similar housing recovery programs for previous or future disasters that require services included within this Scope of Work.
- 3) The objectives of this Agreement include assisting California residents with the rehabilitation or reconstruction of their damaged dwellings and replacement of their

EXHIBIT A

MHUs in a timely and efficient manner, assisting HCD with program design, startup, and implementation of the Program, and assisting the State of California with maintaining compliance with all federal, state, and local requirements for the Program.

- 4) Contractor will support HCD with operations and administration of the ReCoverCA program as described in Section 5.G, Contractor Tasks, below. This includes supporting HCD with design, startup, administration, monitoring and compliance, reporting, closeout, and other related support for the following overall program components/areas:
 - a) Program operations and administration,
 - b) Outreach and engagement,
 - c) Disaster case management and housing counseling,
 - d) Construction management and MHU services,
 - e) Escrow services,
 - f) Accounting and Reporting,
 - g) Application Portal/Client Management System.
- 5) Contractor shall be responsible for any damage to persons or property that occurs as a result of the Contractor's fault or negligence and shall take proper safety and health precautions to protect the work, the workers, the public, and the property of others.

B. Program Solutions

In accordance with all applicable Program requirements and federal, state, and local law and regulations, in addition to any activities that may be required by other provisions of this Agreement, Contractor will offer the following solutions to eligible applicants:

- 1) Solution 1 - Turnkey Solution
 - a) Under the Full Service Rehabilitation, Reconstruction, and MHU Services Solution (the "Turnkey Solution"), Contractor will provide intake and case management services, make eligibility and benefit determinations, conduct pre-award verifications, evaluate each eligible, damaged dwelling, perform initial home inspections and site surveys, prepare a Work in Place (WIP) report and Estimated Cost of Repair, perform design activities including applicant floorplan selection, site-specific design work, and development of the Construction Scope of Work, determine the award amount and calculate the total eligible award, conduct the post-award closing process, provide escrow services, and perform all other services, including, but not limited to, environmental review, lead-based

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- paint and asbestos testing and abatement, site-specific Tier 2 environmental risk mitigation measures required by this Agreement, obtaining permits and developing permitted plans for construction projects, preparing and issuing a Notice to Proceed (NTP), applicant relocation, construction, and closeout activities necessary to restore the dwelling to habitable condition, confirming that all activities in the scope of work are complete, and obtaining a certificate of habitability. This solution may include a full reconstruction of the dwelling or rehabilitation depending on the condition of the dwelling.
- b) Under the Turnkey Solution for MHUs, in addition to applicable activities specified in preceding subparagraph 5.B.a, Contractor will also rehabilitate or replace damaged MHUs, provide demolition and/or haul away services (if necessary), and perform all site clearing or relocation activities, site preparation, and installation of new MHUs.
 - c) The grant cap is \$600,000.00 for a reconstruction project and \$385,000.00 for a rehabilitation project, exclusive of soft and construction management costs, unless otherwise modified by HCD. HCD estimates approximately 64 awards under Solution 1 (24 for reconstruction and 40 for rehabilitation) from approximately 130 applications. The Construction Management fee does not count towards the grant cap.
 - d) A licensed general building contractor described in Section 3.E of this Agreement will be the prime contractor for the construction project. As the prime contractor, the licensed general building contractor will enter into the construction contract directly with the applicant.
 - e) Under this solution, Contractor will make National Flood Insurance Program (NFIP) premium payments for the applicant for up to two (2) years following certificate of occupancy for Low-to-Moderate Income (LMI) owner-occupant homes located in a Special Flood Hazard Area (SFHA), not to exceed the cost of the annual premium verified by the applicant's insurance company.
- 2) Solution 2 - Homeowner Managed Construction
- a) Under this solution, the applicant will separately engage their own construction contractor or enter into an independent construction contract for the rehabilitation or reconstruction of their damaged dwelling. Contractor will review applicant-provided plans, construction contracts, and permits to ensure that the applicant's contractors are licensed, and not debarred from receiving federal or state funds. Contractor will complete a WIP report to certify that the work in place was completed in accordance with state and local building codes, estimate the cost of completed reconstruction or rehabilitation, perform environmental review, prepare a scope of work that will bring the home to a habitable condition, perform site-specific Tier 2 environmental mitigation measures required by this Agreement, review contractor bids to approve and ensure cost reasonableness,

EXHIBIT A

complete milestone inspections, and provide environmental services for the construction of the home.

- b) A licensed general building contractor described in 3.E will be the prime contractor for construction management of the construction project. The licensed general building contractor will enter into a construction management contract directly with the applicant.
- c) Projected award amounts are unknown at this time and grant caps will be the same as for Solution 1, unless otherwise modified by HCD. Solution 2 activities are only available at the discretion of and as approved by HCD.

3) Solution 3 - Reimbursement Solution

- a) Under this solution, the applicant will have either; (1) already restored the dwelling to habitability, or (2) completed some rehabilitation work and needs additional rehabilitation work to restore the home consistent with applicable Program requirements, accessibility requirements, and federal, state, and local law and regulations, which will be completed by the Contractor. Contractor will confirm that the work performed conforms to the level of actual damage. Contractor will perform all activities specified in preceding subparagraph 5.B.a, including providing intake and case management services and initial inspections of completed work, preparing a Work in Place (WIP) report and Estimated Cost of Repair (ECR), creating the Construction Scope of Work,, and, if the dwelling is not completed, perform all activities, including, but not limited to, environmental review, lead-based paint and asbestos testing, abatement, site-specific Tier 2 risk mitigation measures required by this Agreement, construction, and closeout activities necessary to restore the dwelling to habitable condition, confirm that all activities in the scope of work are complete, and obtain a certificate of habitability. If HCD determines that the applicant is eligible for reimbursement of out-of-pocket costs incurred for reconstruction or rehabilitation activities, Contractor will pay the applicant the reimbursable amount.
- b) The grant cap for Solution 3 is \$385,000.00, exclusive of any soft or construction management costs. HCD estimates 16 reimbursement awards out of approximately 30 applications.

- 4) Solution 1 is anticipated to be the primary activity under this Agreement. Accordingly, the availability of Solutions 2 and 3 will be at the discretion of HCD. Solutions 1 and 3 may be combined for certain applicants, depending on their individual situation.

C. Reconstruction and Rehabilitation Scopes of Work and Specifications

Contractor will be responsible for preparing Scopes of Work and Specifications that include the following activities in accordance with all applicable Program requirements, federal, state, and local law and regulations, and this Agreement, as follows:

EXHIBIT A**1) General:**

- a) Debris removal and defensible space clearing, including all abatement needs. This can include removal of burned trees.
- b) Specialty construction elements associated with historic properties;
- c) Specialty construction elements associated with Green Building Construction techniques (as required by California Building Code and HUD).
- d) Site-specific Tier 2 risk mitigation measures required by this Agreement that require construction work. The Scope of Work will include a schedule to document proper implementation and/or completion of the risk review mitigation measure(s).
- e) Replacement or rehabilitation/improvement of destroyed or damaged utilities and other site features/improvements, as well as defensible space improvements, within property limits.

2) Reconstruction Scope of Work and Specifications

Under Solution 1, Contractor will be responsible for construction of a home, either substantially within the same footprint as the prior home or, where permitted, on a different footprint on the same property according to all required timelines. The Scope of Work for each reconstructed structure will vary but may include, although not be limited to, any of the following:

- a) Utility disconnection and deactivation/reconnection and reactivation;
- b) Permitting;
- c) Demolition of existing structure;
- d) Providing architectural and house plan renderings, as well as engineering and architectural services;
- e) Site preparation including fencing removal and replacement;
- f) Construction of new residential structures in accordance with all applicable local and state federal codes, standards, and Program Policies and Procedures including fire and flood-elevation mitigation measures;
- g) Elevation per Program requirements, foundation leveling, repair, excavation;
- h) Accessibility and design of projects to comply with all accessibility requirements;
- i) Conducting close-outs for each project, which includes obtaining Certificate(s) of Occupancy from applicable state and local authorities; and

EXHIBIT A

j) Survey certificate requirements when applicable.

3) Rehabilitation Scope of Work

It is anticipated that structures eligible for rehabilitation will require an array of repairs ranging from minor to major. The scope of work for each repaired structure will vary, but may include, although not be limited to, the following:

- a) Demolition of damaged interior and exterior materials;
- b) Structural damage repair;
- c) Building envelope repair, including:
 - i. Roof repair or replacement and addressing any attendant damage, including to shingles, gutters, and shutters;
 - ii. Door and window replacement/repair, or removal;
 - iii. Siding/veneer repair or replacement, or removal;
 - iv. Mechanical (HVAC), replacement of electrical (including panels) and plumbing systems repair, reconfigure, and replacement of drywall repair or replacement;
 - v. Rough and trim carpentry;
 - vi. Surface preparation and painting;
 - vii. Flooring repair, replacement/removal;
 - viii. Cabinet and appliance repair or replacement, as allowed by law;
 - ix. Lead-based paint, asbestos and other environmental abatement;
 - x. Fire and flood mitigation and retrofitting measures;
 - xi. Accessibility and design of projects to comply with all accessibility requirements;
 - xii. Conducting close-outs for each project, which includes obtaining Certificate(s) of Occupancy from applicable state and local authorities; and
 - xiii. Survey certificate requirements when applicable.

4) MHU Acquisition, Delivery, and Installation Scope of Work and Specifications

Under Solution 1 (Turnkey Solution), provide program applicants with two (2), three (3) and four (4)-bedroom MHU designs, as approved by HCD, based on the square

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footage and bedroom count of the applicants' damaged residence. MHU options must include wheelchair accessible alternatives and accommodations for households with visual and hearing impairments that meet all accessibility requirements and are of equivalent size with equivalent amenities, where applicable. All MHU options must meet all Program requirements, including the California Building Standards Code, local building codes, zoning codes and, if applicable, Chapter 7A Wildland-Urban Interface (WUI) building codes.

- a) Single-Wide MHU: Contractor shall provide a single-wide MHU with a standard grade floor plan. The Program will offer new standard, basic amenities to make a home safe and sanitary and Contractor will assess all improvements for compliance with the most current HUD Section 8 Housing Quality Standards (HQS), as defined in 24 CFR 982.4, State of California codes, and local building codes.
- b) Double-Wide MHU: Contractor shall provide a double-wide MHU with a standard grade floor plan. The Program will offer new standard, basic amenities to make a home safe and sanitary and Contractor will assess all improvements for compliance with the most current HQS, State of California codes, and local building codes.
- c) Triple-Wide MHU: Contractor shall provide a triple-wide MHU with a standard grade floor plan. The Program will offer new standard, basic amenities to make a home safe and sanitary and Contractor will assess all improvements for compliance with the most current HQS, State of California codes, and local building codes.

5) MHU Specifications:

Contractor shall provide single-wide, double-wide, and triple-wide MHUs with the following specifications:

- a) General
 - i. Compliance with Title 24, Code of Federal Regulations, Part 3280 – Manufactured Home Construction and Safety Standards. All MHUs shall also be in compliance with all other applicable Program requirements, including all building codes, including any state or local building codes that exceed Federal requirements for MHU construction, including, but not limited to, WUI codes in the California Code of Regulations, Title 25, Division 1, Chapter 3, Subchapter 2, Article 2.3 - Ignition- Resistant Construction Systems.
 - ii. MHU options with accessible accommodations in compliance with ADA standards, including, but not limited to, wheelchair accessible doorways, kitchen and bathroom(s).
 - iii. Luxury items, including but not limited to, high-end appliances, stone flooring,

EXHIBIT A

fixtures, garage door openers, security systems, swimming pools, fences, and television satellite dishes will not be eligible for reimbursement under the Program.

- iv. Modifications as needed for compliance with accessibility requirements.
 - v. Specifications will be subject to change in the sole discretion of HCD. HCD and Contractor will work together to ensure specifications are up to date and meet Program requirements. Changes to the specifications will not require a change to the contract.
- b) Floor
- i. Living room/bedrooms: Carpet or vinyl plank;
 - ii. Kitchen/bathrooms: Vinyl plank or tile (Ceramic or porcelain)
- c) Exterior
- i. Siding material: Standard grade but must be WUI-compliant material if required by state or local codes.
 - ii. Sheathing: Standard grade but must meet WUI standards if different than standard grade.
 - iii. Color: Factory Select or per site specifications as required.
 - iv. Shutters: None
- d) Windows and Doors
- i. Windows: Windows and storm windows that meet HUD's Thermal Zone 2 requirements.
 - ii. Front Door: Doors that meet HUD's Thermal Zone 2 requirements w/ storm.
 - iii. Rear Door: Out swing door that meets HUD's Thermal Zone 2 requirements.
- e) Roof/Ceiling
- i. Roof material: Minimum 20-year Class A shingles
 - ii. Insulation: Blown cellulose or fiberglass batting
 - iii. Ceiling slope: Flat
- f) Plumbing
- i. Kitchen sink: Drop-in stainless-steel double bowl

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- ii. Bathroom sinks: Standard Grade
- iii. Faucets: Standard Grade
- iv. Water heater: Electric
- g) HVAC
 - i. Heat: Electric
 - ii. Air Conditioning (AC): Provide option for external electrical circuit for condensing unit (if being provided by the Program, installation of the AC system will be provided by the Construction Management Contractor).
- h) Electrical
 - i. Load Center: 200-amp service
 - ii. Interior Receptacles and Switches: White/factory select
 - iii. Phone Jack: None
 - iv. AC: Conduit
- i) Interior Features/Appliances
 - i. Cabinets: Medium-Density Fiberboard
- j) Countertops: Granite
 - i. Backsplash: 4" or 6" backsplash
 - ii. Refrigerator: 20 cu. ft. minimum
 - iii. Range: Electric
 - iv. Range hood: 30"-wide hood
- k) Thermal
 - i. Doors, windows, and insulation that meets the Thermal Zone II requirements.
- l) Fire Safety
 - i. An interior Fire Sprinkler System that meets the standards in 25 CCR 4302(a).
 - ii. If applicable, WUI standards for ignition resistant construction in California's Fire Hazard Severity Zones.

EXHIBIT A**m) Elevation**

- i. The minimum standard for the finished floor elevation (FFE) of the MHU is for the MHU to be elevated at least 2 feet above the base flood elevation (BFE) of the 100-year floodplain or higher if required by locally adopted regulations known as Design Floor Elevation (DFE) to meet the required Federal Flood Risk Management Standard (FFRMS).
- ii. MHU units may not be installed on top of compacted fill to achieve the required elevation.
- iii. MHU elevation may be achieved by any of the following elevation methods:
 - (1) Pier & Beam System
 - (2) Perimeter Wall or Foundation
 - (3) Piles (Helical, Screw and Driven)

D. HCD Responsibilities

HCD will provide one cubicle at HCD Headquarters that includes one computer, phone line, access to one printer, one copier, and a fax machine. In addition, HCD will provide access to required business and technical systems and documents as necessary for the Contractor to complete the tasks identified in this Agreement. Additional software or licenses required to perform the services of this Contract, in the sole discretion of the State, will be either directly licensed or purchased by the State or reimbursable as an other direct costs (ODC), whichever is most cost efficient. Upon termination of this Contract such software and licenses not already in HCD's name, shall be transferred to HCD, as applicable.

E. Staff Mandatory Qualifications

- 1) Contractor and/or subcontractor(s) must have the following qualifications at the commencement of this Agreement and throughout the term of the Agreement, as applicable:
 - a) Any entity performing engineering work, construction work and/or running construction crews must be licensed by the CSLB as either Class "A", Class "B", or Class "C", as appropriate, for the work being performed.
 - b) Understanding of all applicable state and local building, zoning, and site planning standards, Chapter 7A of Title 24 of the California Building Code, and all other applicable Hazard Mitigation Building Codes that address fire, flood safety and hazard mitigation.
 - c) Understanding and compliance with all applicable regulations under the California Code of Regulations, particularly Title 24 – California Building Standards Code

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and Title 25 – Housing and Community Development.

- d) The Contractor or its subcontractors must have at least two (2) years of experience within the past five (5) years providing case management services for a HUD-funded direct homeowner assistance and/or SFRR program.
- e) The Contractor or its subcontractors must have experience within the past five (5) years conducting a virtual, in-person, broad, multi-lingual, and accessible, outreach and engagement campaign.
- f) The Contractor or any subcontractors that will be providing the construction management services must have:
 - i. At least five (5) years of construction management experience within the last ten (10) years for activities similar in size, scope, and function/nature as those tasks outlined in this Exhibit A, Scope of Work (SOW).
 - ii. Demonstrated construction management experience with contracting, compliance, and procurement for a federally-funded program; Section 3 of the Housing and Urban Development Act of 1968 (12 U.S.C. 1701u) and its implementing regulations at 24 CFR Part 75; hazardous materials in construction; and historical properties and environmental review and mitigation related to the rehabilitation and reconstruction of residential properties;
 - iii. An active and in good standing California Contractors State License Board (CSLB) issued License B - General Building Contractor, for any entity entering into the construction contract with the applicant, and a Class B license is required for prime contracting; other Licenses may be requested during the duration of the Agreement.
 - iv. All contractors are required to hold such active licenses in good standing as are required for the role they will perform under the Agreement.
- g) The Contractor or its subcontractors providing MHU construction management services must have at least two (2) years of experience within the past seven (7) years being fully responsible for working with MHU manufacturers and providing MHU construction management services similar in size, scope, and function/nature as those outlined in this SOW.
- h) The Contractor or subcontractor must have experience with environmental tiering, particularly the preparation of Tier 2 environmental reviews in compliance with National Environmental Policy Act (NEPA) and HUD implementing regulations at 24 CFR Part 58.
- i) The Contractor's Primary Point of Contract (POC) (e.g., Project Manager, Program Director) to HCD is considered Key Personnel and must have at least

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- five (5) years of experience within the past ten (10) years supervising staff and managing projects and programs similar in size, scope, and function/nature as those tasks outlined in this SOW. In particular, this must include, but is not limited to, experience with and oversight of housing policy, financial management, outreach and engagement, disaster recovery, disaster case management, federal procurement contracting, reporting, engineering and design, construction, and federal monitoring and compliance experience. All other Key Personnel must report directly to the POC, or designee. The POC will report directly to the HCD Contract Manager, or designee.
- j) The Disaster Case Management Lead is considered Key Personnel and must have at least two (2) years of experience within the seven (7) years as a disaster case manager or housing counselor AND at least one (1) year of experience within the past three (3) years supervising or leading disaster case managers or housing counselors for activities similar in size, scope, and function/nature as the tasks outlined in this SOW. The Disaster Case Management Lead will have demonstrated progressively responsible experience. The Disaster Case Management Lead shall report directly to the Contractor's POC. The housing counseling agency (or agencies) shall report directly to the Disaster Case Management Lead or POC.
 - k) Disaster Case Managers are considered Key Personnel and must hold a high school diploma and have at least two (2) years of experience in mortgage loan processing or underwriting of single-family loans or in analyzing legal and financial documents for the purposes of determining eligibility for single-family loans. Disaster Case Managers must possess a working knowledge of the program, CDBG-DR requirements, HUD and HCD housing and single-family mortgage and insurance programs, such as Federal Housing Administration (FHA), other state and local housing programs, and housing programs offered by conventional mortgage lenders and other housing or related programs that may assist their clients.
 - l) The Outreach and Engagement Lead is considered Key Personnel and must have at least two (2) years of experience within the past seven (7) years designing and leading accessible and equitable outreach and engagement campaign similar in size, scope, and function/nature as the tasks outlined in this SOW.
 - m) The Construction Management Lead/Supervisor/ Manager is considered Key Personnel and must have at least five (5) years of experience within the past ten (10) years with federal procurement, contracting, and supervising construction staff and managing projects similar in size, scope, and function/nature as the tasks outlined in this SOW. The Construction Management Lead shall report directly to the Contractor's POC.
 - n) The MHU Services Lead is considered Key Personnel and must have at least two (2) years of experience within the past seven (7) years with federal

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procurement, contracting, and supervising construction staff and managing projects similar in size, scope, and function/nature as those tasks outlined in this SOW. The MHU Services Lead shall report directly to the POC or Construction Management Lead. The MHU Services Lead can also be the same as the Construction Management Lead.

- o) Key Personnel may serve in more than one role if necessary and as approved by HCD. Other Key Personnel identified by the Contractor must have at least two (2) years of experience within the past five (5) years in their respective program or technical area for activities similar in size, scope, and function/nature as those tasks outlined in this SOW.
- p) The entity (or entities) providing escrow services must be either: (i) a duly licensed Escrow Agent under the laws of the State of California, or, (ii) subject to HCD's approval, a person exempt from licensure under California Financial Code section 17006, and must have a minimum of five (5) years in business providing escrow services.
- q) Housing counseling services must be provided by a HUD-approved housing counseling agency or agencies.

F. Key Personnel/Staffing, Subcontractor and Personnel Substitution and Changes**1) Key Personnel Changes:**

Except in the case of a leave of absence, sickness, death, termination or resignation of employment or association, or other circumstances outside the reasonable control of Contractor, the individuals designated to fill any of the Key Personnel roles, including subcontractors' Key Personnel, will not be removed from performing their assigned tasks during the period of performance for each such individual without the HCD Contract Manager's written approval. Any proposed replacement staff designated to fill a Key Personnel role must have qualifications, experience, education, and skill comparable to or exceeding that of the Key Personnel being replaced and meeting or exceeding the minimum requirements for the role stated in this Agreement, as applicable.

2) Required Approval for All Staffing Changes:

Contractor must submit resume(s) and a completed Exhibit G, Administrative Changes form for approval of all additional staff or replacement Key Personnel, including subcontractors' replacement Key Personnel and, if requested by HCD, subcontractors' additional staff, to the HCD Contract Manager at least 10 business days before they are scheduled to begin work on the project in their proposed role, regardless of whether the staff will fill a Key Personnel role. Such staff will not start on the project in their proposed role without the HCD Contract Manager's written approval.

EXHIBIT A**3) Hourly Rates:**

Contractor's written request for approval of additional or replacement staff must include their proposed hourly rates with a justification for payment of those rates. Hourly rates for additional or replacement staff will not exceed the rates listed on the Exhibit B, Budget Detail and Payment Provisions.

4) Subcontractor Approval

Contractor will not enter into a new subcontractor under this Agreement without submitting to the HCD Contract Manager, at least 10 business days before the subcontract is executed, a statement that the subcontractor meets the necessary mandatory qualifications and resumes of the subcontractor's Key Personnel who will be performing services under this Agreement, classifications of all subcontractor staff (including non-Key personnel), an updated organization chart, and a completed Exhibit G, Administrative Change for approval of the new subcontractor. For a subcontractor that is replacing a previous subcontractor or performing substantially the same services as an existing subcontractor, the subcontractor's Key Personnel must meet the applicable mandatory qualifications and have qualifications, experience, education, and skill equal to or exceeding that of the preceding or existing subcontractor's Key Personnel.

Contractor will provide the Contract Manager, at a minimum, the same documentation and certifications for a proposed subcontractor as required by this Agreement, as applicable. Failure to provide qualified replacement personnel in a reasonable time period, consistent with standard business practices, as determined by HCD will constitute a breach of this Agreement and will entitle HCD, at its sole election, to pursue all its available legal remedies and or early terminate the Agreement.

5) Denial of Staffing or Subcontractor Changes:

HCD reserves the right to approve or deny, in its sole discretion and for any reason, any staffing changes or new subcontractors requested under this section.

G. Contractor Tasks

Contractor will adequately staff and scale personnel levels to maintain agreed upon service levels at startup and throughout the term of the Agreement, which may include varying volumes of work in varying locations across the state.

This section provides a detailed list of tasks, services, and deliverables Contractor will be responsible for providing under this Agreement. The scope and quantities referenced in this Exhibit A, Scope of Work are estimated to be the amount needed based on current information available to HCD. Contractor will be responsible for entering information and uploading documents related to these tasks in the applicable State-approved system of record, as needed and as determined by HCD. At the direction of

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the HCD Contract Manager, Contractor will be responsible for performing the tasks identified below:

1) Task 1 – Administrative Requirements

Contractor will perform the following administrative activities in accordance with all applicable Program requirements, federal, state, and local law and regulations, and this Agreement:

a) Program Operations and Administration

- i. Under HCD's direction and subject to HCD's review and approval, Contractor will support HCD in the design and startup of the Program, including by revising, adapting, updating, and supplementing policies and procedures previously used for the ReCoverCA program and, in some cases, drafting new policies and procedures as HCD determines necessary. Program policies and procedures must be responsive to the needs of all eligible applicants under the Program and ensure that assistance is provided in a manner that is fair, transparent, and expeditious. Contractor will design deliverables under this paragraph with the policy goal of building a framework for equitable recovery planning and implementation that can inform design and implementation of future disaster recovery programs.
- ii. Contractor will administer all Program components in compliance with all applicable Program requirements and other applicable federal, state, and local requirements. Contractor will maintain a comprehensive, up-to-date understanding of all applicable Program requirements and applicable federal, state, and local requirements. In case of disagreement regarding the applicability, scope, or effect of Program requirements, Contractor will implement and administer the Program consistent with HCD's determination of their application, scope, and effect.
- iii. Contractor will arrange for all training and oversight necessary to ensure that all staff and subcontractors fully understand Program requirements and federal, state, and local requirements that are applicable to the activities they are performing. Contractor will ensure that all staff and subcontractors who communicate with applicants are able to interpret those policies and requirements for Program participants including but not limited to HCD personnel, applicants, state and local legislators, and HUD staff correctly and concisely.
- iv. Contractor will ensure that all Program components comply with all state and federal environmental requirements under the National Environmental Policy Act (NEPA), the California Environmental Quality Act (CEQA), and all other applicable environmental laws and regulations, including, but not limited to, federal, state, and local laws pertaining to lead-based paint, mold, asbestos, radon, and other environmental hazards. Contractor will coordinate with HCD

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and the appropriate subcontractors to ensure that the appropriate level of environmental review is performed and no work that is subject to environmental review is commenced without HCD concurrence or authorization.

- v. Contractor will oversee and coordinate the timely processing of all Program applications, conduct pre-award verifications, perform initial home inspections and site surveys, evaluate the construction and rehabilitation activities necessary for all projects, prepare a Work in Place (WIP) report and Estimated Cost of Repair, and perform design activities. Contractor will ensure timely, complete, and accurate eligibility review, pre-award verifications, duplication of benefits (DOB) determinations, and appropriate and accurate award and total eligible award determinations, disburse funds to subcontractors, monitor compliance, and coordinate all necessary closeout activities to completion.
- vi. Contractor will notify HCD within 48 hours if other contractors or consultants are non-responsive. The 48 hours will begin when the Contractor makes a determination that the other contractor or consultant is being non-responsive.
- vii. Contractor must ensure the confidentiality of each applicant's personal and financial information, both electronic and paper, including credit reports, whether the information is received from the applicant or another source.
- viii. Contractor will provide all staff and subcontractors working outside of established program offices, including those who interface directly with applicants, with photo identification badges, standard color collared shirt, and/or business cards as provided by HCD.
- ix. Contractor will ensure that all staff and subcontractors know and comply with Program requirements that are applicable to the activities they are performing (including, but not limited to, applicant and property eligibility requirements, duplication of benefits requirements and those addressing MHUs, minimum program standards, mold remediation, lead-based paint, asbestos, requirements of California Building Code Title 24, Chapters 7A and 11B, floodplain requirements, accessibility requirements, etc.). Contractor must document compliance with these requirements. In case of disagreement regarding the applicability, scope, or effect of Program requirements, Contractor will implement and administer the Program consistent with HCD's determination of their application, scope, and effect.
- x. Contractor will report in writing, or as otherwise directed by the HCD Contract Manager, to the HCD Contract Manager and the Federal Recovery Single-Family Housing Branch (FRSFHB) Section Chief any evidence of fraud or potential criminal activity by the applicant, household member, or applicant's contractor as soon as possible but no later than two (2) business days from discovery.

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- xi. Contractor will ensure that all staff and subcontractors comply with federal Section 3 requirements and other labor requirements, where applicable.
- xii. Contractor must use the state-approved client management system and/or system of record in accordance with program protocols to:
 - (1) Intake applications;
 - (2) Implement and operate Eligibility and DOB reviews, Award Determination, and Construction, Design-Build, Management Services, and other services for the program.
 - (3) Standardize record retention that permits HCD, HUD, and other authorized entities to easily access information needed for a performance review.
 - (4) At minimum, input data, upload documents, and track progress.
- xiii. Contractor will participate in and cooperate with all activities associated with any transition to a successor staff or prior successor, including but not limited to education and training.
- xiv. Contractor will utilize and make available ArcGIS data to respond to mapping requests, support outreach and environmental efforts, and monitor performance.
- xv. Contractor will provide competent and qualified staff to work on the scope of services under this Agreement. HCD will confirm that the Contractor continues to satisfy the mandatory qualifications required for this Agreement. HCD reserves the right to prohibit unqualified or incompetent staff of the Contractor from assisting with the implementation and administration of the Program. No personnel, staff, key personnel or subcontractors may be assigned to this Agreement without HCD's written consent.
- xvi. Contractor will adequately staff and scale personnel levels as necessary to maintain agreed upon service levels upon startup and throughout the term of the Agreement. HCD will continuously monitor Contractor's compliance with this requirement to ascertain that it continues to satisfy the mandatory qualifications required for this Agreement.
- xvii. When determining staffing levels, Contractor must anticipate that personnel will work a maximum of 40 hours per week onsite and/or virtually as needed to complete the assigned tasks. Any hours in excess of 40 hours per week will require approval by HCD and proof of payment to personnel who work the excess hours. Contractor will be paid the billing rate listed in Exhibit B, Budget Detail and Payment Provisions (or lower negotiated rates) for all units/hours worked. The Contractor will be required to coordinate with the HCD Contract Manager on staffing during recognized State and Contractor holidays.

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xviii. Contractor will work with HCD to determine and mutually agree upon any additional metrics to evaluate Agreement performance. Subject to regular monitoring, Contractor will be directly responsible for ensuring the accuracy, timeliness, and completion of all tasks outlined in this Agreement. Contractor must have in place a process and systems for routinely measuring and reporting deliverables and evaluation results. This also includes, at minimum, goal setting and process improvement to foster a continuous evaluation and improvement of environment.

b) Outreach and Engagement

- i. In coordination with HCD, Contractor will oversee virtual and in-person outreach and engagement operations and administration related to the Program in accordance with an HCD-approved outreach plan and Program requirements to meet the agreed upon performance measures and timelines.
- ii. Contractor will develop and implement, in coordination with HCD and subject to HCD's final approval, a plan for equitable and accessible outreach and engagement to vulnerable, underrepresented, and impacted populations, as identified in the Action Plan, that is specific to each disaster and as approved by the HCD Contract Manager (with approval by Division Assistant Deputy Director).
- iii. All media and marketing materials require pre-approval by HCD Communications, in coordination with the HCD Contract Manager. All outreach and engagement events will be coordinated with HCD Communications through the HCD Contract Manager.

c) Disaster Case Management

- i. Contractor will oversee disaster case managers and housing counseling operations to meet the agreed upon performance measures and timelines. This will include, but not be limited to:
 - (1) Entering into agreements with HUD-approved Housing Counseling Agencies as needed.
 - (2) Providing adequate staff and accommodations to assist Program applicants with questions related to intake, eligibility, award, as well as any process, assistance, or preconstruction questions that arise during the processing of applications.
 - (3) Conducting timely, accurate, and complete intake, eligibility, and duplication of benefit reviews for all program applications.
 - (4) Verifying NFIP policy premiums provided by applicants align with program policies and procedures prior to payment.

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- (5) Coordinating with insurance agencies and applicants regarding NFIP premium payments.
 - (6) Providing quality assurance on completeness and accuracy of files as well as award calculations prior to and after award.
 - (7) Performing routine case/file status checks.
 - (8) Coordinating between housing counseling agencies and case managers to address needs of applicants and eligible participants.
- ii. Disaster case managers must be available and able to meet applicants at mutually agreed upon times and locations that are convenient for the applicants, which must include at the applicant's request, but is not limited to, headquarters or their project site, current place of residence, or local Housing Assistance event.
 - iii. Contractor will conform all web content, public online interfaces, applications and other forms, Program policies and procedures, reports, contracts, documents intended for posting on any public website, other public documents, and such other materials as HCD may designate under this Agreement with all applicable federal and state web content accessibility requirements, including Section 508 of the federal Rehabilitation Act of 1973 (29 U.S.C., § 794d), 36 CFR Part 1194, the accessibility requirements described in Section 11546.7 of the Government Code (AB 434), and the most current accessibility requirements in Sections 1721 and 4833 of the State Administrative Manual or their successor provisions. AB 434 requires compliance with Web Content Accessibility Guidelines (WCAG) 2.0 or a subsequent version with minimum Level AA success criteria.
 - iv. Contractor will maintain all electronic data in accordance with information security standards set forth in the State Information Management Manual.
 - v. For all Solution 1 LMI applicants whose homes are located within a Special Flood Hazard Area (SFHA), Contractor will timely pay the full amount of applicant's first- and second-year National Flood Insurance Program (NFIP) premiums required by 24 CFR 55.5, as determined by an authorized NFIP insurance agent selected by the applicant, to the maximum extent that the costs of such premiums are allowable under applicable CDBG-DR program regulations at 24 CFR Part 570. Contractor will obtain and review all documentation necessary to confirm the location of the home within an SFHA and the required premium amount.
- d) Construction Management and MHU Services
- i. Contractor will provide construction and construction management services and oversee construction management and construction operations to ensure

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the agreed upon performance measures and timelines are met. This includes, but is not limited to:

- (1) Entering into contracts with subcontractors, as necessary;
- (2) Providing adequate staffing and expertise;
- (3) Managing and monitoring all tiers of construction-related contractors and subcontractors;
- (4) Preparing cost estimates in compliance with Program requirements;
- (5) Procurement and contracting in compliance with state and federal requirements including, but not limited to 2 CFR 200.320;
- (6) Preparing and tracking work orders;
- (7) Providing quality assurance on completeness and accuracy of files;
- (8) Obtaining all necessary state and local permits and approvals prior to commencement of the work, and as necessary during the project, for each structure;
- (9) Coordinating with HCD staff and case managers;
- 10) Providing subject matter expertise to HCD and addressing challenges that arise during the program;
- 11) Coordinating with the applicant and household for site access and maintaining from issuance of a work order to obtaining a Certificate of Occupancy for closing;

ii. The Contractor must:

- (1) Maintain compliance with state and local building, zoning, and site planning standards and Chapter 7A of the California Building Code or other pertinent Hazard Mitigation Building Codes that address fire, flood safety and hazard mitigation, where appropriate.
- (2) Provide the timely and appropriate level of review required by state and federal environmental law.
- (3) Ensure that all staff and subcontractors know and enforce all applicable California Building Standards Code requirements, Program requirements, and federal, state, and local laws.
- (4) Conduct criminal background checks for all personnel to be utilized for the Program and ensure that only those who can successfully pass said

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checks are engaged on a project. For new personnel, Contractor will determine whether any conviction history has an adverse relationship with the duties of the position the personnel will hold, taking into account, at a minimum, the nature and gravity of the offense or conduct, the time that has passed since the offense or conduct and completion of the sentence, and the nature of the position. Contractor will comply with all additional requirements of Government Code section 12952 before rescinding a job offer based on conviction history.

- (5) Follow the Program's escalation and resolution protocol for any applicant issue resulting from contract operations and engagement and keep HCD informed in writing as to the progress of all complaints.
- (6) If subcontracting is necessary for MHU replacement/installation services, subcontract with entities that have experience and expertise working with MHUs. This experience should include, but not be limited to, site preparation, installation of new, compliant MHUs, and all site work and compliance with local codes and permitting requirements.
- (7) All Contractor staff and subcontractors meeting with applicants must possess and present at all times written authorization to survey and conduct work on their homes.
- (8) Work orders must clearly identify the Construction Scope of Work and anticipated timelines for work completion and the Construction Management Contractor must also provide documentation to the applicant explaining the rights of the applicant throughout the construction process.

iii. Construction Warranty and Right to Repair Act (Solution 1 Only)

- (1) Contractor must provide applicant with a minimum one- year express written limited warranty covering the fit and finish of the building components provided in accordance with Civil Code section 900. Contractor shall also comply with the requirements of California's Right to Repair Act (SB 800), including Civil Code section 896.
- (2) Contractor must provide all express warranties before the inspector signs a final inspection form. Contractor must take photographs of the construction work for documentation purposes. Contractor must provide applicants with a warranty information binder detailing building warranties.
- (3) Contractor must also provide applicants with instruction booklets and information for warrantied items, such as appliances, that are not the Contractor's responsibility.
- (4) Contractor must obtain a signed acknowledgement form from applicants indicating that they have reviewed warranties with their building contractor.

EXHIBIT A**e) Escrow Services**

- i. The company (or companies) providing escrow services must be a duly licensed Escrow Agent under the laws of the State of California or, subject to HCD's approval, a person exempt from licensure under California Financial Code section 17006, and must meet standards agreed to by HCD. Contractor must ensure that escrow services comply with all applicable state and federal laws and regulations.
- ii. As required by the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), Contractor must implement all necessary program policies and procedures for making duplication of benefits determinations. Contractor must ensure that the applicant remits duplicative funds to the Program's escrow account and that those escrow funds are drawn before any CDBG-DR funds.

2) Task 2 – Program Startup and Operational Requirements

Contractor will perform the following Program Startup and Operational activities in accordance with all applicable Program requirements, federal, state, and local law and regulations, and this Agreement:

a) Program Operations and Administration

- i. No later than 20 business days following the Contractor/HCD project kickoff meeting, the Contractor will submit a workplan/master Program schedule, action plan, and staffing plan. The Contractor will be responsible for ensuring the document remains up to date throughout the term of the Agreement.
- ii. If needed, in consultation and approved by the HCD Contract Manager, the Contractor will provide for review and final submission recommendations for any needed programmatic waivers and/or amendments (substantial or non-substantial) to the Action Plan which will ensure that HCD has flexibility to successfully carry out the Program. Initial draft(s) will be due to the HCD Contract Manager within five (5) business days after determination is made that waivers/amendments are needed.
- iii. Contractor will assist in managing, updating, adapting, and maintaining existing policies and procedures, forms, and other existing Program materials, as requested and directed by HCD and subject to HCD's final approval. This will include ensuring policies and procedures meet current program requirements and applicable regulations and tracking updates to Program policies, standard operating procedures, forms, agreements, and checklists and developing and managing new policies and procedures, standard operating procedures, forms, agreements, and checklists as necessary for subsequent years and as policies and requirements change. This may include translating written materials into Spanish and up to one (1) additional

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language, recommending and developing new program specific and cross-cutting policies and procedures, and participating in special meetings with Program staff and/or external stakeholders to further develop policies and approaches to specific program or project challenges. This task may include modification / adaptation of existing, or development of new policies, procedures, and other materials for new Program components (e.g., reimbursement solution, elevation). This task may also include development of new policies and procedures or other materials (e.g. reimbursement solution, escrow services, elevation). Many of the existing Program materials can be found here: <https://www.hcd.ca.gov/grants-and-funding/recoverca/program-resources>.

As requested by HCD, the existing list of policies, procedures, and other materials that the Contractor will review, maintain, and update will include, but is not limited to, the following:

- Program Policies and Procedures
 - Minimum Architectural and Design Standards
 - Construction Document Creation Policy
 - Eligibility Fact Sheet
 - Eligibility Documentation Checklist
 - DOB Fact Sheet
 - Program FAQ
 - Grant Program Certification Form
 - Communication Designee Form
 - Housing Counseling Form
 - Zero Income Certification
 - Program Application
 - Income Limits Table
- iv. Key Personnel identified in this Agreement must be hired upon the Effective Date of this Agreement. No later than twenty (20) business days following the Contractor/HCD project kickoff meeting, the Contractor will complete hiring of all outreach staff. No later than 30 business days after the Effective Date of this Agreement, the Contractor will complete the hiring of all other personnel

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(including personnel of subcontractors) and enter into contracts with subcontractors necessary to startup and operate the program. Contractor will ensure that all contracts, contractors, and subcontractors comply with all state and federal Section 3 (see link below for Section 3 resources and the Section 3 section within this Agreement), tax and labor wage requirements.

- v. No later than 60 business days after the Effective Date of this Agreement, the Contractor will submit a Section 3 Plan. Contractor will follow and maintain the approved plan throughout the term of the Agreement. Contractor will take affirmative steps to follow the approved plan and ensure proper reporting and compliance with paperwork submissions. Section 3 resources can be found on HCD's website under the Subrecipient Trainings tab here: <https://www.hcd.ca.gov/grants-and-funding/disaster-recovery-and-mitigation/disaster-grant-administration>. A sample Section 3 Plan can also be found here: <https://www.hudexchange.info/resource/6560/section-3-sample-plan/>
- vi. Contractor and its POC will oversee Program operations and administration to meet the agreed upon performance measures and timelines. This will include, but not be limited to:

- (1) Oversight of Key personnel, subcontractors, and staffing.
- (2) Program planning, organization, contracting, scheduling and reporting to HCD, by completing a comprehensive set of written operational procedures explaining how, and by whom, all the Program elements necessary to meet the Program's goal to reconstruct or rehabilitate the damaged properties of eligible applicants will be accomplished.

Coordination of applicant or tenant relocation. The Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA) is only applicable to tenants. However, HCD may provide relocation assistance to applicant households. If HCD provides relocation assistance, the selected Contractor will assist HCD and HCD's grant management consultant with coordinating relocation. If applicable, Contractor will be responsible for the costs or logistics of temporary relocation and request reimbursement from HCD.

- (3) Liaise with and assist legal-aid entities, partners, or subrecipients with programmatic processes such as clearing applicant land titles.
- (4) Ensure integration and efficient workflow of the Construction Management and Case Management processes.
- (5) Work closely with HCD's Contract Manager, or designee and other HCD contractors to manage day-to-day operations, improve processes for quality and efficiency, and implement policy changes, as necessary. HCD

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is contracted with a Primary Grant Management Contractor under a separate Agreement and will provide overall grant-level administration services and monitor performance and internal controls regarding funding, contracts, and contractors. Communication may be on a daily basis at times and is not restricted to Key Personnel.

- (6) Coordinate with local governments, other disaster case management providers, other Program consultants, and HCD staff, including but not limited to Disaster Recovery staff in FRSFHB.
 - (7) Ensure that administrative, accounting and recordkeeping functions comply with all federal, state and program requirements.
 - (8) Communicate in writing quality assurance/quality control procedures and potential Program risks, issues, statuses, recommendations, and resolutions to HCD.
 - (9) Perform and communicate routine monitoring and quality checks of the operational/functional areas, to ensure that applications are processed according to approved policies. Report the results and recommendations to HCD and the HCD Contract Manager on a weekly basis, via email and during a weekly program update call. See Task 5 regarding reporting.
 - 10) Coordinate, integrate, manage, and maintain the training activities of all staff responsible for providing services under this Agreement. Develop training administration policies and procedures for all program components including, but not limited to, case management, specific workflow procedures, that ensure uniform and efficient training for all staff.
 - 11) At the request of HCD, make senior managers of the Contractor and subcontractor firms available for media interviews, meetings with federal officials, and other necessary external meetings, each instance of which must be requested by and/or approved by a designated representative of HCD.
 - 12) Track, report, and communicate program activities and status to Program stakeholders at the local and state level, and in response to any oversight, monitoring, or audit questions, as directed by HCD.
- vii. In addition to general ongoing administration, communications, and support, upon HCD's request, Contractor will provide subject matter expertise on topics and program areas identified within this Agreement, particularly regarding disaster recovery policy and oversight, cross-cutting federal requirements, state requirements, construction management, building codes, Geographic Information System mapping, and CEQA and NEPA environmental requirements. This may include assistance responding to audits or HUD monitoring, as well as special review and analysis of program

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and project materials which may include, but are not limited to, budgets, timelines, environmental assessments and reports, tracking outcomes and performance, and scopes of work, to ensure alignment with CDBG-DR regulations and Program policies.

- viii. For the term of the Agreement, prepare for, debrief, and participate in ongoing weekly virtual meetings with staff and stakeholders, at minimum, to discuss CDBG-DR program requirements and project implementation. These meetings shall normally be attended by Key Personnel at minimum. Up to 5% of meetings may be in person.

b) Outreach and Engagement

- i. No later than thirty (30) business days following the Contractor/HCD project kickoff meeting, Contractor will submit an accessible and equitable marketing, outreach, and engagement plan(s) for review and approval by the HCD Contract Manager (with approval by Division Assistant Deputy Director). The plan will outline, at a minimum, outreach goals, in-person and virtual outreach methods and timelines, potential contacts and partners, methods for engaging local long-term recovery groups and building their capacity to take applications, staffing plans, methods and strategies for reaching and serving vulnerable and underrepresented populations, and metrics and benchmarks for tracking outcomes and evaluating success. The Contractor may propose strategies or materials to successfully drive participation in the program, subject to HCD's final approval. The plan may also include contingencies to address varying levels of demand in different locations. The plan will be effective for the term of the Agreement.

Contractor will update the plan as needed and as directed by the HCD Contract Manager, subject to HCD Division Assistant Deputy Director review and final approval. The plan must also include market scans of the disaster-impacted communities which provide an overview of an affected area's geography, demographics, economic drivers and issues, details on the disaster and its impacts, equity issues, potential outreach contacts and partners, media resources, and other pertinent information.

Market scans allow staff to familiarize themselves with these areas and support the development of proposed outreach strategies and efforts.

- ii. No later than 15 business days after the plan is approved by the HCD Contract Manager (with approval by Division Assistant Deputy Director), Contractor will commence implementation of the engagement plan. Contractor will implement the engagement plan for the entire term of the Agreement as directed by the HCD Contract Manager, for the purpose of encouraging all eligible homeowners or landlords (if applicable) to apply for assistance. The campaign and plan must include disaster-specific actions and strategies for reaching and serving vulnerable and underrepresented

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populations with unmet needs as identified in the Action Plan, and as determined by the Contractor in coordination with HCD, including limited English proficient populations, persons with disabilities, Indigenous populations, and homeowners located in racially and ethnically concentrated areas of poverty. The initial campaign launch is expected to last for approximately 12 months and should cover all eligible counties.

- iii. Unless otherwise mentioned, outreach efforts will initially focus on areas designated under DR-4707, DR-4699-CA, and DR-4758-CA, but Contractor may be required to expand outreach efforts to other disaster impacted areas for other past, previous, or future disaster designations, as appropriate.
- iv. In accordance with the plan and as directed or approved by the HCD Contract Manager and Division Assistant Deputy Director, Contractor will be responsible for the following outreach efforts and methods:
 - (1) Identification of and outreach to potential participants, which may include landlords willing to rent their properties as affordable single-family homes, in any of the applicable designated counties. Targeted outreach efforts discussed below will be conducted in the identified areas. Contractor may be required to utilize Geographic Information System (GIS) mapping tools, Census data, and other resources to support these efforts.
 - (2) Planning, conducting, and documenting marketing and outreach to potential applicants in coordination with local governments, non-profit groups, and local resident run recovery groups.
 - (3) Leveraging existing and developing relationships with local officials, community partners, local long-term recovery groups, and other stakeholders, including attending meetings as necessary, to organize a responsive outreach network.
 - (4) Continuously monitoring and documenting outreach efforts to ensure their effectiveness in reaching eligible homeowners and awarding funding in a timely and compliant manner.
 - (5) Media campaigns that may include television, monthly newsletters, social media, television interviews, and/or earned media (e.g., press releases), as needed, subject to approval by HCD Communications, in coordination with the HCD Contract Manager.
 - (6) Ongoing phone and email campaigns, flyer and poster creation and placement, direct mailers, fact sheets, presentation materials, and training webinars. All chargeable printing services must be completed by the Office of State Publishing (OSP) or an exemption must be approved by OSP.
 - (7) Contributing content and provide recommendations for program

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webpage(s).

- (8) Contractor will design, coordinate logistics and outreach, and secure space, permissions, and equipment necessary to stand up and operate up to two (2) full-day, temporary or “pop-up” housing assistance/application intake event per month for up to 12 months in up to seven (7) counties, as determined by HCD, during the application phases of the Program. All outreach and engagement events will be coordinated with HCD Communications through the HCD Contract Manager. Because intake events are expected to last a full day, Contractor may need to plan an overnight stay(s) for event personnel. Contractor will be responsible for providing written and/or verbal translation services, as needed, fully staffing events, and all costs of operating the events. The anticipated counties include Monterey, San Benito, San Diego, Santa Cruz, Tulare, Tuolumne and the Hoopa Valley Indian Reservation in Humboldt County. At HCD’s discretion, HCD may request events to be multiple consecutive days or weeks in different locations at different times instead of single day events.
- (9) Contractor will host up to one (1) in-person and one (1) virtual event, governing body meeting, or presentation per month for up to three (3) months, per impacted county (seven (7)), as directed by HCD. All outreach and engagement events will be coordinated with HCD Communications through the HCD Contract Manager. Contractor will design; coordinate logistics and outreach; and secure space, permissions, and equipment necessary to stand up and operate these events, as appropriate in impacted areas. Contractor will provide written and/or verbal translation services for meetings and ensure meetings are accessible. Contractor will be responsible for fully staffing events and all costs of operating the events.

c) Disaster Case Management

- i. No later than twenty (20) business days following the Contractor/HCD project kickoff meeting, Contractor will submit a customer service and disaster case management staffing, service, work, and training plan to HCD that describes how Contractor will meet staffing and training needs, deliver services, meet milestones and Agreement requirements, track progress, reporting, and ensure compliance with all applicable law and Program policies and procedures. This plan may be submitted with the main work/staffing plan (see above Section G.2.a.i.). The Contractor will be responsible for ensuring the plan remains up to date throughout the term of the Agreement. Any updates or revisions must be submitted to and approved by the Contract Manager or designee.
- ii. No later than thirty (30) business days following the Contractor/HCD project kickoff meeting, Contractor will develop, for review and approval by HCD,

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procedures and forms for obtaining privacy releases, both in person at Housing Assistance/Application Intake Events and from applicants who reside in remote locations. The Contractor will be responsible for ensuring the procedures and forms remain up to date throughout the term of the Agreement.

- iii. Upon initial implementation of the engagement plan (see above Section G.2.b.i.), the Program must be open and accepting applications.
- iv. Contractor will provide sufficient staff to support inquiries made by applicants, including those in need of translation services, and take applications via walk-ins at the HCD headquarters, virtual or in-person appointments at the applicant's convenience Contractor will also take inquiries via phone, email, web forms, or at in-person events. Contractor will comply with all communication accessibility requirements. Contractor will perform routine functions such as fielding and routing inbound calls, making outbound calls to follow up with qualified applicants identified during outreach campaigns, schedule follow up appointments, determine the status of an applicant, answer applicant questions, gather required documentation from applicants, and assemble in the required format in the applicable system of record as noted below.
- v. Contractor will track all inquiries in the applicable system of record. This includes complaints, which will be tracked in a separate spreadsheet and stored in a shared folder.
- vi. Contractor will provide the necessary equipment, including a toll-free phone number to accept and log all inquiries. Support will be provided from 8:00 AM to 5:00 PM Pacific Standard Time, Monday through Friday, excluding State holidays through the term of the agreement.
- vii. Contractor will be expected to initiate contact with applicants within three (3) business days of application submittal to initiate the applicant's case and eligibility review.
- viii. Disaster case managers will provide information about the Program in a timely manner including, but not limited to, explaining to applicants what their options are so that they may make an informed decision as to which solution to pursue. Disaster case managers must obtain all necessary documentation, which may include pre- construction pictures demonstrating damages and the pre- construction condition of elements identified for inclusion in the proposed project scope of work.
- ix. Disaster case managers will intake and process applications in accordance with Program requirements and standard business processes.
- x. Contractor must input applications into the approved system of record and

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allow for applicants or participants to view status and progress of their project.

- xi. Disaster case managers will verify the applicant eligibility criteria, including pre-disaster structure type, ownership, title, other property interests, occupancy, and household income, for each applicant and ensure compliance with all Program policies and procedures.
- xii. Disaster case managers will conduct applicant file research to verify eligibility by reviewing documentation provided by the applicant, obtained from public records and obtained through title reports (see below), as well as applicable state and federal regulations and Program policies.
- xiii. Disaster case managers will obtain an executed IRS form 4506-T from applicants and process the form through necessary channels to secure copy of filed tax returns.
- xiv. Once Contractor has all documentation from the applicant, Contractor will notify an applicant of their initial eligibility status within 30 days through the application portal.
- xv. Duplication of Benefits: Disaster case managers must complete a Duplication of Benefits analysis within 30 days of initial eligibility determination. Disaster case managers conducting a Duplication of Benefits analysis must review reliable data sources and verify all duplicative funds that were paid to the applicant for reimbursement of disaster related property losses, including, but not limited to: property and hazard insurance payments, any disaster related settlement funds for housing, Small Business Administration (SBA) loans as necessary, and the portion of any Federal Emergency Management Agency (FEMA) Individual (household) Assistance Payments received by applicants to compensate for real property losses. Contractor must deduct the amount of duplicative funds the applicant has received from the available award amount, depending on the Solution, in order to issue pre-awards within five (5) days of HCD's eligibility Quality Assurance/Quality Control (QA/QC) approval and again from the final grant amount in order to issue final awards and in accordance with CDBG-DR duplication of benefits requirements.
- xvi. Contractor and its case managers will incorporate the delivery of the pre-award site inspections, site-specific environmental work, damage inspection, cost to rebuild (square footage assessment) or necessary repairs in the allowable cost SOW to restore the home to HCD approved standards, in order to communicate these services to the applicants.
- xvii. Disaster case managers will calculate the amounts of assistance due to qualified applicants, prepare all documents related to the commitment and disbursement of this assistance by HCD, and forward this documentation to HCD.

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- xviii. Disaster case managers will obtain and verify all required calculation inputs. Disaster case managers will ensure that the grant calculations are entered in the system of record as required by HCD.
- xix. Disaster case managers will communicate with applicants regarding the status of their application, requests for additional information, or problems that may arise in conjunction with the application through the application portal
- xx. Disaster case managers will generate and issue pre-award documents, which must include an option to appeal within 90 days of notification, and schedule closings/acknowledgement of grant award meetings. Contractor, or its subcontractor, will execute an escrow agreement with the applicant within 30 days of pre-award acceptance.
- xxi. Disaster case managers will work with each applicant, HCD, and the escrow company (or companies) to execute an escrow agreement, as required, in the form provided by HCD.
- xxii. Disaster case managers will generate and issue final award documents, which must include an option to appeal within 90 days of notification, and schedule construction contract signing meeting. Contractor, or its subcontractor, will execute a construction contract with the applicant within 30 days of final award acceptance.
- xxiii. Disaster case managers will coordinate with applicants to resolve issues impacting previous and/or future grant disbursements.
- xxiv. Disaster case managers will document all communications with applicants regarding the status of their application and subsequent related processes, requests for additional information, or problems that may arise in conjunction with the application in the system of record.
- xxv. Disaster case managers will develop recommendations to ensure that applicants receive the most favorable benefit available.
- xxvi. Disaster case managers will advise participants of the following:
 - (1) How to understand and manage financial matters such as insurance payments, FEMA payments, outstanding secured loans, liens, etc.
 - (2) Coordinating with the construction management teams and/or contractors.
 - (3) Coordinating with Housing Counseling staff or subcontractors.
 - (4) Program policies regarding applicant and property eligibility, duplication of benefits requirements, escrow requirements, deed restriction, subrogation, and recapture.

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(5) Program sequencing and timeline.

(6) Other items as needed.

xxvii. Contractor will make available a mobile notary service to awarded applicants in order to obtain the signed program covenant and record the executed covenant with the applicable County Recorder's Office.

xxviii. Contractor will obtain full Title Reports, as necessary, to verify ownership at the time of the disaster, which is an eligibility requirement of the program.

xxix. Contractor will provide each eligible Solution 1 applicant at least one housing counseling session or course through a HUD-approved housing counseling agency. Sessions may be in-person or online. Contractor will be responsible for at least two (2) follow up contacts, as needed, to ensure that applicants receiving housing counseling complete their session and/or maintain application status as current.

xxx. After Certificate of Occupancy is received, disaster case managers will work with applicants to obtain NFIP premium policy documentation and verify they align with program policies before initiating payment. Contractor will pay insurance agents directly and request reimbursement from HCD.

d) Construction Management and MHU Services

- i. Contractor will provide design, pre-construction, engineering, and construction management staff and services, as outlined in this Agreement, and oversee licensed, bonded, and insured contractors throughout the construction process.
- ii. Contractor will incorporate the Construction Design-Build, Management Services into the operational plan, to include pre-award site inspections, cost to rebuild (square footage assessment), Work in Place (WIP) report, and the allowable costs in the SOW to restore the home to the HCD approved standards, for all applicants.
- iii. Under Solution 1, Contractor will support assigned disaster case manager(s) by providing information on model, house and floor plan designs and Program policy and procedures. Contractor will provide at least one home design selection meeting for each eligible applicant.
- iv. Contractor will provide complete turnkey construction services for Solution 1 Projects including, but not limited to, construction contractor selection, construction inspections, and contractor oversight throughout the construction process.
- v. Contractor will provide construction advisory services to Solution 2 applicants

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including, but not limited to: Pre-bid meeting; construction contractor selection; review and approval of bids; provide template contracts; draw inspections and sign-off of completed work.

- vi. For Solution 3, Contractor will verify that completed work meets Program requirements and determine if any additional work is needed. If additional work is needed, Contractor will provide construction contractors, construction inspections, and contractor oversight throughout the construction process.
 - vii. Contractor will be responsible for entering information and uploading documents related to these tasks in the system of record, as needed.
 - viii. Contractor will track and record Global Positioning System (GPS) coordinates for all inspections.
 - ix. Contractor will be responsible for ensuring applicant is provided with written schedules and progress updates.
- e) Initial Plan/Design Development and Review
- i. If requested by HCD, Contractor will submit to HCD, within 60 business days or as mutually agreed upon, up to 15 model/floor plans for two, three, and four-bedroom homes to be used under the Turnkey Solution. Each model will have up to three different front elevation options, as well as options in terms of paint colors, flooring, and finishes. Plans must have equivalent alternatives to ensure meet all accessibility requirements and Program requirements, including applicable provisions of the California Building Standards Code and federal, state, and local law. Contractor must document compliance with Title 24 of the California Building Standards Code, including all applicable codes for flood-prone areas, requirements for elevating structures a minimum of two (2) feet above Base Flood Elevation (BFE) or higher if required by locally adopted regulations known as Design Flood Elevation (DFE) to meet the required Federal Flood Risk Management Standard (FFRMS), and, if applicable, WUI requirements for ignition resistant construction under Title 24, Chapter 7A. If feasible, and as needed, Contractor will submit these plans to jurisdictions for master plan approval within 10 business days of approval by HCD.
 - ii. Contractor may also be directed to update existing program plans or future designed plan within thirty (30) business days following a written request from HCD.
- f) Pre-Construction Activities, Inspections, and Estimating
- i. Initial Damage Inspection/Site Visit: Contractor shall complete initial damage inspections within 30 days of eligibility determination. Contractor shall coordinate with the applicant and case manager to conduct a pre-award initial

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site inspection of each damaged dwelling to complete an initial damage inspection. Contractor will use this assessment to determine the cost to rebuild (square footage assessment) or the Estimated Cost to Repair (ECR) for use in the Construction Scope of Work to determine the approved construction solution and restore the home to the HCD approved standards. The inspection should also identify all environmental and site requirements necessary for final clearance and notice to proceed. The Construction Scope of Work, environmental review report, clearance, and other pertinent documents must be uploaded into the system of record for task delivery to be considered complete before commencement of construction activities. HCD will review and approve these documents including the grant award amount.

- ii. Contractor must use a Contractor provided, HUD approved, web-based, industry-standard construction job analysis, cost estimating software, and program policies and procedures to develop the Construction Scope of Work and maximum Construction Scope of Work calculation, inclusive of overhead and profit. Estimates will use the regional pricing tied to the home's physical address zip code. Scope of Work and site-specific factors, as well as reasonable timelines not otherwise stated for initiating and completing work, will be mutually agreed upon by the Contractor and HCD. HCD will not provide, own, or operate the software, nor will it be housed on HCD servers. Contractor must provide HCD with up to three (3) licenses for HCD staff use and access to the software for QA/QC purposes for the term of this Agreement.
- iii. Contractor will meet with and explain to the applicant, if needed, what work is eligible for the Program. The Contractor must coordinate with disaster case managers to obtain all necessary documentation, as defined by HCD, as evidence of disaster related damages. Any damages identified will be included in the ECR, which Contractor will use to determine the construction solution and associated Scope of Work.

g) Plan/Design Development and Review

- i. Contractor will prepare plans/design documents. Contractor must complete and receive HCD's approval of the plans/design documents for Solution 1 reconstruction or rehabilitation within 120 days of completion of the escrow process. Contractor must complete review of plans/design documents within 45 days of completion of HCD's eligibility compliance review for Solution 2 and 3.
- ii. The Contractor must review and approve design plans for rehabilitation and reconstruction to ensure compliance with all Program, federal, state, and local building standards and requirements.

h) Special Services

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- i. Contractor will conduct other surveys, inspections, and tests, as needed, including:
 - (1) Septic Inspection (with or without water onsite)
 - (2) Well Inspection
 - (3) Percolation/mantel test
 - (4) Geotechnical and compaction testing
 - (5) Topographic survey
 - (6) Boundary survey
 - (7) Record of survey
 - (8) Corner record survey
 - (9) Elevation Certificate (EC)
 - ii. Contractor will provide construction management services for special circumstances which may include, but are not limited to, septic design plans and well installations.
 - iii. Contractor must apply for a Letter of Map Amendment (LOMA) after the completion of elevation certification, ensuring all required documentation, including the EC, is submitted to FEMA for approval.
- i) Construction Management and Inspections During Construction.
- i. For Solution 1, Contractor must issue Notice to Proceed (NTP) within 90 days of executed construction contracts and commence work on each specific project within 15 days after permits and Notice to Proceed (NTP) are issued for the site, unless otherwise directed by HCD.
 - ii. Contractor will oversee licensed, bonded, and insured contractors throughout the construction process.
 - iii. The Contractor will perform construction activities necessary for project completion and/or monitor construction efforts and certify that work is done within the approved parameters of the Construction Scope of Work and pursuant to all applicable Program requirements.
 - iv. Contractor must conduct construction inspections for contractual draw requests for applicants participating in Solution 1 or Solution 2. The inspection schedule will be based on the Solution and construction schedules under Program policies and procedures and this Agreement, and/or as directed by

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HCD. Inspections will be conducted in accordance with Program policies and procedures and include a determination of percentage and level of work completed and whether the contractor(s) are meeting required milestones in a compliant manner. Inspections will also include a status report on mitigation measures (e.g., pre-mobilization, milestones completed, completion, site restoration) that describes any significant challenges, delays, or concerns with completing mitigation measures. Status reports will include photographs documenting progress and completion of each mitigation measure and such other documentation as HCD may require.

- v. Final Inspections: Contractor will conduct final inspections for all Solution 1 or Solution 2 rehabilitation and reconstruction projects when construction has been completed. The final inspection may include the collection of support documentation from applicants, such as Certificates of Occupancy. Contractor schedules post- installation final inspections for MHUs with HCD.
 - vi. For each reconstruction project under Solution 1 that is located in a designated-WUI, Contractor will ensure that the Scope of Work for Contractor's reconstruction activities under this Agreement includes all structural elements, buffer areas, minimum distancing of outbuildings and outdoor structures, landscaping, land clearing, and yard maintenance necessary for applicant to obtain, at a minimum, an Insurance Institute for Business & Home Safety (IBHS) Wildfire Prepared Home Base Designation Certificate. When Contractor completes the project, Contractor will apply for the Certificate on the applicant's behalf in coordination with the applicant and Wildfire Prepared Home Inspector. Contractor will fix any element of the project that disqualifies the project from certification. Contractor will pay all fees necessary for receiving the Certificate. The applicant will be responsible for maintaining the designation after receiving the initial certification.
- j) MHU Procurement, Rehabilitation, Site Preparation, and MHU Installation and Elevation

Contractor will perform all of the following:

- i. Conduct a site visit with the applicant to perform an inspection(s) to determine potential MHU location, if necessary, environmental issues, access and utility needs, and other site readiness needs.
- ii. If necessary, provide the applicant with proposed layouts, finishing options, and final pricing to determine the turnkey MHU replacement cost, including the cost of the MHU itself, delivery, installation costs, etc.
- iii. Obtain all permits and approvals for demolition, site work, setting and elevation of the new MHU (including any separately filed permits for applicable site work) and supply copies of progress reports and issuance of Certificate of Occupancy to the system of record.

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- iv. Provide construction management staff and services to carry out acquisition, delivery, and installation services for replacement MHUs from the manufacturer or staging area to the site of installation. This will include ensuring all required Department of Transportation hauling permits are obtained by the hauler.
 - v. Procure replacement MHUs, as needed, and oversee and procure contractors to prepare/stage the site to allow for the installation of the new MHU. Site work will include the removal of any obstructive landscaping, leveling of site, fill, or drainage modifications (including the installation of a driveway culvert, drainpipe and/or apron if required for the permit).
 - vi. Oversee and procure, as necessary, contractors to perform demolition, hauling, installation, and elevation and immobilization services for the MHU following delivery including, but not limited to, repairing or replacing footings, perimeter supports, piers, anchoring and skirting, completing stairs and landings (or handicap accessible ramps as required), handrails, guardrails, appliance connections, and connection to all utilities. All installation and immobilization services must comply with HUD MHU Home Installation Standards as required by 24 CFR Part 3285 and any more restrictive requirements in state or local building codes or imposed by specific park locations.
- k) Environmental Review Requirements
- i. Contractor will complete a Tier 2 site specific review ("Tier 2 review") for each project, including a Tier 2 Environmental Review Record ("Tier 2 report"), in the format provided by HCD, consistent with 24 CFR Part 58, the applicable Tier 1 Environmental Assessment, and related documents. Contractor must ensure that each Tier 2 review is completed and uploaded to the HCD system of record within 120 days or less from the date on which the escrow process is complete unless otherwise mutually agreed upon by HCD and the Contractor. Contractor's flat fee for each Tier 2 environmental review is all-inclusive and includes Contractor's travel costs, travel time, and all other expenses.
 - ii. For each Tier 2 review, Contractor will assign a Secretary of the Interior-qualified professional archaeologist to prepare and verify the level of effort and documentation to obtain Section 106 compliance. This may include evaluating the physical site location or using inspection report data or public records to complete an assessment of the parcel's architectural history and archaeology and responding to questions asked by the State Historic Preservation Officer (SHPO), HCD or other stakeholders on the submitted documentation.
 - iii. For each Tier 2 review, Contractor and/or its subcontractor will assign a qualified professional biologist to prepare and verify the level of effort and

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documentation required to obtain compliance with federal and state threatened and endangered species review requirements. Documentation may include, but is not limited to, accessing and reviewing the Information for Planning and Consultation (IPaC), California Natural Diversity Database (CNDDDB) and/or the California Native Plant Society (CNPS) databases to complete an assessment of the parcel's potential effect on state and federally protected species, developing mitigation measures if needed, and responding to questions asked by HCD or other stakeholders on the submitted assessment.

- iv. For each Tier 2 review, Contractor will assign each project an impact level of low, medium, or high and develop site-specific risk mitigation measures ("site-specific Tier 2 risk mitigation measures") to mitigate the project's environmental impact and cultural and historic resources impacts. Low-risk mitigation measures include, but are not limited to, preparing and implementing soil management plans, strategically placing erosion control infrastructure, or timing construction to avoid breeding animal seasons. Medium-risk mitigation measures are those needed to reduce the duration or intensity of impacts that cannot be avoided entirely and may include, but are not limited to, noise barriers to attenuate sound from nearby noise sources or remediation measures like installing a cap over contaminated soils to prevent potential exposures. High-risk mitigation measures are those needed to protect the health and safety of residents and workers and restore environmental damage from a project, such as installing a blast wall to protect residents from nearby explosive and flammable hazards, restoring damaged ecosystems, or environmental offsets, such as purchasing credits at a wetlands mitigation bank or photographic documentation of historical structures that will be demolished.
- v. Contractor will upload Tier 2 reviews for each project to the HCD system of record for Certifying Officer approval. Contractor will make any necessary revisions to Tier 2 reviews that the Certifying Officer may require. Contractor will ensure that no construction on a project commences before all environmental review requirements are completed and approved.
- vi. Contractor will prepare and issue any public notices that may be required by applicable federal, state, and local environmental laws before commencement of any onsite phase of construction. Costs of preparing and issuing public notices are part of the all-inclusive flat fee for Tier 2 environmental reviews and are not separately reimbursable.
- vii. Pursuant to the Federal Flood Risk Management Standard (FFRMS), Contractor will obtain elevation certificates for projects located on a floodplain to certify compliance with 44 CFR Part 9.
- viii. Contractor will liaise with agencies as necessary to facilitate environmental reviews and coordinate with oversight/regulatory agencies to obtain permits and/or certify compliance or resolve compliance issues. The Contractor must

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consult with all required reviewers and agencies regarding the receipt of all necessary documents and permits for compliance. This includes coordinating with the applicant, SHPO, and the California Native American Commission (NAHC), as needed, to resolve HUD Section 106 historic preservation review and requirements.

- ix. Contractor will complete initial screening and inspections of the property prior to work being done to assess the potential for lead-based paint and asbestos containing materials.
 - (1) The Contractor will be responsible for ensuring paint has been tested, properly disposed, abated, and/or cleared prior to commencement of construction of each project. All lead-based paint work must comply with Federal and state regulations. See 24 CFR Part 35, subparts B-R.
 - (2) Additional screening may be needed to determine extent and type of asbestos present. If any kind of renovation is being considered, Contractor must inspect structures for asbestos. If asbestos is found, Contractor must employ standardized California Occupational Safety and Health Administration (Cal-OSHA) regulatory approved practices to abate the asbestos hazard. Contractor will ensure that contract specifications and documents address these practices and include inspection, testing, removal and final clearance procedures that meet or exceed applicable health codes. Contractor must ensure compliance with all regulatory requirements applicable to worker exposure to asbestos, procedures for abating asbestos when a building undergoes rehabilitation, and disposal of asbestos containing materials.
 - (3) Contractor must ensure that all personnel conducting asbestos or lead testing and abatement work have all licenses and/or certifications required under law. Contractor must provide for a California licensed General Contractor (GC) to assess abatement needs and conduct any required abatement on existing structures on the project. The GC must work with the Construction Manager or abatement contractor on any demolition abatement work to assess whether the full structure should be demolished pursuant to hazardous waste requirements or if hazardous waste requirements will only apply to certain sections of the demolished structure.
- x. Contractor will perform all approved site-specific risk mitigation measures developed for the Tier 2 review. If Contractor determines that minor modifications, exceptions, or deviations from a mitigation measure or corrective actions (together, "changes") are necessary, Contractor will document the reasons for its determination and obtain HCD approval and all other applicable federal, state, or local approvals before implementing the change. Contractor will document implementation of the change and upload the documentation to the HCD system of record.

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- xi. Contractor must coordinate and consult with, and follow all guidance provided by HCD environmental officials. Contractor will include status reports on mitigation measures in inspection reports and monthly progress reports as required by sections 5.H.2.h.vii and 5.H.5.b.ii of this Agreement. No later than 45 days after all mitigation measures for a project are complete, Contractor will upload a post-action report that includes copies of field logs, associated field reports, photographs, drawings, permits, and such other information as HCD may require to appropriately document the completed mitigation measure in the project's Tier 2 report.
 - xii. Contractor must upload Tier 2 reviews, agency approvals, and all supporting documentation of compliance with environmental requirements to the system of record before task delivery is considered complete and construction commences. All documentation, inclusive of the calculated grant award amount, will be subject to HCD review and approval.
 - xiii. Contractor will complete state-mandated environmental review under the California Environmental Quality Act (CEQA) if a project constitutes a "project" under CEQA and cannot pass the CEQA ministerial test. Contractor will provide the appropriate level of review as needed for the program. Contractor must, if applicable, ensure that all CEQA reviews are completed within the same timeframes as the Tier 2 review. Contractor is expected to complete both reviews concurrently. For more information on CEQA requirements see: [CEQA Guidelines - Office of Land Use and Climate Innovation](#) or [CEQA: The California Environmental Quality Act - Office of Land Use and Climate Innovation](#).
 - xiv. Contractor will perform all other activities necessary to comply with 24 CFR Part 58 and CEQA requirements.
- l) Final Disposition/Inspection of Completed Construction:
- Contractor will work with the applicant, as necessary, to address any outstanding punch list items (final work items or deficiencies that need to be addressed before a construction project is considered complete). Contractor shall address punch list items within 14 business days, unless an alternate deadline is agreed upon by HCD.
- Contractor will complete all of the following for all Solution 1 and Solution 2 projects:
- i. Certificate of Occupancy:
 - (1) Solution 1: Contractor will complete the project to Certificate of Occupancy, including all construction management and general contractor activities necessary to complete the project for household occupancy.

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- (2) Solution 2: Contractor will confirm, in the role of construction manager, that the general contractor hired by the applicant, or the applicant acting as an owner-builder as defined by the Contractors State License Board, has completed the project to Certificate of Occupancy.
- ii. Final NEPA Environment Review Record: Contractor will complete the written environmental review record or file, NEPA clearance and CEQA clearance (if required), subject to HCD's final review and approval;
 - iii. Contractor will verify that the project passes all required state and local permit inspections;
 - iv. Contractor will execute the repair/reconstruction warranty; and
 - v. Contractor, applicant, and the HCD Contract Manager and Section Chief, or their designees, will certify that work is complete pursuant to the applicant construction contract and program requirements.

Solution 3: Contractor will confirm that the work performed by the owner receives a Certificate of Occupancy. If any additional work is needed to meet minimum program standards, it must be completed to meet the requirements for a Certificate of Occupancy.

m) Escrow Services

- i. Contractor will execute escrow agreements with applicants, as required, in the form provided or approved by HCD.
- ii. Contractor will establish Federal Deposit Insurance Corporation (FDIC) insured escrow accounts for program participants required to contribute funds towards the construction activities. Program participant escrow funds must be deposited into a non-interest-bearing escrow account with a federally insured bank. Contractor will establish accounts within 24 hours of receipt of a signed escrow agreement from the applicant. The account must remain open until all progress draws against escrow funds for eligible work have completely deleted the balance of funds in the escrow account.
- iii. Within five (5) business days of the Escrow Agent's receipt of a written request for the release of funds with corresponding payment instructions, the escrow agent must disburse escrow funds to Contractor directly.
- iv. Contractor will be required to manage, close, and process escrow accounts including, but not limited to, collections, transactions, disbursements, monitoring, and reporting.
- v. Contractor will coordinate with the State and the contracted escrow company (or companies). The Contract Manager, or designee, will support in the review

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of invoices and determination of appropriate funding sources. Escrow funds must be disbursed prior to a draw request of CDBG-DR funds.

- vi. Disbursements: The number of disbursements from escrow funds must at least equal the total number of accounts created, and disbursements must be processed according to project drawdown requirements.
- vii. All funds must be accounted for through the approved system of record and the escrow account.

3) Task 3 – Accounting

Contractor will perform the following accounting activities in accordance with all applicable Program requirements, federal, state, and local law and regulations, and this Agreement:

- a) Track and complete inventory of all items purchased with Program funds or provided by the State.
- b) Set up a profile in and use the HCD Grants Network (Grant Management System) to manage this Agreement and submit invoices for payment and monthly activity reports. HCD will provide training to Contractor on this system.
- c) Contractor will account for and reconcile all funds that are:
 - i. Requested and received from the State;
 - ii. Disbursed to applicants, contractors, and subcontractors;
 - iii. In process or in suspension;
 - iv. Returned by applicants and their insurance; companies to the Program (through the insurance subrogation process);
 - v. Returned as a result of grant recapture;
 - vi. Returned by applicants and recipients who decide to no longer participate in the Program;
 - vii. In escrow accounts;
- d) Account for all funds in the HCD-approved system of record.
- e) Administer the collection and processing of insurance subrogation funds; review and account for subrogation funds according to the Program policies and procedures; and record the subrogated funds in the applicable system of record.
- f) Provide reconciliation reports and other schedules and reports to the HCD

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Contract Manager on a prescribed periodic basis established by HCD, via email.

- g) Provide HCD with activity, financial, and progress reports as required to support billing for services and preparation of reports for State monitoring agencies and HUD.
- h) Execute disbursement and draw requests according to Program policies, which at a high level include:
 - i. Notify the State of application approval and coordinate with HCD for final approval.
 - ii. Address questions and issues related to each applicant's disbursement.
 - iii. Coordinate funding requests with HCD.
 - iv. Process and approve payments
 - v. Record and document all payments through Electronic Funds Transfer (EFT) confirmations or cleared checks.

4) Task 4 - Recordkeeping and Document Management

Contractor must perform all of the following:

- a) Retain and maintain records for at least five (5) years, starting from the closeout of the grant. Contractor must make all records available to HCD upon request.
- b) Store and retrieve applicant documents, applicant-related emails, written correspondence, training material, decision logs, and Program policy and procedures (along with information leading up to the policy and procedures decisions) in an electronic environment for quick retrieval according to State and Federal guidelines for record retention. All documents and materials are HCD's property.
- c) Process, scan and upload documentation into the respective system of record and/or a virtual location to be determined by HCD. This may include documentation for existing applications and any other documentation resulting from quality assurance reviews.
- d) During all phases of a project, Contractor must maintain copies of all documents and construction reviews. The project files must be well organized and indexed for easy access. These documents include:
 - i. Studies
 - ii. Formal design submissions

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- iii. Corresponding design review reports
 - iv. Minutes from formal design meetings
 - v. Final cost estimate
 - vi. Modifications to the Construction Scope of Work
 - vii. Documentation of clarifications and decisions
 - viii. General Correspondence
 - ix. Other records and documents as required by HUD for CDBG-DR funded projects, and other records in a format and storage location acceptable to HCD for a duration of time that is compliant with CDBG requirements.
- e) Have in place and maintain fiscal and accounting policies and procedures, internal anti-fraud, waste, abuse, and quality control processes, and perform process management, file review, reporting and document management, as required, for the following:
- i. Internal and external monitoring and audits (federal, State and Legislative).
 - ii. Ad hoc requests and analytic outlier reports.
 - iii. Potential fraud investigations.
 - iv. Responses to public record request(s), subpoenas, and prosecutorial support.
 - v. Report findings to HCD.
- f) Perform periodic file inventory.
- g) Perform mail intake services.
- h) Close out files for all applications and closed transactions, including electronic files related to all stages of processing applications from the Program.
- 5) Task 5 – Reporting
- a) Ad Hoc Reporting Support: As requested, Contractor will provide the HCD Contract Manager or other HCD staff, with status, applicant data (e.g., demographic, income, location, housing type, disability status, language, escrow and award amounts, eligibility, intake and processing times (including ineligible and withdrawn reasons), activity, financial, outcome, or progress information or reports within two (2) business days as required to support billing for services or related to project milestones, for preparation of reports for State monitoring agencies and HUD, and for internal and external information or public records

EXHIBIT A

requests. Contractor should expect up to four (4) ad hoc requests per year and expect ongoing multi-day coordination with HCD and data gathering and preparation as needed to complete the task.

b) Progress Reporting

- i. Contractor will provide in writing or as otherwise directed by HCD, at minimum, a weekly report, consisting of the week's progress and aging plus:
 - (1) Performance, inventory, staffing levels and status throughout the process.
 - (2) Charts and maps of designated areas as requested by HCD.
 - (3) Summary of the week's major milestones (planned and actual).
 - (4) Case management/file status, including amount of time each application was or has been open and staff time spent on each application file.
 - (5) Pipeline status and aging including but not limited to:
 1. Construction status including files awaiting permits, construction completed, underway, and planned.
 2. Status of escrow accounts.
 3. Status of environmental reviews.
 4. Status of NFIP insurance premium payouts.
 - (6) Outreach and equity metrics, benchmarks, and outcomes.
 - (7) Significant issues, problems and questions resolved and pending, including recommendations for resolution.
 - (8) Minutes of meetings held during the week.
 - (9) Other information requested by HCD.
- ii. Contractor will provide in writing or as otherwise directed by HCD, at minimum, monthly progress reports. Reports shall describe and summarize the activities and progress of the month, highlighting areas of concern, and making recommendations for corrective action. These reports must include at minimum:
 - (1) Master Program schedule, with updates and revisions.
 - (2) Key milestones achieved, including a discussion of issues affecting the schedule.
 - (3) Beneficiary data for completed files.

EXHIBIT A

- (4) Status of work orders and inspections, including deficiencies identified and status of corrective actions.
 - (5) Status of mitigation measures for each project, including any implementation or monitoring of mitigation measures after the dwelling is completed.
 - (6) Significant issues, problems and questions resolved and pending, including recommendations for resolution.
 - (7) Monthly progress photos.
 - (8) A look ahead to next month's activities.
 - (9) A cost summary, covering base contracts, contract modifications, claims, and other cost issues.
 - (10) Other related information as requested or required by HUD or HCD.
- c) Section 3 Quarterly Reporting in accordance with program requirements and the requirements of this agreement and HCD-approved Section 3 plan.
 - d) Final Reports
 - i. Contractor will provide a written final report for the outcomes of all applicants served, as well as summary dashboards to indicate hard metrics of results achieved with the funding provided.
 - ii. Contractor will provide final program activity, financial reports and progress reports to the HCD Contract Manager.
<http://www.federalregister.gov/documents/2007/01/22/07->

6. Acceptance Criteria or Rejection of Contractor Deliverables

The HCD Contract Manager will determine whether each deliverable is satisfactorily rendered, implemented, tested, and delivered, in accordance with the deliverables outlined herein and Contractor Deliverables Schedule to be provided by HCD and mutually agreed upon by HCD and Contractor.

- A. Under this Agreement the Contractor's successful performance of the responsibilities identified in each deliverable will constitute completion of the work required.
- B. The costs related to re-work of work products not performed in accordance with the terms of this Agreement and HCD standards will be costs of the Contractor and will not be billed to HCD or paid by HCD.
- C. Acceptance criteria will consist of the following:

EXHIBIT A

1) Performance and timeliness of all tasks will be monitored by the Contract Manager or designee via the submission of Contractor's weekly and monthly progress reports.

2) All deliverables must be provided in a format that meets HCD standards.

D. Should the Contract Manager determine that any deliverable provided by Contractor fails to meet minimum timelines, conditions, requirements, or other applicable standards, specifications, or guidelines under this Exhibit A, Scope of Work, the following resolution process will be employed:

- 1) Within five (5) business days after the Contractor provides written notice that a deliverable(s) has been completed and is submitted for the Contract Manager's acceptance, the Contract Manager will notify Contractor in writing of the reasons why the deliverable(s) cannot be accepted.
- 2) Within five (5) business days after notification from the Contract Manager, Contractor will respond to the Contract Manager by submitting a detailed explanation describing precisely how the identified services and/or products adhere to and satisfy all applicable requirements; and/or will submit a proposed corrective action plan to address the specific inadequacies and/or failures in the identified services and/or products. Failure by the Contractor to respond to the Contract Manager's notification within five (5) business days may result in immediate contract termination. In the event of such termination, HCD will pay all amounts due to Contractor for all work accepted prior to termination.
- 3) Within five (5) business days after receipt of Contractor's detailed explanation and/or proposed corrective action plan, the Contract Manager will notify Contractor in writing whether HCD accepts or rejects the explanations and/or plans. If the Contract Manager rejects the explanations and/or plans, Contractor will be subject to a \$200 non-compliance fee per day per deliverable explanation/plan that was rejected until all rejected deliverable explanations/plans are accepted by the Contract Manager in writing. All non-compliance fees will be credited to HCD in the Contractor's subsequent invoice(s) (Financial Report(s)).
- 4) Upon the Contract Manager's acceptance of a corrective action plan, Contractor and the Contract Manager or designee will mutually agree when Contractor can implement the corrective action plan.

7. Data Breach

In the event of a breach of personal information, Contractor will notify impacted individuals of the breach or unauthorized use or disclosure when notification is required under state or federal law, as determined by HCD. If the breach is not the fault of the State or any person or entity under the control of the State, Contractor will bear any and all costs associated with the State's notification obligations and other obligations set forth in Civil Code section 1798.29(d), including the cost of credit monitoring.

EXHIBIT A

Notifications will comply with the requirements set forth in SIMM 5340-A, SIMM 5340-C, and, if applicable, 42 U.S.C. 17932 and its implementing regulations, including, but not limited to, the requirement that the notifications be made without unreasonable delay.

Barring exceptional circumstances determined by HCD pursuant to SIMM 5340-C division V.C, notification should not exceed ten (10) calendar days. The HCD Contract Manager, the HCD Privacy Officer, and the HCD Information Security Officer will approve the time, manner and content of any such notifications and their review and approval must be obtained before the notifications are made.

8. Prevailing Wage

The term "prevailing wage rate" means the rate paid to a majority of workmen engaged in the particular craft, classification or type of work within the locality if a majority of such workmen be paid at a single rate; if there be no single rate being paid to a majority, then the rate being paid the greater number. Upon written request wage rates prevailing at the particular point in time will be furnished for information purposes only.

The Contractor agrees that when providing services all employees engaged to perform work resulting from this Agreement shall be paid Prevailing Wage as applicable at the rate and classification set by the Department of Industrial Relations (DIR). Refer to DIR website: <http://www.dir.ca.gov>.

9. Amendments

- A. As mutually agreed upon, the parties may amend this Agreement at any time during this Agreement term, should it become necessary to complete the agreed upon Work and upon approval by DGS where applicable.
- B. As mutually agreed upon, the parties may amend this Agreement to add additional funds for the same services at the same or lower rates than originally evaluated and considered.
- C. All Amendments will be completed utilizing the STD 213A and replacing applicable exhibits in their entirety.

MARION MCFADDEN, J.D.

Executive in Charge

Years of Experience: 24+ Years in Emergency Management and Disaster Recovery



PROFESSIONAL QUALIFICATIONS

Ms. McFadden is a strategic, collaborative problem-solver compelled by everyday community challenges and catastrophic disasters. In her role as Principal Deputy Assistant Secretary for Community Planning and Development at U.S. Department of Housing and Urban Development (HUD), she was appointed by President Biden to lead teams in more than 40 offices across the nation, administering a total grant portfolio of more than \$60 billion, spanning more than two dozen programs. Ms. McFadden is adept at developing and implementing strategic policies designed to enable communities to recover from disasters, increase the housing supply, and stimulate capital flow to small businesses. She is also dedicated to reversing climate change, promoting resilience, and ending homelessness.

RELEVANT EXPERIENCE

IEM, 2024-Present

Vice President of Disaster Recovery, 2024-Present

- Spearheads IEM's recovery initiatives, driving innovative strategies and impactful solutions to help communities rebuild stronger, safer, and more resilient after disasters.
- Manages and provides policy and implementation guidance for CDBG DR/MIT deliveries.
- Works with agency leadership and teams to deploy innovative solutions that distribute disaster recovery funds quickly, compliantly, and cost-effectively.

U.S. Department of Housing and Urban Development (HUD), 2022-2024

Principal Deputy Assistant Secretary for Community Planning and Development, 2022-2024

- Appointed by President Joe Biden to lead a 900+ person team in 44 offices nationwide, administering a total grant portfolio of more than \$60 billion across 22 programs.
- Oversaw an operational budget of \$168 million. Directly managed a team of five senior executives, three advisors, and one administrative professional.
- Set policy and strategy to enable recovery from disasters, increase housing supply, accelerate the flow of capital to small businesses, reverse climate change, promote resilience, and end homelessness.
- Sought public feedback and shepherded the single largest package of changes to the CDBG-DR program in its 30-year history (to be published late December 2024).
- Set new environmental policies to ensure properties assisted or insured by HUD are healthy, prepared for foreseeable flooding, and energy efficient, with household energy savings of \$950 per year and annual carbon emissions reductions equivalent to taking 46,000 cars off the road.

Enterprise Community Partners, 2016-2022

Senior Vice President for Public Policy/Senior Advisor for Resilience, 2018-2022

Vice President for Public Policy, 2016-2018

- Set organizational policy priorities and led the nation's largest affordable housing policy team, advocating at the federal, state, and local levels – resulting in the enactment of more than 150 bills and bond issuances to benefit low-income residents, including a more than 40% increase in the New Markets Tax Credit.
- Advised Rep. Ann Wagner and Sen. Brian Schatz on bills to make HUD's disaster recovery program permanent, leading to the passage of a House bill twice with robust bipartisan support and the introduction of a bipartisan Senate bill.
- Provided HUD-directed technical assistance to the City of Houston after Hurricane Harvey.
- Co-developed an entrepreneurial disaster recovery accelerator with Morgan Stanley, harnessing private funds to stimulate economies waiting for long-term recovery grant funding from HUD.

U.S. Department of Housing and Urban Development (HUD), 2000-2016***Deputy Assistant Secretary for Grant Programs, Office of Community Planning and Development, 2000-2016***

- Administered \$5.5 billion in annual grants and loan guarantees and \$30 billion in supplemental grants for affordable housing and community development.
- Led the \$1 billion National Disaster Resilience Competition, partnering with The Rockefeller Foundation and community foundations on a \$9+ million private investment in technical assistance to strengthen jurisdictions' capacity and interest in disaster resilience so that the application process itself (and not just grants for the winners) provided tangible benefits to all applicants.

Chief Operating Officer/Acting Executive Director/Senior Advisor to the Secretary, Hurricane Sandy Rebuilding Task Force, 2013-2014

- Served as HUD's lead on Hurricane Sandy recovery, managing high-stakes relationships across all levels of government and with individuals affected by the storm.
- Co-founded and led the implementation of the global Rebuild by Design competition, which CNN.com named the first of the ten best ideas of 2013.
- Facilitated HUD's largest-ever fair housing settlement, creating 7,000 new homes.
- Advised Task Force Chair & HUD Secretary Shaun Donovan on matters of policy, operations, strategy, and law related to the coordination of a \$50 billion multi-agency investment in recovery.
- Negotiated an interagency agreement with Federal Emergency Management Agency (FEMA) for a \$6 million operating budget.

Office of General Counsel, Progressive Program Counsel Responsibility and Positions, 2012**EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING**

- J.D., Howard University School of Law, Magna Cum Laude, 2000
- B.A., English and American Literature, Northwestern University, 1994

DEBRA SMITH, Ph.D.

Primary Point of Contact/Program Manager

Years of Experience: 25+ Years in Program/Project Management and Disaster Recovery



PROFESSIONAL QUALIFICATIONS

Dr. Smith has over 25 years of diverse program and project management experience with 18 years focused on CDBG-DR housing programs, where she has honed her skills in program implementation, grants management, policy research and interpretation, regulatory compliance, and qualitative analysis. As Director of Disaster Recovery and U.S. Department of Housing and Urban Development (HUD) Technical Assistance (TA) Services at IEM, Debra has demonstrated expertise in mentoring new talent, process and operational analysis and improvements, and federal program management.

RELEVANT EXPERIENCE

Company, 2015-Present

Program Manager, HUD Community Compass Technical Assistance Program, 2016-Present

- Direct the administrative and TA activities of eight HUD Community Compass Technical Assistance program awards totaling \$3.5M.
- Guided the successful implementation of 19 TA engagements for Public Housing Authorities and CDBG-DR grantees across the United States.
- Oversee required HUD submissions, subcontractor and services procurement, staff training, work plan and budget development, DRGR quarterly reporting, and communications with HUD contract managers and grantees.

Program Manager, Virginia Homeowner Assistance Fund (HAF), VA Housing, 2021-2025

- Managed program implementation and disbursement of \$236 million in mortgage and housing expense assistance to low-income and socially disadvantaged homeowners facing delinquency due to financial hardships related to COVID-19.
- Ensured program operations followed guidelines established by the U.S. Treasury and VA Housing, including financial management, outreach and community engagement, customer service, case management, reporting, quality control and monitoring.
- Disbursed over \$157 million (71% of available funds) within 18 months of full program launch.

Program Manager, New Jersey Reconstruction, Rehabilitation, Elevation, and Mitigation (RREM/LMI) Program, New Jersey Department of Community Affairs, 2017-2023

- Managed the CDBG-DR program to provide construction management advisory and support services post-Superstorm Sandy and assist 1,261 delayed homeowners with completing construction and obtaining Certificates of Occupancy.
- Worked with homeowners to compile documentation and reviewed and processed 1,640 payment requests totaling \$30,878,787.73 in disbursements.
- Led the Program Management Office (PMO) responsible for program training and monitoring, policy development, data analytics, and reporting.

CDBG-DR Policy Lead, New York City Housing Authority (NYCHA) Sandy Program Unit (SPU), Office of Recovery and Resilience, 2016-2017

- Provided policy and compliance oversight for NYCHA's CDBG-DR Hurricane Sandy award, including Section 3 compliance, community outreach, construction management, design, data reporting and finance.
- Successfully coordinated SPU activities related to HUD, HUD Office of Inspector General (OIG) and Federal Emergency Management Agency (FEMA) OIG monitoring engagements, audits, and compliance reviews.
- Stood up and supervised document assistant and PII redaction team.

Project Manager, Health and Hospital Corporation Recovery and Resilience Program, New York City Economic Development Corp. (EDC), 2016

- Provided project management services for the rehabilitation of four Sandy-damaged hospitals.
- Conducted overall budget tracking across all projects and funding sources, including FEMA 428 (\$1.50B), FEMA 404 (\$2.7M), and CDBG-DR (\$28M) awards.
- Assisted construction managers with tracking and management of pre-scoping and project estimates and ensured accurate budget reporting.

Project Manager, New York Rising Housing Recovery Program, State of New York Governor's Office of Storm Recovery (GOSR), 2015-2016

- Supervised and provided leadership to a team of 16 case managers, administrative assistants, quality control specialists and construction technical assistants responsible for customer service, applicant intake and guidance, case processing and closeout of 1,870 CDBG-DR home repair and restoration cases.
- Supervised and provided leadership to 9 Resolution team members who processed homeowner appeals, demonstrable hardships, clarification cases, and elected official Rapid Response tickets.
- Provided overall management support by creating and implementing housing project plans, participating in client meetings, conducting staff development and training activities, coordinating construction and case management integration, and overseeing service center functions.

Mississippi Development Authority, 2007-2014***Program and Grants Manager, 2007-2014***

- Performed program development and grants management for Katrina CDBG-DR Long Term Workforce Housing (LTWH) (\$350M), Community Revitalization (CR) (\$13M), and the Homeowner Assistance Program – HAP2 (\$6M).
- Initiated, managed, and closed out 32 LTWH and 22 CR infrastructure subrecipient projects with budgets totaling \$139 million, including the award-winning City of Gulfport project.
- Collaborated with the compliance team to monitor sub-recipient activities for federal regulatory and program policy compliance, including Section 3, Davis Bacon, National Objective requirements, and environmental clearance.
- Conducted all data collection and reporting for MS CDBG-DR housing recovery and community revitalization programs in the federal Disaster Recovery Grant Reporting (DRGR) system.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- Ph.D., Public Health, Walden University, 2018
- M.S., Management, Belhaven College, 2009
- B.S., Chemistry, Tougaloo College, 1987

VICTORIA JASIECKI

Deputy Program Manager

Years of Experience: 18+ Years in Disaster Recovery and Project Management



PROFESSIONAL QUALIFICATIONS

Ms. Jasiecki has more than 18 years of experience in demanding, trust-driven customer and client-facing roles. Her work has straddled federal grant programs, finance, and technology in both professional consulting and retail environments. She has extensive project management skills and specializes in translating complex policies and procedures into clear, actionable processes and operations. Throughout her project management experience, Ms. Jasiecki has successfully administered over \$300 million in federal funding.

RELEVANT EXPERIENCE

IEM, 2018-Present

Software Tester for HousingIQ™ and RebatelQ™, Product Management, Digital Modernization,

2025-Present

- Review and test housing program software requirements, specifications, and the technical design throughout development.
- Log functional and regression testing results using Zephyr and bug tickets in the Jira ticketing system, and provide training on the systems and testing duties to new testers.
- Develop internal User Guides for HousingIQ™ workflows.

Project Manager, HUD Community Compass Technical Assistance Program, 2020-Present

- Manage teams of subject matter experts who provide technical assistance, capacity building, and needs assessments for HUD grantees and provide training to new project managers.
- Create and maintain workplans, budgets, policies, and procedure documents in accordance with HUD Community Compass guidelines and regulations.
- Develop quarterly progress reports in DRGR on technical assistance work plans, administrative, and coordination program awards.

Payment and Data Coordination Manager, Virginia Mortgage Relief Program (VAHAF), 2022-2025

- Monitored a team of 25 Payment and Data Coordinators who administered the disbursement of over \$236 million on behalf of 12,612 homeowners, including managing over \$800,000 in gap funds paid by program applicants.
- Oversaw the establishment of collaboration agreements and partnerships with 464 mortgage servicers and over 900 tax authorities, insurance companies, and homeowner associations to exchange applicant and account data and transfer payments.
- Collaborated with the IEM accounting team to complete the system to accounting bank record reconciliation by reviewing payment requests to ensure accuracy and reconciling each file for program closeout.
- Created policy & procedures in alignment with Department of Treasury guidelines, Federal mortgage servicing regulations, and VH policies, which required an understanding of bankruptcy, foreclosures, tax sales, and claims for excess foreclosure proceeds.

Program Manager, Fayetteville and Cumberland County, North Carolina, Emergency Rental Assistance Program (ERAP), 2021-2022

- Managed and administered the ARPA-funded program to provide 2,500 applicants, including renters and landlords, with over \$14 million in COVID-19 relief assistance.
- Supervised case management, QA/QC, and payment processing staff to ensure files were reviewed and paid in a timely manner with 0.5% error rates.

- Created policy & procedures in alignment with Department of Treasury guidelines and client requests, and worked with city and county stakeholders on policy and escalations.
- Trained and managed local Department of Social Services staff to help with intake of applications and case management, and coordinated with local community partners for community outreach.

Payments Team Lead, New Jersey Reconstruction Rehabilitation, Elevation and Mitigation (RREM) and Low-to-Moderate Income (LMI) CDBG-DR Program, 2018-2021

- Managed the payments team that reviewed, processed, and QC'd \$30.9 million in homeowner draw requests and performed contractor validations for the rehabilitation or reconstruction of homes damaged by Hurricane Sandy.
- Coordinated with the NJ Department of Community Affairs, housing advisors, and construction project managers on policy changes, escalated cases, and the resolution of complex payment request issues.
- Created policy & procedures for the Payment Request team and the client, including development of the new Supplemental Funding process that was implemented for the most difficult to close files.

APTIM, 2015-2018

Community Outreach Coordinator, 2015-2018

- Assisted homeowners at NJ DCA-held outreach events to answer questions and concerns regarding RREM or LMI CDBG-DR projects.
- Ensured homeowners were submitting proper documentation and eligible invoices to process their payment requests and filed incoming documents appropriately for PII protection.
- Assisted homeowners who were experiencing escalations and resolved any outstanding issues with their payments.

Apple, Inc., 2008-2015

Genius Administrator and Family Room Specialist, 2008-2015

- Managed a team of 25 technicians, prioritizing the repair queue to meet repair turnaround requirements and organizing schedules and team tasks to maximize productivity.
- QA/QC inventory team data to resolve any variances in their shipments of service parts.
- Handled customer escalations effectively and provided one-on-one training to customers, teaching them how to use their Apple products and software.

TD Bank, 2006-2008

Bank Teller, 2006-2008

- Oversaw the secure and efficient monetary shipment of funds for the bank, ensuring compliance with regulatory guidelines and maintaining the integrity of all financial transactions throughout the process.
- Found & resolved discrepancies with tellers, vault, and ATM for Branch proof.
- Provided exemplary customer care to customers regarding their banking issues and trained new employees.

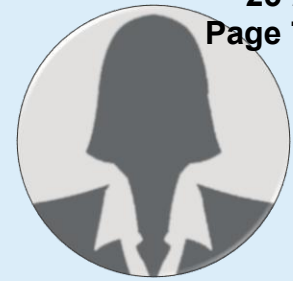
EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- B.A., Sociology, Kean University, 2010
- CDBG-DR, FEMA IS-40
- Lean Six Sigma White Belt
- Lean Six Sigma Yellow Belt
- IEM Elevate Leadership Program

MELANIE FISHER

Compliance and Appeals Specialist

Years of Experience: 5+ Years in Housing Programs, Compliance, and Grant Management



PROFESSIONAL QUALIFICATIONS

Ms. Fisher has over five years of experience in the United States (U.S.) Department of Housing and Urban Development (HUD), housing programs, federal Native American programs, grant management, program evaluation, project management, policy implementation, and community development.

RELEVANT EXPERIENCE

United States Department of Housing and Urban Development (HUD), 2022-Present *Grants Evaluation Specialist, Public and Indian Housing*, 2022-Present

- Lead compliance assessments and performance monitoring for grants funded under IHBG, IHBG-CARES, and IHBG-ARP, ensuring alignment with HUD and ONAP (Office of Native American Programs) objectives.
- Conduct targeted risk assessments and follow-up evaluations of Tribally Designated Housing Entities (TDHEs), with a focus on regulatory compliance and grant performance trends.
- Deliver technical assistance and capacity-building support to subrecipients to enhance grant implementation and reporting effectiveness.
- Advise Division leadership on policy effectiveness and recommend adjustments to address programmatic and tribal community needs.
- Monitor grant-funded projects involving mobile homes, single-family homes, and multi-unit housing developments, including new construction and rehabilitation efforts.
- Oversee compliance for housing rehabilitation initiatives aimed at preserving affordable housing stock and improving living conditions across tribal communities.

Grants Management Specialist, 2021-2022

- Managed subrecipient oversight and technical support for HUD's IHBG-ARP and IHBG-CARES programs, assisting tribal partners in budget planning, procurement compliance, and documentation submission.
- Participated in government technical evaluation panels and cost estimation for grant-related solicitations.
- Reviewed subrecipient reimbursement requests, procurement actions, and project documentation to ensure consistency with federal grant terms and award conditions.
- Facilitated project meetings with tribal housing authorities to track progress, resolve administrative issues, and ensure timely fund disbursement.
- Provided guidance and oversight for grant-funded housing projects, including mobile homes, single-family homes, and multi-unit residences.
- Supported the rehabilitation of existing housing units to address safety, accessibility, and habitability standards in accordance with HUD regulations.

U.S. Department of Commerce, 2020-2021

Disaster Economic Development Specialist, Economic Development and Administration, 2020-2021

- Evaluated and monitored federally funded grant investments under CDBG, CDBG-DR, and disaster-recovery appropriations aligned with EDA's strategic funding priorities.
- Advised stakeholders on eligibility, federal compliance, and performance benchmarks, conducting desk reviews and site visits as part of grant oversight.
- Prepared and reviewed award documents, securing legal, environmental, and programmatic approvals prior to disbursement.
- Supported closeout procedures by reviewing final reports and ensuring adherence to grant terms and applicable regulations.

The Asia Foundation, 2021***Junior Associate, Environmental and Climate Change Unit, 2021***

- Created marketing and outreach materials, including capacity statements and project highlights, to showcase environmental program impacts and attract funding.
- Enhanced the Foundation's digital presence by managing environmental content for the organization's website and social media channels.
- Conducted competitor research on regional organizations working in natural resource management, disaster risk reduction, and climate resilience to inform strategic positioning.
- Contributed to cross-functional project planning and communications to support ongoing climate and sustainability initiatives.

Prairie View A&M University, 2018-2019***Community and Economic Development Extension Agent, Cooperative Extension, 2018-2019***

- Led community-focused development projects from planning to implementation, including needs assessments, outcome planning, and performance reporting.
- Managed multiple concurrent projects targeting youth development, small business support, and community education—ensuring alignment with state and county goals.
- Planned and executed educational programs and technical assistance in collaboration with local committees, volunteer leaders, and regional stakeholders.
- Designed and implemented evaluation strategies to measure program impact, identify improvement areas, and report measurable results.

U.S. Peace Corps, 2017-2018***Agriculture Extension Volunteer, 2017-2018***

- Managed the planning and execution of agricultural and business development projects in collaboration with local farmers and community leaders.
- Oversaw the full project cycle—including design, training, implementation, and monitoring—for initiatives promoting composting, green manure, and other sustainable farming techniques.

Kelly Educational Staffing, 2015-2017***Substitute Teacher, 2015-2017***

- Managed classroom dynamics and promoted a respectful, inclusive learning environment across a diverse range of student populations, including low-income communities.
- Encouraged critical thinking and fostered the development of positive academic and behavioral habits.

Make-A-Wish Foundation, 2015***Development Intern, 2015***

- Increased public awareness of Make-A-Wish initiatives by crafting press releases, wish stories, event announcements, and enhancing outreach and improving donor/volunteer engagement processes.
- Coordinated with media outlets to promote events and secure coverage, boosting visibility and donor engagement.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- M.S., Global Studies and International Development, Northeastern University, 2022
- B.S., Community Development, Texas A&M University, 2015



KERA PACKAGE

CDBG-DR Policy Advisor

Years of Experience: 15+ Years in Policy, Communications, and Operations

PROFESSIONAL QUALIFICATIONS

Ms. Package is a dedicated professional with more than 15 years of leadership experience across federal, nonprofit, and private sector organizations. As Chief of Staff for the U.S. Department of Housing and Urban Development's (HUD) Office of Community Planning and Development, she played a key role in budget formation, policy development, regulatory reform, and operational improvements. Through the White House Interagency Policy Committee for Housing Supply, Ms. Package was tasked with updating the Community Development Block Grant (CDBG) guidance to clarify and elevate how federal funds can spur housing innovation and support resilient building practices.

Ms. Package has developed training for HUD's field offices and external stakeholders on best practices for using CDBG funding to boost the housing supply. Ms. Package has designed two first-of-their-kind competitive grant programs built on the CDBG framework: \$235M PRICE Competition for manufactured housing communities and \$185 Million PRO Housing Competition. Ms. Package has managed Notice of Funding Availability (NOFA) development, competition launch, application review, and grant awards. As Deputy Assistant Secretary for Grant Programs, she oversaw the Office of Disaster Recovery, responsible for HUD's \$111 billion Community Development Block Grant - Disaster Recovery (CDBG-DR) portfolio and the publication of the recent Universal Notice.

RELEVANT EXPERIENCE

IEM, 2025-Present

Director, Disaster Recovery, 2025-Present

- Supports IEM's Disaster Recovery Sector by providing subject matter expertise on CDBG-DR funding and requirements, operational strategy, policy, program design, and proposal development.

U.S. Department of Housing and Urban Development, 2024-2025

Deputy Assistant Secretary for Grant Programs, 2024-2025

- Appointed by the Biden-Harris Administration to lead a 200+ person team, overseeing a grant portfolio of nearly \$5 billion annually across 1,200 grantees, \$10 billion in supplemental funding for pandemic recovery, and the Office of Disaster Recovery - responsible for \$111 billion in disaster recovery and mitigation grants across 200+ grantees.
- Directly managed four senior executives, responsible for the Department's environmental and energy policies and affordable housing, community development, and disaster recovery grant programs.
- Administered two groundbreaking competitive grant programs, investing \$185 million to reduce barriers to affordable housing production and \$235 million to support the revitalization of manufactured housing communities.
- Launched a \$250 million initiative to boost local housing supply strategies through federal financing - accelerating the loan approval process, elevating promising practices, and generating 75+ transformative project proposals.
- Represented HUD as a subject matter expert - covering topics such as housing supply, transit-oriented development, and land use strategies - during stakeholder engagements, external conferences, and press calls.

Office of Community Planning and Development (CPD), 2021-2022*Chief of Staff*, 2023-2024*Policy Advisor*, 2022-2023*Special Assistant*, 2021-2022

- Advised the Principal Deputy Assistant Secretary of Community Planning and Development and senior executives on policy, programs, communications, day-to-day operations, and organizational improvements.
- Executed key policy priorities, including implementation of the White House's Housing Supply Action Plan and annual formulation of CPD's operating budget, legislative and program proposals, and regulatory agenda.
- Collaborated on designing and launching eight new grant programs: reducing barriers to housing production, preserving and building affordable homes, and providing shelter and services for people experiencing homelessness.
- Advanced strategic plan initiatives to strengthen, modernize, and streamline regulations and program guidance.
- Published new environmental policies to protect HUD-assisted properties from the risk of flooding, reduce annual costs for homeowners by increasing energy efficiency, decrease carbon emissions, and renew commitments to environmental justice in historically underserved and economically disadvantaged communities.
- Updated program regulations to reduce administrative burden, strengthen tenant protections, and better align funding sources for affordable housing development and homeowner assistance.

Organizing Team, 2019-2021*Various Positions Across 15 States*, 2019-2021

- Established and executed field plans for persuasion, volunteer recruitment, and public engagement for assigned regions - utilizing events, volunteer leadership teams, training workshops, and coalition building.
- Reimagined community organizing methodology in response to the pandemic. Pivoted field strategy to include online community building, virtual events, community wellness check-ins, and relational outreach.
- Recruited, trained, and coached organizing staff. As a regional director, directly managed teams of organizers.
- Built a suite of digital and analytics tools to increase organizational capacity and effectiveness, including pace reports, resource dashboards, interactive maps, outreach penetration reports, and software user guides.
- Georgia: Opened five volunteer activation centers, collectively yielding over 20,000 contacts in four days. Leveraged community partnerships to increase constituent turnout in 97% of the region.
- North Carolina: Increased volunteer capacity by 18% through collaborative programming and coalition building - recruiting nearly 2,000 unique volunteers and completing 10,000 public engagement shifts. Recruited volunteers to support 20 early voting centers and over 200 election-day polling locations.

Housing, Hospitality, and Real Estate Consulting, 2018-2019*Head of Operations and Revenue Generation Specialist, Investment and Advisory Group*, 2018-2019

- Advised hospitality brands on expansion strategy, target demographics, marketing, brand positioning, and business efficiency.
- Provided actionable recommendations based on market and sales data analysis, return on investment projections, operational procedures, and customer satisfaction metrics.
- Created a strategic framework and development pipeline for a boutique lodging concept - securing approvals for construction and managing key project components such as land use entitlements, architectural and interior design plans, procurement, revenue forecasting, budget formation, and brand identity.
- Increased annual revenue at partner locations by 20% within three months by optimizing yield management, implementing targeted revenue generation, and marketing strategies, and enhancing customer service.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- B.A., American University, 2010

**Claire Casey Pittman, BA****Strategic Communication Manager****RELEVANT EXPERIENCE**

Claire Pittman has over 20 years of experience leading strategic communications and public engagement for federally funded housing and disaster recovery programs. Claire has developed toolkits, coordinated messaging, and trained local teams to ensure outreach events were well-staffed, accessible, and responsive to the needs of rural, Spanish-speaking, and wildfire-impacted communities. Her approach centers on building trust through face-to-face engagement and equipping partners with the tools they needed to carry out consistent and effective outreach. Claire also brings deep California experience, including her work on the California High-Speed Rail Authority and Bay Area transportation projects.

Highlights of Qualifications

- Strategic Communications
- Policy Development
- Public Involvement
- Community Engagement
- Media & Public Relations
- Marketing
- Technical Writing

Education

- BA, Mass Communications, Louisiana State University, 2005

Certification and Trainings

- Emergency Management Institute, Incident Command System (IS 100), 2009
- Emergency Management Institute, Incident Command System for Single Resources and Initial Action Incidents (IS 200), 2009
- Emergency Management Institute, National Incident Management System (IS 700), 2009
- Emergency Management Institute, National Response Plan (IS 800), 2009

Brings more than 20 years of strategic communications consulting experience.

PROJECT EXPERIENCE**June 2024 Midwest Floods, Iowa Economic Development Authority, 03/2025 – Present**

Community Outreach and Citizen Participation Lead. Ms. As Community Outreach and Citizen Participation Lead, Claire oversees engagement strategy and materials development for Iowa's CDBG-DR Action Plan. She planned and implemented public hearings and coordinated directly with local partners and refugee-serving organizations to ensure in-person and virtual outreach reached Northwest Iowa communities most impacted by the floods. Her efforts emphasized language accessibility, compliance with HUD guidelines, and equipping partners with the tools needed to carry out grassroots outreach aligned with program goals.

Ida Business Assistance Program, City of Philadelphia, 03/2025 – Present

Community Outreach & Communication Manager. Claire serves as the strategic lead for outreach and communications for Philadelphia's Ida Business Assistance Program, managing a network of local outreach subrecipients who provide culturally competent, on-the-



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ground engagement and technical assistance to businesses impacted by Hurricane Ida. She directs the development of multilingual, plain-language outreach materials, supports public-facing events, and ensures compliance with HUD CDBG-DR requirements, including translation, accessibility, and digital content delivery.

ReOregon, Oregon Housing and Community Services, Oregon, 09/2023 – Present

Deputy Communication Director. As Deputy Communication Director, Claire leads all outreach and engagement strategy for the ReOregon program, coordinating with ten regional and culturally specific partners to host in-person outreach events across wildfire-impacted counties. She developed toolkits, messaging frameworks, and event support materials to ensure clear, consistent communications. Her leadership emphasized accessibility, cultural relevance, and collaboration with local partners to deliver trusted engagement and connect applicants to program resources.

California High-Speed Rail Authority, Construction Project 2-3, CPM Logistics, Fresno, California, 2014-2018

Project Manager. As Project Manager, Claire led small business outreach and engagement for the \$3B High-Speed Rail Construction Package 2-3, coordinating bilingual community meetings, contractor events, and outreach initiatives across Fresno County. She worked closely with local chambers, DBE/SBE/DVBE firms, and community-based organizations to support participation in procurement opportunities. Her work included developing multilingual outreach materials, facilitating compliance training, and serving as a liaison between the project team and diverse community stakeholders.

Presidio Parkway Project, CPM Logistics, San Francisco, California, 2014-2018

Project Manager. Claire managed public engagement for the Presidio Parkway Project, developing regional outreach strategies tailored to local DBE firms and community groups. She led the creation of pre-bid outreach plans, event collateral, and technical handouts to help small businesses understand contract opportunities and participate in the federally funded infrastructure project. Her work supported equitable access and compliance with federal requirements while strengthening community ties through consistent, in-person engagement.

EMPLOYMENT HISTORY

ICF. Senior Communications Specialist. 2022-present

Eolas LLC. President. 2014-2022

CPM Logistics. Project Manager. 2014-2018

MCMS. Strategic Governance Subject Matter Expert. 2012-2014

Quadel Consulting. Business Analyst III. 2010-2012.

ICF. Communications Specialist. 2006-2009.

MATTHEW LANGLAIS

Training Manager

Years of Experience: 14+ Years in Training and Emergency Management



PROFESSIONAL QUALIFICATIONS

Mr. Langlais has 14 years of education, training, and development experience. He facilitated technical training based on standard operating procedures. He also planned, coordinated, and executed all training events, including in-person full-day sessions, remote conferences and clinics, virtual webinars and meetings, and individual coaching sessions while maintaining records of progress throughout. Mr. Langlais has experience with assisting in developing and facilitating new onboarding processes for all new employees.

RELEVANT EXPERIENCE

IEM, 2020-Present

Training and Development Project Manager, 2020-Present

- Implements new training modules for IEM employees.
- Created a method for internal employees to improve their skills efficiently and effectively.
- Meet with leadership and stakeholders to align on training priorities and upcoming initiatives.
- Review and respond to emails and messages from team members, stakeholders, and employees regarding training needs or issues.
- Check and update the LMS (Learning Management System) to monitor enrollments, track course completions, and troubleshoot issues.
- Conduct training needs assessments by reviewing feedback, analyzing data, and identifying skill gaps.
- Manage and support the training team, ensuring tasks are on track and addressing any blockers.
- Oversee content development progress, reviewing materials created by Instructional Designers and Training Specialists.
- Coordinate logistics for upcoming training sessions, ensuring schedules, materials, and facilitators are prepared.
- Deliver or facilitate training sessions (if applicable) for employees, new hires, or leadership programs.
- Track and report training metrics, updating dashboards and analyzing training effectiveness.
- Stay updated on compliance and regulatory requirements, ensuring training programs meet industry and legal standards.
- Engage in cross-functional collaboration with HR, Operations, and other teams on workforce development projects.
- Research new training tools, techniques, and best practices to improve learning outcomes.
- Address employee training inquiries regarding course availability, access issues, and learning paths.
- Provide coaching or guidance to managers and employees on professional development opportunities.
- Update training documentation and materials to ensure accuracy and relevance.

Dominion Energy Ohio, 2018-2020

Technical Instructor, 2018-2020

- Facilitated technical training based on standard operating procedures, National Fuel Gas Code (NFPA 54), and regulatory compliance for front-line natural gas utility workers.
- Used adult education theory to modernize training efforts to meet the demands of a diverse 21st-century workforce.
- Coordinated and teamed with Subject Matter Experts to deliver relevant content and accurate best practices.
- Evaluated results through the use of surveys to refine delivery.
- Utilized technology to maximize results.

- Leveraged background in Learning and Development to create advanced training scenarios, developed creative measures to train on complex subjects, and guided learners safely through technical hands-on training using tools and combustible gas.
- Assisted in the operations of the Advanced Workforce Training Initiative to refresh content, including directly working with a 3rd party vendor to develop (and ultimately facilitate) 11 new week-long courses for Field Metering Services.
- Assisted with developing and facilitating the new onboarding process for all new employees.

College Now Greater Cleveland, 2013-2017

Manager of Training and Technical Assistance (Federal Grants), 2013-2017

- Managed and coordinated all training and talent management functions for 80 in-school employees and AmeriCorps volunteers.
- Provided program/project management for two federal grants impacting 15 remote school districts and 120 additional CNGC partners.
- Built and maintained partnerships with schools, local business leaders, and community stakeholders in high-risk districts.
- Mapped out and implemented a comprehensive training plan for annual recurring topics ranging from soft skills (i.e., coaching, leadership, and teamwork) to technical (i.e., FAFSAs and college applications).
- Gathered thousands of individual student data points for grants used both for program effectiveness/improvement analysis and compliance-based reporting to the Ohio Dept. of Higher Education and the US Dept. of Education.
- Consulted and coached internal Subject Matter Experts to gain field-based insights for developing content and to assist them in delivering impactful material.
- Planned, coordinated, and executed all training events, including in-person full-day sessions, remote conferences and clinics, virtual webinars and meetings, and individual coaching sessions. Maintained records of progress throughout.
- Conducted thorough needs assessments for training functions and federal grants. Used information gathered to refine gaps and skills analyses further and report to College Now executives and directors.

Brunswick County Schools District, 2007-2012

Social Studies and Science Teacher, 2007-2012

- Taught public middle school students in socio-economically disadvantaged districts.
- Frequently engaged in interdisciplinary teaching with colleagues.
- Participated in school leadership committees and coached new teachers on classroom management.
- Co-developed a Brunswick County-wide 8th-grade Social Studies curriculum to ease the transition into the imminent adoption of Common Core standards in North Carolina by 2012.
- Early adopter of technology, pioneering use of Smart Boards in classrooms and coaching peers on use and best practices.
- Provided coaching sessions and observed first-year teachers regarding Classroom Management foundational principles.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- MBA, Master of Business Administration, Ohio State University, 2020
- B.S., Middle Childhood Education, Ohio University, 2007
- Microsoft Office Suite
- Adobe Creative Suite
- Moodle LMS Platform

DIANE VICKERMAN

Manager of Case Management

Years of Experience: 10+ Years in Disaster Recovery and Emergency Management



PROFESSIONAL QUALIFICATIONS

Ms. Vickerman has more than 15 years of experience in grants management, including local and federal grants. She also has more than ten years of experience in disaster recovery and training. She is an expert manager of disaster case management teams, an exercise planner, and facilitator of drills, training, workshops, and exercises. Ms. Vickerman is adept at facilitating meetings on complex topics with diverse stakeholders. She has extensive experience deploying to incidents and working in Emergency Operations Centers (EOCs) and Command Centers.

RELEVANT EXPERIENCE

AC Disaster Consulting, 2024-2025

Statewide Mutual Aid Agreements and EMAC, 2024-2025

- Led and supervised team members, including Disaster Case Management and quality control teams, for hurricane and wildfire recovery programs.
- Established and monitored project timelines, budgets, and performance metrics to ensure successful delivery and compliance with state and federal funding guidelines.
- Provided training, technical, and administrative guidance on all work requirements and methods, executing applicable regulations and subrecipient award terms and conditions.

Hagerty Consulting, North Carolina Emergency Operations Center, 2024

Public Health Medical Services Lead, Surge Response, Emergency Support Function #8, 2024

- Worked directly with the NC State Health Director and the NC Office of Emergency Medical Services Director.
- Responded to immediate medical service needs after Hurricane Helene and coordinated and managed emergency response activities in the Emergency Operations Center (EOC).
- Analyzed information and facilitated communication between various agencies to make informed decisions and deploy resources.

Tidal Basin, Hawaii PMO, 2024

Program Manager, 2024

- Supervised Disaster Case Managers and Eligibility Specialists who oversaw the review of Maui Fire Survivor housing applications and served as the applicants' primary point of contact as they progressed through recovery programs.
- Worked closely with Maui Recovers on the CDBG-DR Draft Action Plan and participated in community meetings and Neighborhood Planning Workshops for the Lahaina Long-Term Recovery Plan.
- Supported survivors in establishing and managing temporary housing strategies and solutions, including group sites, hotels, and temporary mobile homes in accordance with the Stafford Act/FEMA regulations.

New York City Emergency Management Emergency Operations Center, 2023

Surge Response, 2023

- Provided Disaster Case Management for the Asylum Seekers Mission in the Emergency Operations Center.
- Developed highly professional deliverables, including Situation Reports, Incident Action Plans, policies and procedures.
- Deployed to shelter sites to assist with emergencies, including staff, asylum seekers, and site maintenance issues.

California Department of Social Services, Disaster Services Branch, 2021-2023***Senior Emergency Management Consultant, 2021-2023***

- Worked closely with the California Department of Housing and Community Development and the Housing and Homelessness Incentive Program to research, analyze, and provide recommendations for using federal American Rescue Plan Act funds.
- Worked closely with Cal OES and assisted with the Hazard Mitigation Program (HMGP) and conducted and implemented the Threat and Hazard Identification and Risk Assessment (THIRA).
- Performed Disaster Case Management for survivors, helping with Public Assistance and Individual Assistance.

SPIN Global, 2020-2021***Senior Planner/Contractor, FEMA Region 9, 2020-2021***

- Managed contract staff and oversaw the FEMA Region 9 All-Hazards Plan development.
- Attended training and webinars on CDBG, including the Disaster Recovery Grant Reporting System (DRGR)
- Facilitated meetings with FEMA leadership, local, state, tribal, and territorial jurisdictions.

Stanford Health Care, 2019-2020***Program Manager, 2019-2020***

- Oversaw the Emergency Preparedness Audit Program for over 100 ambulatory care sites and led Continuity of Operations Planning (COOP).
- Activated the hospital command center (HCC), including Stanford's Lucile Packard Children's Hospital HCC at the onset of the COVID-19 response, maintained oversight, and held a liaison position.

Wahiawa General Hospital, 2018-2019***Emergency Management Program Manager, 2018-2019***

- Ensured that the hospital and 115-bed skilled nursing facility met all regulatory requirements and were audit site-ready for the Occupational Safety and Health Administration and the Joint Commission.
- Developed policies and plans, including COOP development and training.

Calaveras County Public Health, 2014-2018***Emergency Management Program Manager, 2014-2018***

- Worked with the Calaveras County Board of Supervisors on CDBG funds, including organizing and attending workshops and public hearings and chairing the Calaveras County Healthcare Coalition on preparedness and mitigation.
- Responded to incidents and worked closely with FEMA to establish the Family Assistance Center during the Butte Fire incident 2015. Helped implement and oversee the Calaveras Butte Fire Recovery Program.
- Provided technical assistance and expertise to survivors to assist with the recovery process.

Calaveras County Behavioral Health, 2013-2015***Crisis Worker, 2013-2015***

- Deployed to hospital and jail, conducted 51/50 evaluations.
- Provided crisis intervention, assessment, treatment, and safety plans.

Glide Memorial HIV/AIDS Project, 1996-1999***Program Director, 1996-1999***

- Managed all grants and contracts, including local, state, and federal Ryan White funding.
- Oversaw program development and management of services to an underserved population.
- Managed all program staff, including phlebotomists, case managers, and outreach workers.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- Drug Abuse Studies, University of California at Berkeley Extension, 1995
- B.A., University of California at Berkeley, 1990
- Study Abroad Program, University of St. Louis, Madrid, Spain, 1989

NAOMIE BOMELA

Resume Role

Years of Experience: 15+ Years in Counseling and Case Management



PROFESSIONAL QUALIFICATIONS

Mr. Bomela has more than 15 years of experience in counseling and case management. In her current role as Program Coordinator, she is responsible for supervising front-line staff and overseeing safety protocols and site guidelines. Ms. Bomela excels at coordinating client intake and orientation, while maintaining a respectful environment and delivering exceptional customer service. She is skilled at providing trauma-informed care practices and ensuring emotional safety.

RELEVANT EXPERIENCE

Dreams for Change-El Cajon, California, 2023-Present

Program Coordinator, 2023-Present

- Supervised front-line staff providing overnight and daytime support at designated Safe Parking sites, ensuring operations followed safety protocols and site guidelines.
- Coordinated client intake, check-in, and orientation, creating a welcoming, respectful environment for individuals and families living in their vehicles.
- Applied trauma-informed care practices in all client interactions, supporting emotional safety and recognizing the impact of past trauma on present behavior.
- Utilized Clarity HMIS, Microsoft Excel, Google Forms, and other case management databases such as Apricot and Salesforce to maintain accurate client records, track services, and generate reports.
- Maintained accurate logs of participant information, services provided, and incident reports, ensuring compliance with organizational and funding requirements.
- Responded to on-site emergencies and client crises using de-escalation techniques and appropriate referrals to emergency or behavioral health services.
- Supported clients in connecting with housing, food, healthcare, and employment resources through coordination with case managers and outreach workers.
- Conducted regular safety checks and coordinated with security teams to ensure the well-being of clients, staff, and surrounding communities.
- Led team huddles and shift debriefs to support staff communication, morale, and consistent service delivery across shifts.

Catholic Charities-San Diego, California, 2022-2023

Team Lead/Case Manager, 2022-2023

- Supervised a team of case managers supporting immigrant and refugee clients, providing day-to-day guidance, case consultation, and ongoing professional development.
- Supported a small caseload of high-need clients, ensuring timely access to housing, healthcare, legal resources, and trauma-informed support services.
- Facilitated weekly team meetings and case conferencing to promote collaboration, resolve challenges, and maintain high-quality, client-centered service delivery.
- Monitored case documentation in Clarity HMIS and other databases to ensure accuracy, compliance with funder requirements, and timely data reporting.
- Collaborated with legal, mental health, and community partners to coordinate wraparound services that addressed both immediate needs and long-term stability.
- Developed trusting relationships with immigrant clients, providing culturally sensitive support and advocating for their unique needs throughout the case management process.

SBCS Corporation-Chula Vista, California, 2021-2022***Residential Counselor***, 2021-2022

- Supervise and monitor the activities of residents to ensure their safety and well-being, including overseeing daily routines, chores, and recreational activities.
- Respond to crises and emergencies as they arise, providing immediate assistance and support to residents in distress.
- Maintain accurate records of resident behavior progress and interventions, and may be responsible for reporting to supervisors, case managers, and other professionals.
- Provide emotional support, guidance, and counselling to help residents cope with personal challenges, develop coping skills, and make positive choices.

Big Brother Big Sister Program-St. Louis, Missouri, 2017-2020***Youth Counselor***, 2017-2020

- Provide day-to-day care and supervision for at-risk youth within a residential facility.
- Ensure the safety and well-being of residents.
- Facilitate group activities, therapy sessions, or support groups to promote positive interactions and social skills development among youths.
- Implement behavior management strategies to address challenging behaviors and promote positive behavior among them.

The Cypress of Charlotte, Charlotte, North Carolina, 2010-2012***Volunteer Activity Coordinator***, 2010-2012

- Assisted the nurses with dispensing medicine and writing reports.
- Organized activities such as walks, games, meetings, and lunch.
- Escorted elders for outside activities such as shopping and doctor's appointments.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- Associate's Degree, Psychology, St. Louis Community College, 2021
- CADC
- First Aid Certification
- CPR Certification, January 2024 to January 2026
- Certified Case Manager
- Certified Project Manager
- Clinical Social Worker



TAMEKA ROBERTS

Case Manager

Years of Experience: 4+ Years in Case Management, Eligibility Reviews, Disaster Recovery, and Grant Management

PROFESSIONAL QUALIFICATIONS

Ms. Roberts is an Eligibility Supervisor with extensive expertise in disaster recovery programs, grant management, and eligibility review. She is skilled in managing high-volume caseloads, ensuring compliance with program requirements, and delivering superior customer service to diverse populations. She is proficient in data management, quality assurance, and supervising teams in fast-paced environments. Ms. Roberts is adept at interpreting and implementing federal, state, and local program guidelines, with a proven ability to meet deadlines, achieve production goals, and support team success.

RELEVANT EXPERIENCE

Tidal Basin Group/FDEM Non-congregate Sheltering, 2024-2025

Junior Consultant/Eligibility Specialist Supervisor, Hurricane Helene, 2024-2025

- Supervised a team of 12 in administering temporary housing assistance for Hurricane Helene and Hurricane Milton disaster survivors.
- Reviewed applications and supporting documents for compliance with program guidelines, ensuring timely and accurate delivery of assistance.
- Performed quality control reviews to ensure adherence to program requirements and mitigate risks.
- Managed case assignments, monitored progress, and provided regular status updates to stakeholders.
- Provided exceptional customer service by explaining program policies, addressing applicant concerns, and facilitating appeals processes.
- Trained and supported team members in case management and document verification tasks.

County of San Bernardino, Transitional Assistance Department, 2013-Present

Eligibility Worker II, 2013-Present

- Managed a high-volume caseload of up to 120 cases per month, effectively assisted leading a team of ten employees to consistently surpass productivity benchmarks and performance goals.
- Ensured compliance with federal, state, and local regulations, including HIPAA, while enhancing program integrity through rigorous adherence to organizational standards.
- Designed and implemented staff training programs, fostering a culture of continuous learning and development, resulting in a more skilled, adaptable workforce equipped to address disaster-related challenges.
- Developed innovative data management solutions to streamline caseload tracking, reporting, and workflow processes, improving operational efficiency and accuracy.
- Directed specialized case assignments, conducted comprehensive monthly case review narratives, and performed productivity audits, ensuring consistency and programmatic success.
- Identified and addressed potential fraud by submitting detailed fraud referrals, safeguarding program resources.
- Leveraged subject matter expertise and superior customer service skills to facilitate applicant interviews, enroll individuals in Covered California, and determine eligibility for CalFresh, CalWORKs, General Relief, and Homeless Assistance programs, ensuring timely support for vulnerable populations.

Insight Global/California Mortgage Relief, 2021-2024

Eligibility Supervisor, 2021-2024

- Directed the review and processing of California Mortgage Relief applications, ensuring accuracy and compliance with program regulations, expediting critical financial assistance to disaster-impacted homeowners.

- Developed and implemented tracking systems to monitor application workflows, maintain comprehensive logs, and deliver timely, detailed reports to the Program Manager, strengthening program transparency and accountability.
- Led a high-performing team to surpass productivity and customer service benchmarks, fostering a collaborative and results-driven work environment, which improved employee retention and morale.
- Provided cross-training and mentorship to team members, cultivating specialized knowledge in eligibility and disaster recovery processes to optimize team performance and responsiveness.
- Streamlined operational workflows, enhancing efficiency and reducing processing timelines to meet the needs of disaster-affected communities effectively.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- Business Administration, University of Phoenix, 2010-2012
- Federal Emergency Management Agency (FEMA) Independent Study Program Certification, IS-1001: The Public Assistance Delivery Model Orientation, IS-1002: FEMA Grants Portal – Transparency at Every Step



UMA PITHIA

Case Manager

Years of Experience: 13+ Years in Case Management, Customer Support, Eligibility and Application Reviews, Loan Processing, and Outreach and Intake Coordination

PROFESSIONAL QUALIFICATIONS

Ms. Pithia is an experienced Case Manager and Mortgage Processing professional with over ten years of experience guiding individuals through complex application processes with professionalism and empathy. She has proven ability to verify eligibility, maintain accurate documentation, and ensure positive outcomes in high-pressure environments. Ms. Pithia has strong communication and multi-tasking skills, with a keen eye for compliance and accuracy. She is adept at outreach, intake, and using new software systems to streamline workflows and ensure client satisfaction. Ms. Pithia's qualifications include case management, customer support, eligibility and application reviews, outreach and intake coordination, documentation accuracy and compliance, and mortgage processing and lending regulatory compliance.

RELEVANT EXPERIENCE

Independent Consultant, 2023-Present

Loan Application Specialist, 2023-Present

- Guide borrowers through the loan application process, ensuring documentation completeness and compliance.
- Communicate with clients and lenders to verify required information and facilitate timely processing.
- Maintain accurate and updated client records while adhering to regulatory standards.

TEKSystems/Horne, LLP, 2023

Case Manager, 2023

- Supported 40+ tenants and landlords through the full lifecycle of COVID-19 rent relief cases, offering guidance and regular status updates.
- Verified application completeness, evaluated supporting documentation, and ensured eligibility according to program guidelines.
- Maintained accurate case records, performed proactive outreach, and resolved documentation gaps for successful case resolution.
- Collaborated with internal teams to uphold best practices and program compliance.

Aqua Pure Drinking Water, 2022-2023

Project Manager, 2022-2023

- Led implementation of cloud-based workflows to improve data accuracy and client tracking.
- Improved customer account collections by 50% through accurate documentation and communication practices.
- Coordinated internal training sessions and optimized staff performance.

Finance of America Mortgage, 2021-2022

Training Specialist, 2021-2022

- Trained new and existing staff on loan processing systems and documentation standards.
- Developed onboarding guides and conducted performance assessments to ensure staff met compliance and customer support benchmarks.
- Enhanced operational efficiency by 80% through targeted feedback and instructional updates.

Royal Pacific Funding, 2015-2021***Senior Loan Processor*, 2015-2021**

- Managed 60+ mortgage loans simultaneously, ensuring documentation accuracy and client communication throughout.
- Verified income, credit, title, and other documentation to meet underwriting and regulatory standards.
- Served as primary contact for applicants, real estate agents, and underwriters to facilitate prompt closings.

JP Morgan Chase & Co., 2009-2014***Senior Loan Processor*, 2012-2014**

- Processed \$1.5M–\$25M loans, meeting all closing deadlines with high documentation accuracy.
- Maintained communication with brokers, borrowers, and underwriters; consistently surpassed funding targets.
- Led team training efforts that increased departmental performance by over 100%.

***Customer Assistant Specialist*, 2009-2012**

- Delivered top-ranked customer service in a high-volume call center, maintaining 100% quality scores.
- Assisted with customer issue resolution and documentation inquiries, ensuring timely and accurate outcomes.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- Accounting, Fullerton College and Rio Hondo College (Ongoing)
- High school diploma



ZENOLIA HILL

Case Manager

Years of Experience: 10+ Years in Real Estate, Taxes, Titles, Property, Market Analysis, Customer Service, Housing Counseling, and Loan Processing

PROFESSIONAL QUALIFICATIONS

Ms. Hill has an extensive background in

RELEVANT EXPERIENCE

EXP Reality of Southern California, Inc., 2020-Present

Real Estate Agent, 2020-Present

- Professional real estate agent specializing in Southern California markets.
- Proficient in assisting clients with buying, selling, and renting residential properties.
- Skilled in market analysis, property marketing, contract negotiations, and transaction management.
- Proven ability to generate leads and build lasting client relationship.
- In-depth knowledge of local neighborhoods and trends.
- Strong communication and negotiation skills, with a focus on providing exceptional customer service and ensuring smooth, successful, transactions from start to finish.

Neighborhood Assistance Corporation of America (NACA), 2018-2020

Housing Counselor, 2018-2020

- Served as the primary point of contact from the initial counseling session through closing, providing advocacy and outreach.
- Managed a pipeline of member files assigned to provide comprehensive, individual housing and financial management counseling services in a local NACA office or by video conference.
- Explained mortgage criteria, requested necessary information and documents, assessed readiness for home ownership, and determined an affordable mortgage payment considering each member's particular circumstances and goals based on NACA's policies and procedures.
- Utilized problem solving skills and financial management guidance to help members achieve affordable home ownership, always maintaining a professional appearance and demeanor while providing outstanding customer service.
- Worked independently with members and in coordination with other NACA departments.
- Effectively provided accurate, comprehensive counseling sessions within specified time limits.

Kelly Mortgage Center, 2015-2020

Real Estate Loan Processor, 2015-2020

- Recruited agents and acquired and confirmed financial and personal data from loan applicants via interviews.
- Drafted documents for the appraiser, prepared closing packets for applicants, and reviewed and analyzed documents.
- Multi-tasking, utilizing strong organizational skills, entering data, managing incoming mail, and answering phones.

National Water and Power, 2010-2015

Customer Service Representative, 2010-2015

- Provided superior customer service for incoming calls from clients in a call center environment.
- Processed payments, utilized email accounts, and managed calendars.
- Mailed bill copies, completed follow-up calls to customers to assure their needs and requests were met.
- Recognized by management as performing outstanding work and meeting company service standards.
- Identified customer needs quickly and accurately, which led to conflict resolution.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- Real Estate License, 2022
- HUD Certified, 2021
- A.A., Business Management, 2010
- Volunteer work at City of San Diego Attorney's office; filed paperwork and answered phones.

SUZANNE POPPER, J.D.

Compliance Manager

Years of Experience: 23+ Years in Compliance, Monitoring, Legal Services and HUD Technical Assistance



PROFESSIONAL QUALIFICATIONS

Ms. Popper has over 12 years of experience providing U.S. Department of Housing and Urban Development (HUD) Technical Assistance (TA), compliance, and monitoring services for federally funded programs. She has provided hands-on guidance and training to grantees on topics such as DRGR system administration, performance reporting, and compliance monitoring. Ms. Popper has managed compliance functions for multiple federal grant programs, including the ReNew Jersey Stronger Community Development Block Grant - Disaster Recovery (CDBG-DR) housing and the Virginia Homeowner Assistance Fund (HAF) programs. Known for her strong management, research and policy capabilities, she has expertly facilitated daily program operations compliance across several functional areas such as appeal determinations, closeout review, internal monitoring, damage estimates, case management, and grant reconciliation. Ms. Popper earned her Juris Doctor (J.D.) at Seton Hall University.

RELEVANT EXPERIENCE

IEM, 2018-Present

Project Manager, HUD Community Compass Program, 2020-2025

- Manage TA engagements, prepare work plans and budgets, and lead the TA team members, including subject matter experts, graphics, and editing teams, to provide technical assistance to HUD grantees.
- Assist with developing program policies and procedures and prepare quarterly performance reports in DRGR for HUD awards and work plans.

Manager, Compliance and Monitoring, U.S. Treasury Funded Program, Virginia Homeowner Assistance Fund (HAF), 2022-2025

- Served as Deputy Program Manager and oversaw program closeout activities.
- Provided leadership and supervision for all compliance activities such as internal monitoring, case escalations, closeout QC reviews, appeal review and determinations, and program operations support.
- Developed policies and procedures for compliance activities and assisted with the development of program policies and procedures that met all Virginia Housing requirements.
- Collaborated with IEM's AFWA team to investigate and address allegations of fraud, waste, and abuse.

Senior Manager, Compliance and Monitoring, New Jersey Department of Community Affairs (DCA) Reconstruction, Rehabilitation, Elevation, and Mitigation (RREM) Program and the Low-to-Moderate Income (LMI) Homeowner Rebuilding Program, 2018-2023

- Provided leadership, supervised, and managed the IEM Compliance and Monitoring teams, including Closeout QC specialists, the Scope and Inspections Team, the Payment and Contractor Processing and Validation Team, and Document Management Specialists.
- Worked with NJ DCA Compliance and Monitoring to prepare for and manage successful program audits and HUD CDBG-DR monitoring; coordinated with DCA regarding special issues and fraud allegations.

ReNew Jersey Stronger, 2013-2018

Supervisor, CDBG-DR Grant Reconciliation Support Review Services, 2017-2018

- Supervised the grant reconciliation team and completed quality control (QC) for grant reduction and recoupment files to confirm the correct final grant reconciliation.
- Worked with the Construction Team to review all work completed by applicants, including program-eligible and ineligible work to offset Duplication of Benefits funds.

Supervisor, Exhibit Team, 2017

- Supervised Exhibit Team to review and update all duplication of benefit figures, review all line items on the final scope of work to confirm all work was CDBG-DR Program-eligible, HUD-compliant, and correct, and prepare final grant reconciliations.
- Reviewed supporting documentation to confirm the project was completed by properly licensed design professionals and asbestos and lead abatement licensed contractors.

Housing Advisor Trainer/HRC Specialist, 2013-2017

- Prepared job aids and training materials and conducted training for all staff on RREM/LMI Program policies and procedures and NJ state employment policies.
- Performed quality control reviews of all grant agreement documentation, including award calculations for all grant signings in the Monmouth Housing Recovery Center and Atlantic City and Toms River mobile sites.
- Reviewed and approved all construction deadline extension requests from homeowners.
- Point of contact for Wells Fargo Bank for all applicants who held insurance funds from Wells Fargo.

Housing Advisor, 2013

- Provide case management for homeowners affected by Hurricane Sandy throughout the grant process and rebuilding of homes.
- Prepared documents for execution and assisted homeowners in completing necessary documentation.

Law Office of Kathleen E. McLaughlin, LLC, 2012-2014***Associate Attorney, 2012-2014***

- Performed legal research and drafted memoranda concerning relevant rules, statutes, and case law, pleadings, motion briefs, civil discovery demands and responses, and correspondence.
- Represented clients in superior and municipal court in personal injury, employment law, and landlord/tenant cases.

Law Office of Sinisi and Raso, 2002-2007***Associate Attorney, 2002-2007***

- Extensive experience in public utility law, land use law, insurance defense, and employment law cases.
- Appeared on behalf of civil clients in various court proceedings and argued motions in Superior Court, U.S. District, and Office of Administrative Law.
- Drafted pleadings, motion briefs, appellate briefs, civil discovery demands and responses, arbitration statements, and settlement agreements in state court and district court matters.
- Assisted the Firm's partners in all aspects of two multi-million-dollar bond issue proceedings.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- J.D., Seton Hall University School of Law, Newark, NJ, 2001
- B.A., Political Science, New York University, New York, NY, 1989

ROBERTHA ST. REMY

Disbursement and Finance Manager

Years of Experience: 22+ Years in Accounting, Finance, and Mortgage Loan Servicing



PROFESSIONAL QUALIFICATIONS

Ms. St. Remy has an over 22-year history in finance, mortgage loan servicing, and payment disbursement. She has experience managing foreclosure, bankruptcy and loss mitigation cases and has worked for Wells Fargo and for the Department of Finance for the U.S. Virgin Islands. Robertha also served as the lead for the payment distribution team for the VA Homeowner Assistance Fund (HAF) program with IEM. In this role, she managed and oversaw the Payment and Data Coordinator's workload, productivity, and communications that enabled accurate, efficient, and compliant processing of program assistance payments. Ms. St. Remy was also a Technical Assistance Project Manager for the U.S. Department of Housing and Urban Development (HUD) Community Compass.

RELEVANT EXPERIENCE

IEM, 2021-2024

Payment and Data Coordinator Lead, Virginia Mortgage Relief Program (VAHAF), 2021-2024

- Served as a Subject Matter Expert (SME) and senior team leader for the Payment and Data Coordination Team.
- Trained new hires in all processes and assigned day-to-day tasks and monitored schedules and daily data exchanges, confirming completion and quality control.
- Managed individual data services workload, productivity, and communications that enabled accurate, efficient, and compliant processing of payment disbursements.
- Supported the homeowner assistance fund program through regular and ad-hoc analysis, account reconciliations, investigation, audit, and reporting.
- Handled all escalations from Virginia Housing, Case Managers, Call Center, and Outreach department.
- Ensure data quality, accuracy, integrity, and security compliance with finance industry standards and program guidelines.
- Test and verify system changes related to data processing, stakeholder exchanges, and reporting.

Project Manager, HUD Community Compass Technical Assistance Program, 2022-2024

- Managed teams of subject matter experts who provide technical assistance, capacity building, needs assessments for HUD grantees and provide training to new project managers.
- Created and maintained workplans, budgets, policies, and procedure documents per HUD guidelines; developed quarterly progress reports in DRGR for technical assistance, administrative, and coordination program awards.

Wells Fargo, 2018-2021

Bankruptcy Specialist III/Loss Mitigation Specialist, 2018-2021

- Served as a liaison with attorney firms to ensure compliance and proper documentation motions to release.
- Completed complex accounting tasks such as balancing, reconciliation, researching, and resolving discrepancies.
- Research, audit, and validate accounts, court documentation, and bankruptcy court documents.
- Coded systems of record to ensure data integrity.
- Served as project manager for the following efforts:
 - Paycheck Protection Program C&P Payroll Verifications.
 - Manual calculations for loan approvals.
 - Clearing and raising stipulations.
 - Loss mitigation specialist- COVID relief.

Seterus, Inc., 2016-2017***Foreclosure Specialist*, 2016-2017**

- Served as the SME and lead for the SOL and Cognitive Agent Assist Pilot Programs.
- Responsible for conducting monthly attorney calls to discuss first-time approval pass rates and coaching opportunities, addressing complex questions, researching firms' rebuttals, setting goals, and monitoring the attorney's progress.
- SME who provided training for all new hires on the Foreclosure Team.
- Managed a pipeline of 1,500 loans while effectively communicating with internal and external contact and performed manual calculations for NJ fee blocks.
- Reviewed and worked with attorneys to update non-bankruptcy and non-loss mitigation holds & issues.

Wells Fargo, 2011-2016***Loan Servicing Specialist 4/Loan Verification Analyst II*, 2011-2016**

- Prepared for and conducted monthly attorney calls to discuss first-time approval pass rates, coaching opportunities, audit performance, addressing complex questions, researching firms' rebuttals, setting goals, and monitoring the attorney's progress.
- Implemented and produced the exception matrix, giving step-by-step scenarios for resolving files.
- SME who organized and trained the Exception Team and Document Execution Department on several projects, including exception types for Verification Complaints and Substitution of Trustee Loss Mitigation Affidavits.
- Conducted training for new hires and performed Quality Assurance activities.
- Managed a pipeline of loans while effectively communicating with internal and external contacts.
- Collaborated and assisted with our offshore partners in India (EGS Team) and ensured our external colleagues (attorneys) provided the documentation needed to meet the first legal and HUD deadlines.
- Performed manual mortgage calculations to validate principal, interest, and escrow accounts and approved fees for work performed by our Foreclosure counsels.
- Monitored SAME DAY RUSH files needed to meet HUD, SOL, and Court deadlines.
- Review monthly reports for discrepancies and adhere to compliance with internal policies and procedures while maintaining high quality and production goals.

Seterus, Inc., 2010-2011***Contact Management Specialist*, 2010-2011**

- Received incoming calls for requests for products and services.
- Consulted with customers about the foreclosure of their mortgages.
- Educated and pre-qualified borrowers for short sale processes, deed in lieu, Home Affordable Modification Program, repayment plans, and forbearance workout options, as applicable.
- Collected outstanding mortgage payments over the phone and made outbound calls to borrowers and third-party authorized agents to provide states of loss mitigation files.
- Handled escrow accounts.

U.S. Department of Finance, U.S. Virgin Islands (USVI), 2003-2009***Payroll Supervisor*, 2003-2009**

- Led, trained and supervised 10 payroll team employees that processed payroll for 10,000+ employees for the United States Government of the Virgin Islands.
- Drafted monthly activity reports and composed correspondence for Director's approval and signature.
- Coordinated collection and preparation of operation reports such as time and attendance records, new hires, transfers, statistical records and terminations.
- Researched claims for refunds, processed pay documents, and prepared budgets, general ledgers, AP, and AR reporting.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- MBA, Master of Business Administration, Project Management, University of Colorado
- B.A., Business Administration, University of the Virgin Islands

COREY HASSLER-SEEVERS, CSLB #1033800

Construction Operations Manager/MHU Services Lead

Years of Experience: 20+ Years in Business Operations, Construction, and Project Management



PROFESSIONAL QUALIFICATIONS

Dedicated industry professional and licensed general contractor with a history of meeting company goals while utilizing consistent and organized practices. Skilled in working under pressure and adapting to new situations and challenges to best enhance the organizational brand.

RELEVANT EXPERIENCE

All American Construction, 2005-Present

Owner/General Contractor, 2005-Present

- Commercial projects, including, but not limited to, additions, remodels, doors, floors, electrical and plumbing.
- Residential projects and new construction, including ground-up builds, fences, decks, balconies, mantels, remodels, bathrooms, and kitchens, as well as mill work on doors and cabinets.
- Manage budget oversight to ensure financial resources were effectively allocated and maintained.
- Execute quality assurance protocols to uphold high standards of service and compliance.
- Direct project management initiatives to successfully complete projects on time and within scope.
- Coordinate staff activities to enhance team collaboration and operational efficiency.
- Facilitate client communication to build strong relationships and address needs promptly.
- Negotiate contracts to secure favorable terms and strengthen partnerships.
- Develop and maintain strong relationships with clients, resulting in repeat business and referrals.
- Manage day-to-day business operations.

Seevers Adjusting, 2009-2012

Catastrophe Property Adjuster, 2009-2012

- Contracted through various companies such as AAN, ISAC, and other adjusting firms to complete inspections, provide repair estimates and determine origin and coverage for catastrophe damage nationwide.
- Deployed to New Jersey and inspected and resolved over 100 claims for various insurance companies.
- Analyzed policies to evaluate their impact on organizational operations and compliance standards.
- Drafted detailed reports that communicated findings and recommendations to stakeholders.
- Executed damage assessments to accurately evaluate the extent of losses for insurance claims.
- Facilitated client interactions to gather information, address concerns, and enhance customer satisfaction.
- Investigated claims thoroughly to ensure accuracy and adherence to company guidelines.
- Reviewed claim information to verify accuracy and avert fraudulent claims.
- Investigated claims by reviewing policy contracts to determine claim coverage based on cause and facts of loss.

K-Designers, 2008

Marketing Director, 2008

- Traveled a 200-300 mile radius around Hayward, California, meeting with homeowners and estimating and selling home remodeling projects.

Seevers and Associates, 2006-2007

Project Manager, 2006-2007

- Managed a crew building a custom home from the foundation up, including framing, plumbing, electrical, and finish work.
- Responsibilities included pulling all necessary permits, working hands-on with employees, inspectors, sub-contractors, and the designer to complete the new construction of a custom single family home.

David Morse & Associates, 2005-2006***Catastrophe Adjuster, 2005-2006***

- Contracted to New Orleans after Hurricane Katrina, as an Independent Catastrophe Adjuster.
- Handled approximately 200 commercial claims for Scottsdale, Zurich, and other various insurance companies with average losses in the millions
- Hundreds of residential claims for various insurance companies, with losses ranging from \$400 to \$400,000.
- Analyzed policies to evaluate their impact on organizational operations and compliance standards.
- Drafted detailed reports that communicated findings and recommendations to stakeholders.
- Executed damage assessments to accurately evaluate the extent of losses for insurance claims.
- Facilitated client interactions to gather information, address concerns, and enhance customer satisfaction.
- Investigated claims thoroughly to ensure accuracy and adherence to company guidelines.
- Negotiated fair settlements with contractors on behalf of insured parties while adhering to strict budget guidelines.
- Identified fraudulent activity through diligent investigation efforts, helping to protect the company from financial losses.

Property Insurance Adjuster, 2005

- Property adjuster contracted by various insurance companies to inspect and provide estimates and photographs of damaged property both residential and commercial, assess any possible safety issues, coordinate with contractors to perform inspections and repairs, assess liability, and any possible disputes in coverage. Supplied a fully detailed report to the examiner.
- I handle an average of 15 files per week.

W.B. Elmer & Co., 2001-2004***Journeyman Carpenter, 2001-2004***

- Custom commercial and residential work.
- Read plans and completed tasks, supervising small crews from the ground up: forms, drainage, framing, exterior and interior finish.
- Operated small bobcats and forklifts.
- Laid sidewalks and crosswalks in paving stones, returned to prior projects to complete work on punch lists and various other tasks.
- Executed precise finish carpentry tasks to enhance the aesthetic quality and functionality of residential spaces.
- Interpreted complex blueprints to ensure accurate construction and adherence to design specifications.
- Applied advanced framing techniques to create strong and secure structures that met architectural standards.
- Coordinated project management activities to ensure timely completion and quality control of construction projects.
- Crafted custom cabinetry that showcased attention to detail and met client specifications for style and usability.

CBC Framing, 2003***Pickup Framer, 2003***

- Inspected job site daily for safety issues, laid out slabs for framers, laid out all windows, doors, studs and trusses.
- Fixed framing and staircases after piece workers for final frame inspections.
- Returned to already-purchased homes to perform warranty repairs.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- CSLB License B - General Contractor #1033800
- B.S., Construction Management, San Joaquin Valley College, Ongoing (Graduation is November 2027)

EXHIBIT A, ATTACHMENT I

**Robin Dix***Associate III***EXPERTISE**

- ☑ Leadership
- ☑ Strategic Planning
- ☑ Problem Solving
- ☑ Project Management
- ☑ Compliance
- ☑ Training and Development

EDUCATION

Bridgewater State University |
Bridgewater, MA
Bachelor of Science, Education

CERTIFICATIONS

PMP-Project Management
Professional

Six Sigma Black Belt

Instructional System Design

Hearing Officer

Housing Choice Voucher Specialist

CONTACT INFORMATION

Email: rdix@nanmckay.com
Phone: 404.680.0689

PROFILE

Robin Dix's experience includes program design, development and implementation, strategic planning, action plan development, training, project planning and project management, regulatory compliance and monitoring, and risk assessment and internal controls. She specializes in collaborating with clients to develop and implement improved operational processes and ensure compliance with local, state, and federal regulations.

EXPERIENCE**Senior Consultant**

Nan McKay & Associates, Inc., El Cajon, CA | October 2017 to Present

Project: State of Massachusetts | Role: Senior Consultant | January 2021 to Present

- Provided professional grant management services to the State of Massachusetts for oversight and compliance of federal funds received for Emergency Rental Assistance through the 2020 Consolidated Appropriations and American Rescue Plan Acts.
- Guided client through the development of the MA ERAP Program.
- Established policies, procedures, and documentation for the end-to-end grants management process.
- Worked with technical team to develop and configure the ERAP case review management system.
- Provided technical assistance to the State on federal regulatory compliance.
- Responsible for team of 160 to conduct intake, review, and approval or denial of all subrecipient funding requests. Also created and managed an escalation team to handle more difficult cases through application and payment

Project: State of South Carolina | Role: Senior Consultant | July 2020 to January 2021

- Provided professional grant management services to the State of South Carolina for oversight and compliance of federal funds received in response to COVID-19 through the CARES Act.
- Provided strategic planning and program development, program administration, and developed recordkeeping and reporting procedures.
- Managed a team responsible for developing the program guidelines, standard operating procedures, templates, and forms required for the SC CARES Program and Non-Profit and Small Business Assistance Programs.
- Responsible for a team of 60 to conduct intake, review, and approval or denial of all sub-recipient funding requests. Also created and managed the High Touch team to handle more difficult cases through application and payment.

Project: Harris County Texas | Role: Senior Consultant | April 2018 to July 2020

- Responsible for creating program design, program guidelines, standard operating procedures, and program forms for Harris County's housing recovery programs
- Provided subject matter expertise and technical assistance on CDBG-DR regulations, federal procurement regulations, and other cross-cutting requirements

EXHIBIT A, ATTACHMENT I

- Assisted in the development of the Harris County Outreach, Communications, and Public Engagement Plan for Harris County's housing recovery programs

Project: City of Joplin, MO | Role: Senior Consultant | January 2018 to April 2018

- Delivered updates to the Joplin CDBG-DR Compliance Manual
- Provided subject matter expertise and technical assistance on CDBG-DR regulations, federal procurement regulations, and other cross-cutting requirements

Project: Amarillo, TX | Role: Senior Consultant | October 2017 to November 2017

- Provided Panhandle Community Services (PCS) with an operational and staffing assessment for their Housing Choice Voucher (HCV) program
- Delivered recommendations for changes and/or revisions to policies, procedures, and general work processes in order to increase efficiency, effectiveness, and overall program compliance
- Assess the capacity and assignment of current staff and recommended training plans to increase proficiency of workforce

Vice President of Operations

Housing Authority of Dekalb County, Decatur, GA | Dec. 2010 to June 2017

- Implemented Corporate Compliance and Leadership Trainings
- Implemented new Standard Operating Procedures for the Housing Choice Voucher Department
- Streamlined and improved process in the Finance, Operations and IT Divisions
- Implemented 13 strategic initiatives of the FY2012 Strategic Plan
- Restructured the Housing Choice Voucher Program's organization in 2011 to streamline and improve all HCVP processes
- Relocated all public housing families conforming to URA policies during the RAD conversion of all remaining public housing units

Director of Program Support

Atlanta Housing Authority, Atlanta, GA | Feb. 2007 to Dec. 2010

- Implemented a quality control function in the Housing Choice Call Center improving call handling by 25%
- Implemented the New Employee On-Boarding Training for the Housing Choice Department
- Launched a Landlord Oracle Module, reducing Landlord paperwork process time by 20%
- Streamlined the participant termination review process, reducing file review quantity by 30%
- Processed the relocation of public housing families conforming to URA policies during the demolition of four public housing communities

Senior Project Manager

Delta Air Lines, INC, Atlanta, GA | Mar. 1978 to Jul. 2006

DORA PLEASANT, CPA, CGMS

Anti-Fraud, Waste, and Abuse (AFWA) Manager

Years of Experience: 31+ Years in Audit, Accounting, Fraud, Federal Fund Grant Program, and Compliance and Monitoring



PROFESSIONAL QUALIFICATIONS

Ms. Pleasant is a Certified Public Accountant (CPA) and Certified Grants Management Specialist (CGMS) with extensive experience administering and overseeing complex federal grant funding and program implementation at the federal, state, and local levels of government. She honed her auditing, due diligence, internal controls, compliance, financial management competencies, and forensic investigation techniques during her 31 years of experience at Big Four auditing and consulting firms and five years in accounting and controllership of publicly traded companies. Ms. Pleasant effectively leverages her consulting skills and industry experiences in the services she provides to her federal, state, and local government clients. Her primary focus is federally funded program sub-recipient monitoring, audit readiness, compliance, and anti-fraud, waste, and abuse services.

RELEVANT EXPERIENCE

IEM, 2019-Present

Federal Fund Program, Compliance, Monitoring, and Fraud Leader, 2019-Present

- Leads and directs IEM's audit readiness support, financial management, compliance, monitoring, and (Anti-Fraud, Waste, and Abuse (AFWA) services for clients for ongoing federally funded projects, primarily for grants issued by the U.S. Treasury, U.S. Department of Housing and Urban Development (HUD), Federal Emergency Management Agency (FEMA), U.S. Department of Commerce (DOC), and U.S. Department of Labor (DOL).
- Audit-related services include but are not limited to audit readiness for internal and external auditors or monitors (e.g., state fiscal and internal control audits; Single Audit, and federal agency monitoring events), internal control assessments, and preparation of risk and control matrices identifying key controls; program and subrecipient risk assessments; and reviews of processes to ensure compliance with program policies.
- Monitoring and Quality Control Services include subrecipient management, monitoring, and independent quality control service reviews of federally funded program operations.
- Program Integrity services include but are not limited to improper payment, fraud investigations, and AFWA services. Identified, responded to, and/or investigated over 1150 allegations and identified approximately \$1.4 billion in fraudulent activity.
- Leverage and use federal grant systems for submission, monitoring of federal agency approvals, responding to RFIs, and submission of reporting requirements (FEMA's Grant Portal; HUD's DRGR) and federal websites such as SAM.gov, Federal Audit Clearinghouse, Grants.gov, and USA spending. Leverage and use various state grant systems from application review and approval through closeout.

Deloitte, 2005-2019

Specialist Master/Manager, 2005-2019

- Managed project plan, scope, quality, risk, schedule, and deliverables (e.g., Program Management Plans) for clients in the federal, state, and local government sectors and healthcare, energy, and telecommunication industries.
- Assisted various state and local government entities in standing up, implementing, and managing their federally funded grants management programs (e.g., FCC, FEMA PA, and HUD CDBG-DR) post-award to close out processes. CDBG-DR programs included programs related to housing, infrastructure, public service activities, and economic development. Programs included homeowner assistance programs, housing principal reduction programs, affordable housing, market-rate Single Family/Multi-Family Affordable Multi-Family, Single Family Rehabilitation Transitional-living programs; commercial property purchases for repurposing for an advanced

training and technology center, Sanitary Sewer, Public Infrastructure Neighborhood Revitalization (walk/bike trails, parks, sidewalks, curbs & gutters, etc.); and mental health needs programs.

- Developed a CDBG-DR Compliance Manual and Federal Funds Compendium of Policies and Procedures compliant with 2 CFR, FEMA PA, CDBG-DR program rules, and state and territory requirements.

Hanger, Inc., and Celera Genomics, Inc., 2000-2005

***Assistant Controller*, 2000-2005**

- Led teams of accountants responsible for financial accounting, consolidation, internal and external reporting, and company performance analysis activities.
- Implemented and refined financial processes and controls.
- Increased staff training, which reduced work hours, improved job efficiencies, increased productivity levels, and a successful no-finding internal audit review, all while increasing the company's ability to monitor profit margins, business unit profitability, budget-to-actual results, and overall performance.

PWC/Price Waterhouse LLP, 1993-2000

***Audit Manager*, 1993-2000**

- Managed the audits or SEC filings of healthcare, life sciences, software, technology, consulting companies, and government providers and providers of fiber optic and satellite networks, telecommunications, voice management systems, satellite telephones, and pager/beeper providers.
- Managed the audits of two entities with more than \$500 million in annual revenues and various smaller audits, including the International Bank for Reconstruction and Development (IBRD) trust funds audits.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- B.S., Business Administration, Accounting, University of Maryland, 1992, Summa Cum Laude



Carlos Diaz
 Deloitte Senior Consultant

Carlos Díaz is a Senior Consultant at Deloitte. He is a **civil engineer with ten years of experience** in housing and commercial construction. He is meticulous and resourceful with a strong work ethic. He can carry out independent tasks, and is a reliable member in any team, successfully providing high quality deliverables under time constraints. Carlos provides creative solutions whenever any complex situations arise. Carlos has worked in the Crisis Recovery and Grants Management sector under Federal programs, assisting with the implementation of Puerto Rico's **Recovery Plan, Public Assistance and Hazard Mitigation Requests for Reimbursement life cycle** on the Texas Division Emergency Management (TDHCA), and the Nebraska Emergency Management Agency (NEMA). Carlos has also executed **CDBG-DR Internal Audit Reports** for the City of San Marcos, Texas, and has assisted the State of Tennessee's Department of Health in distributing ARPA/CARES Act funds to State's Assisted Living Facilities.

Area of Responsibility	CDBG-DR Grants Management Support
Years of Experience	8
Time Commitment	Up to 90%
Select Experience	• City of San Marcos, Texas - Assisted the city with their quarterly CDBG-DR program Internal Audit Reports. Carlos prepared and presented quarterly CDBG-DR program Internal Audit Reports, including public forums and televised City Council hearings. His role involved developing annual Risk Assessments and Performance reviews for all CDBG-DR programs, assessing internal Policies and Procedures to identify key risk areas, and overseeing the Housing Department's Single-Family Owner Occupied and Rental Rehabilitation/Reallocation programs. Additionally, he managed engagement invoicing, meetings, and scheduling. • Nebraska Emergency Management Agency (NEMA) - Worked on Compliance for the Nebraska Emergency Management Agency engagement assisting state subrecipients with reimbursement of Public Assistance funds. He assisted the states' subrecipients in Pre-award Activities such as applicant briefings, RPA submissions and processing, expedited PW project development, technical assistance, data collection & dissemination, scope modifications, project formulation & development, grantee reviews, subgrant award letters, funding request processing, requests for information (RFI), alternate and improved project development, and project time extensions. • Tennessee Department of Health NF/ACLF Staffing Assistance Program - Worked as Compliance Lead for the State of Tennessee Department of Health (TNDOH) engagement assisting Nursing Facility grantees reimburse ARPA/Cares Act funds.
Education	B.S., Civil Engineering, Polytechnic University of Puerto Rico

ERNIE POLLARD

Advisory Title Officer | Operations Manager - WFG National Title Company
Los Angeles | Ventura | Santa Barbara

818.476.4081



EPollard@wfgtitle.com



wfgtitle.com/California

SUMMARY

Ernie Pollard is a highly respected Advisory Title Officer with over 50 years of experience in the title industry. Known for her strong leadership and deep operational knowledge, Ernie has successfully led title departments, managed operations, and trained teams with a focus on accuracy, efficiency, and service excellence. Her legacy of mentorship and commitment to high standards has made her a trusted resource and leader in the industry. Ernie is known for building strong, service-driven teams and fostering a culture of excellence, accuracy, and customer satisfaction

EXPERIENCE

WFG National Title Company

Operations Manager & Advisory Title Officer
2015 – Present | Los Angeles County, CA

- Lead title operations and advisory support for complex transactions
- Oversaw departmental growth and contributed to increased market share
- Fostered a culture of service excellence and operational efficiency

Investors Title Company

Title Officer
2004 – 2015

- Conducted title examination and underwriting for residential and commercial files
- Mentored junior staff and supported operational improvements

Ticor Title

Title Officer
1999 – 2004

Escrow Administrator

- Managed multiple escrow units, streamlining workflow and improving turnaround times
- Coordinated closely with escrow officers to ensure seamless closings

Commonwealth Title

Title Officer

Dates Prior to 1999

- Performed detailed title examinations and issued title commitments
- Supported regional offices with high-volume transactions

Title Insurance and Trust

Title Officer

Dates Prior to 1999

- Specialized in title research and clearance for complex properties
- Collaborated with legal and escrow teams on problem-solving and curative issues

Chicago Title Company

Title Officer (Promoted from Search & Exam)
1976

- Began career in search and examination, quickly promoted to Title Officer
- Built a foundation in title operations, underwriting, and client service

Yianni Kazanis**Senior Vice President, Mozaic Media & Communications/Outreach and Engagement Lead**

Yianni Kazanis is a strategic communications leader with over 20 years of experience spanning media relations, crisis communications, public education, and stakeholder engagement. His career has bridged public, private, and nonprofit sectors, earning a reputation for crafting compelling narratives and building deep relationships with media and community stakeholders across California.

At Mozaic Media & Communications, Yianni serves as Senior Vice President, where he leads earned media strategy, message development, and executive communications. He brings significant campaign experience to the firm's work, having played central roles in statewide initiatives such as Vote Safe California and #CaliforniansForAll College Corps. Yianni is highly skilled at identifying the unique voice and values of each client, then translating them into persuasive communications materials that resonate across diverse audiences. His work has helped clients secure visibility in top-tier outlets, including the *Los Angeles Times*, *Sacramento Bee*, *CalMatters*, and Univision.

Yianni's writing and media strategy expertise is matched by his deep background in public engagement. He has developed and led public education and outreach campaigns, town halls, stakeholder roundtables, and advocacy events. His unique blend of field experience and strategic insight proved especially valuable in the successful mayoral campaign of Bobbie Singh-Allen, where he directed voter outreach and message discipline in a heated race against a two-term incumbent.

Yianni previously served in senior roles in California state government, including as Press Secretary for the Department of Insurance and Communications Advisor to the State Superintendent of Public Instruction. His firsthand knowledge of the inner workings of state policy, coupled with his fluency in translating complex topics for public consumption, gives him a powerful advantage in helping clients navigate public sector communications.

Selected Campaigns & Initiatives

- *Vote Safe California*: Managed earned media and outreach to promote safe, accessible voting during the COVID-19 pandemic.
- *Listos California*: Provided communications strategy for multilingual, community-focused disaster preparedness outreach.
- *California Faculty Association Divestment Campaign*: Led messaging strategy for a successful member-driven effort to change CalPERS investment policy.

- *#CaliforniansForAll College Corps*: Supported storytelling, media, and outreach to increase awareness and drive student participation statewide.

Professional History

Senior Vice President – Mozaic Media & Communications (2021–Present)

Independent Communications Consultant – EA Communications (2018–2021)

Communications Director – North State Building Industry Association (2014–2018)

Consultant – Edelman Public Affairs (2013–2014)

Press Secretary – California Department of Insurance (2010–2012)

Communications Advisor & Chief Speechwriter – California Department of Education (2007–2010)

Public Information Officer – California School Boards Association (2006–2007)

Press Secretary – Office of Assemblymember Nicole Parra (2005–2006)

Special Assistant to the Chairman – AKT Development Corporation (2003–2005)

Assistant Press Secretary – Office of Governor Gray Davis (2001–2003)

Education

M.P.A., University of Southern California, State Capitol Center (2005)

B.A., History and Political Science, University of California, Davis (2001)

ASHLEY SMITH

Constituent Services SME

Years of Experience: 10+ Years in Stakeholder Communications and Customer Service



PROFESSIONAL QUALIFICATIONS

Ms. Smith has led the design and implementation of successful constituency services processes for several homeowner and renter assistance programs. She has managed teams of experienced case managers and communications professionals to help the most vulnerable homeowners navigate program policy and procedural requirements while simultaneously balancing client priorities and mitigating risks associated with escalated constituents. Drawing on her experience as an effective communicator and manager, she has overseen outreach and escalation teams for New York State, North Carolina, Virginia, Texas, and Florida.

RELEVANT EXPERIENCE

IEM, 2023-Present

Outreach and Constituent Services Manager, Hawaii Home Efficiency Rebates Program, 2023-Present

- Work with the client to establish program naming and branding strategies to ensure effective rollout and maximum impact of federal allocation.
- Identify Low-to Moderate-Income populations for targeted outreach and marketing and design strategies that allow for a tailored approach that supports fast-paced program rollout
- Identify and communicate with Community-Based Organizations to establish partnerships for the program.
- Support the project management team in communications design to ensure all stakeholders are well-informed, and program communication is clear, consistent, and timely.

Pasco County CDBG-DR Program, 2024-2025

- Work with the client to define communication goals and outcomes for their disaster allocation.
- Identify opportunities to engage low- to moderate-income populations, as defined by the U.S. Department of Housing and Urban Development, for targeted outreach and marketing strategies.
- Design outreach and communication strategies and create engaging marketing materials to promote participation in outreach efforts.
- Identify and track metrics to analyze the effectiveness of outreach initiatives and the overall success of communication efforts.

North Carolina Homeowner Assistance Fund (NCHAF) and Virginia Mortgage Relief Program (VMRP), 2023-2024

- Manage constituent services activities to communicate with at-risk applicants about program and policy changes while minimizing escalation to the client or external stakeholders.
- Assist clients with priority escalations involving outside stakeholder groups, including government entities, media inquiries, and non-profit partners.
- Implement an updated tracking and reporting system for escalated files that facilitates data mining and reporting.
- Support project management teams in redesigning production processes and enhancing quality control measures to mitigate risk to clients and homeowners.

Winsor Consult Group, 2021-2023

Applications Specialist, New York State Homeowner Assistance Fund (NYSAF), 2021-2023

- Led a specialized group of case managers with particular emphasis on applications submitted through Homeowner Protection Program (HOPP) partners and resolution of case escalations.

- Designed and implemented reporting tools to integrate with the system of record and oversaw standardized follow-up and reporting.
- Identified areas for programmatic improvement based on escalated case trends and made policy change recommendations for client review. Created Standard Operating Procedure bulletins for production integration when changes were adopted.
- Oversaw closeout strategy implementation and final audit procedures.

Case Manager, Texas Rent Relief (TRR), 2021

- Served as a closeout case manager to audit files at the end of the program to ensure full compliance.
- Identified sample sets to audit throughout various implementation stages.
- When noncompliance was identified, worked with a quick-strike team to rectify records to meet compliance requirements.
- Designed and implemented reporting tools to integrate with the system of record.

College of Osteopathic Medicine, William Carey University, 2021

Clinical Rotations Counselor, 2021

- Created and managed all third- and fourth-year medical student schedules and clinical rotations.
- Managed a team of state-wide on-site hub site coordinators to ensure student placement, paperwork, and progression were successful in those locations.
- Directly oversaw two multi-state hub site locations, including physician relations, student progression/completion, recruitment, and community relations between medical students/University, and local stakeholders in the area.
- Partnered with the Assistant Dean of Clinical Operations to create a multi-year marketing campaign to enroll new preceptors and organizations to accommodate WCUCOM's growth projection in the immediate future.

College of Health/College of Education and Human Services, University of Southern Mississippi, 2012-2018

Executive Assistant to the Dean, 2015-2018

- Managed all communications projects and liaised on behalf of the dean with other administrators regarding tenure, events, and fundraising.
- Created and managed a communications plan for official social media accounts and webpages of the College, wrote content, and oversaw production of all print materials.
- Created content, distributed, and ran analytics for the monthly College newsletter, wrote all news releases for the College, and drafted all speeches given by the dean to internal and external stakeholders
- Planned and executed all events for on- and off-campus stakeholders on behalf of the dean and managed tenure and promotion projects, all faculty award nomination and selection projects, and any projects involving off-campus stakeholders.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- M.S., Public Relations, University of Southern Mississippi, 2015
- B.A., English Language and Literature, Judson College, 2011

**David McCulloh LtCol US Marines (Ret)**

Veterans United Solutions, LLC
Outreach & Engagement Lead
San Marcos, California

Range of Experience

- A proven leader with over twenty-five years of successful experience in managing people, programs and resources within challenging environments
- Professional strategist, planner and educator who has designed and managed \$MM personnel and technical projects in peacetime and combat
- Significant operational experience coupled with a broad background in campaign management, community outreach and engagement

Professional Experience**Veterans United Solutions, LLC, January 2017–present**

Veterans United Solutions, a CA-certified small business and disabled veteran business enterprise, is a management consulting and professional services agency comprised entirely of hand-selected US military veterans and their family members. Clients have ranged from a variety of startups and small businesses, to a Division of the Centers for Disease Control, to very large businesses.

Significant projects include:

- Supported US Coast Guard Integrated Project Team initiatives with project management and technical writing (subcontractor)
- Developed technical and user guides in support of a national training program for a pharmaceutical sales and marketing department (subcontractor)
- Provided strategic planning and training to improve the workplace culture and climate for a Division of the Centers for Disease Control (subcontractor)
- Managed project activities for in-person and distance-learning training for a regional healthcare system (subcontractor)
- Supported a CA Department of Public Health campaign focused on aligning and engaging in the future of public health financing at all levels (subcontractor)
- Delivered workshops to facilitate team building and improve communication and collaboration for a non-profit organization with global reach (prime contractor)
- Provided policy and procedure standardization services for a unit of the CA Department of State Hospital System (prime contractor)
- Raised awareness through a campaign for a CA residency law and protection program in support of the CA Department of Housing and Community Development (prime contractor)
- Led the assessment and research of the County of San Diego's Drug Disposal Product pilot program and provided recommendations on the action plan, best practices, timeline of activities, and customer survey (prime contractor)

United States Marine Corps, Oceanside, California, Instructor & Instructional Designer, October 2015–present

- Provided organizational development and training expertise to uniformed and government clients, achieving a 99.6% client satisfaction rating from over 2000 student survey responses

- Led course content review boards to redesign the curriculum and program of instruction based upon client feedback. Coordinated proposed changes and managed stakeholder engagement with Headquarters Marine Corps and the Operating Forces
- As a certified instructional designer, managed the production of course materials to include the technical training platform, lesson plans, instructor guides, slide decks and a variety of collateral materials

ITT Educational Services, Inc., Vista, California, Director, Corporate and Community Partnerships, November 2014–October 2015

- Developed relationships with local and national employers, creating opportunities for students and graduates while promoting their skills, qualifications and abilities
- Served as an effective spokesperson for the campus representing the programs and point of view of the organization while providing courteous, high-quality service to corporate partners, military and elected officials, and the public
- Led as the Acting Campus Director during periods of transition. Guided the campus administration, faculty body and student affairs while managing P/L and the operating budget

United States Marine Corps, Private – Lieutenant Colonel, January 1988–August 2014

- Key Assignments: Section Leader, Platoon Commander, Battery Commander, Project Manager, Training Officer, International Program Manager, Operations Officer, Plans Officer, Executive Officer, Advisor Team Leader, Inspector/Instructor, Site Commander
- Led personnel and managed training, operations and programs for successively larger organizations both in garrison and during combat operations, culminating as the Deputy Commander for a 2,900-member aviation control group distributed across two States and four military installations

Select Publications

By Honor Bound (Marine Corps Gazette) 2019, Issue 12, pages 84-85: December 1, 2019

Community Involvement/Membership in Professional Organizations

- Volunteer, Wounded Warrior Project, June 2013–present
- Member, Marine Executive Association - West, September 2013–present

Awards/Recognition

- Bronze Star Medal – is awarded for heroic or meritorious achievement or service, not involving participation in aerial flight, in connection with military operations against an armed enemy
- Defense Meritorious Service Medal – is awarded in the name of the Secretary of Defense to members of the Armed Forces who, while serving in a joint activity, distinguish themselves by outstanding achievement or meritorious service
- Combat Action Ribbon – is awarded to United States sea service members who have actively participated in ground or surface combat

Education

- Master of Science, International Relations, Troy University
- Bachelor of Arts, History, Salisbury University



RHONDA McMILLAN

EDUCATION

- Chicago State University
Chicago, Illinois (1983)
- Roosevelt University
Chicago, Illinois (1979)
- Loop Junior College
Chicago, Illinois (1973)
- Olive Harvey Junior College
Chicago, Illinois (1969)
- Loyola University
Chicago, Illinois (1969)

PROFESSIONAL REGISTRATION / AFFILIATION

- Institute of Real Estate
Management
 - Managing Small
Commercial Properties
Certification (2001)
- Society for Human Resource
Management - SHRM (2017)
- University of California, Los
Angeles (Extension)
 - Property Management
Certification (2001)
- NeighborWorks America
Training Institute
 - Image-Building and
Increasing Market
Demand (2008)
 - Public Speaking (2008)
 - Faith-Based Community
Development (2008)

PROFESSIONAL PROFILE

Rhonda has been an intrinsic member of NHS for over 18 years, rising through the ranks and serving the department in several different capacities, such as a Senior Executive Assistant, Assistant Vice President and currently as Vice President and Chief Corporate Affairs Officer. Due to Rhonda's innovation, strong leadership and managerial skills, she is able to assist the President and the board of directors to design NHS' overall mission, values and strategic goals.

Rhonda also ensures a healthy working environment by leading, guiding, directing and evaluating the overall functions of each employee, while also adding value to NHS with her strong dedication in sales, marketing, and team building. Rhonda thinks and plans strategically and she serves as the conduit of communication between senior management, her team, stakeholder engagement and community relations. She guides, mentors, and develops a team of five homeownership counselors who educate prospective clients as new homeowners, and she also leads weekly meetings which foster open communication and ensures ongoing success.

PROFESSIONAL EXPERIENCE

Neighborhood Housing Services of Los Angeles County (2002)

Executive Vice President (2024 to Present)

Vice President and Chief Corporate Affairs Officer (2014 to 2024)

Assistant Vice President (2010 to 2014)

Senior Executive Assistant (2002 to 2010)

In this top-level leadership role Rhonda guides departmental operations and oversees internal operations in order to build strong client relationships, maximizing NHS' operating performance and helping to achieve NHS' financial goals. As the Vice President and Chief Corporate Affairs Officer, Rhonda is responsible for all corporate governance, the Board of Directors, relationship management, corporate certifications, re-certifications, and renewals. She spearheads and administers all corporate and capital investments and she manages the Human Resources Department. In addition, Rhonda supervises NHS' Education Department and handles tenant relations, property management of the NHS headquarters site, the Center for Sustainable Communities in Compton, California, and all NHS assets.

Verdugo Hills Visiting Nurse Association dba VNA Care

Executive Assistant (1999 to 2002)

As an Executive Assistant, Rhonda coordinated various agency's annual meetings, strategic planning retreats, monthly Board of Directors meetings, and other meetings/events as required, along with representing the CEO for other agencies, and community organizations. She also coordinated travel for executive directors and managers, as well as provided transcription for various agency committee meetings including staff meetings, management



RHONDA McMILLAN

SPECIAL ACHIEVEMENTS

- NHS President's Award (2008)

PROFESSIONAL EXPERIENCE *continued*

meetings, and monthly board meetings. Rhonda established and maintained relationships with the agency's Board of Directors, tenants, vendors and contractors. She collaborated with the CFO in order to track building related finances and assisted in coordinating agency fundraising events, and maintaining agency contracts with healthcare providers.

Not only did Rhonda set-up and arranged the agency's corporate files, but she maintained the agency's licenses, certificates, credentialing and the re-credential of documents. She also led the contract administrative support for the VNS's of the California Coalition. Furthermore, Rhonda interacted with the IS department to determine computer needs and provide problems resolutions. She oversaw property/building management, resolve issues related to leases, renewals, adjustments, increases, tenant improvements, and building services. She processed various membership/association applications and renewals. She also directed contract negotiations and procured contracts for building services (i.e., janitorial and landscaping services). Rhonda guided the data for the tenant's annual (CAM) Common Area Maintenance expenses and prepared the documentation for the yearly property tax exemptions.

Hollins Energy Control

Company Representative (1997 to 1999)

As a Company Representative, Rhonda developed and implemented marketing and sales strategies for acquiring contracts for the installation and servicing of heating, ventilating and air conditioning. She solicited opportunities for bids, attended pre-bid meetings, and visited job sites to ascertain project status. Additionally, she analyzed market trends to ensure that companies remained competitive and established and maintained working relationships with general contractors. Rhonda also prepared materials and made presentations explaining available services and answered inquiries regarding project leads, project start dates, and equipment delivery. She also attended trade shows and seminars related to the industry and she directed vendor equipment orders in order to meet project plan specifications and requirements.

Alicia Bohigian

EDUCATION

B.A. in Liberal Studies
California State University, Fresno
Fresno, CA
magna cum laude

A.S. in Child Development
Fresno Community College
Fresno, CA

EXPERTISE

- Highly creative and multitalented individual with excellent collaborative, interpersonal, organizational, and communication skills.
- Dynamic results driven strategist with experience in Initiative implementation, research practices, strategy preparation and execution, and training and curriculum development.
- Accustomed to performing in deadline-driven environments with emphasis on working within mandatory budgets and specific goals.
- Experience with budget management, impact assessment, allocation analysis, and financial reports.
- Expert in Spanish and English language.

WORK EXPERIENCE

2022- Present

ASSISTANT PROGRAM DIRECTOR

Self-Help Enterprises

- Assist with implementation and program development;
- Provide assistance, guidance and direction to program staff
- Assist Program Director in supervision of staff and program implementation;
- Prepare internal and external partner communications
- Effectively coordinate activities with other programs;
- Maintain effective communication with partners, funders;
- Support Program Director and participate in the overall management of the Gateway Counseling Program, marketing, as well as working directly with the Mutual-Self Help Housing Program.

2009 - 2022

DIRECTOR ENERGY FOR ALL PROGRAM

GRID Alternatives

- Oversee the daily office operations including outreach campaigns of photovoltaic installation projects, water technology, clean mobility, battery storage, interconnection process, reporting to Executive Director on a bi-weekly basis to evaluate office and project's performance;
- Create and implement marketing and outreach strategies to promote various government and public funded programs to increase low-income and diverse clients served in targeted areas;
- Educate families in energy efficiency practices, energy program knowledge;
- Oversee and manage quality control. Implement training for client portfolio;
- Assess funding for all residential projects including large-scale Multifamily proposals;
- Manage partnerships with non-profits, housing developers, and government agencies to represent GRID Alternatives and participate in projects serving the low-income community;
- Collaborate in developing statewide groups to share best outreach practices;
- Manage, assist, and motivate Outreach staff to accomplish yearly goals;
- Lead and conducted outreach strategies in a new market in Washington DC;
- Develop strategic team plans for Multi-family solar projects with tailored messaging;
- Experience and excellent track record in utilizing an organization-wide CRM program (Sales Force); survey generation/implementation;

PROFESSIONAL

- Terri Siodin Speak Leadership
- Disney Leadership Institute
- Toastmasters International
- Community Housing Council
- CCHCC/Ambassador
- GREEN TEAM Fresno
- RIO VISTA , PTA President

OTHER SKILLS

Skill

Microsoft
Office: Word,
Excel,
Powerpoint

Customer
Management
Software:
Salesforce

Inco

Budget
Management

- Work closely with volunteers, clients, and the community at large to encourage participation in installation projects;
- Present volunteer trainings as well as monitored databases for communication process;
- Assist various GRID offices in training multiple outreach coordinators;
- Adapted Multicultural trainings for staff and partners to enhance their daily operations;
- Initiated and introduced training programs with revenue acquisition for the organization.

WORK EXPERIENCE (CONTINUED)

2008 – 2009

MULTIPLE LINES REPRESENTATIVE

State Farm Insurance Company

- Collaborated with businesses to assist in creating a plan to protect assets;
- Promoted and branded State Farm to be the company of choice to the community at large;
- Arranged and scheduled appointments with business owners to conduct insurance presentations;
- Contacted organizations to establish relationships and develop rapport with clients and managed their commercial insurance needs;
- Created procedures to facilitate best industry practices and program database.

2007 – 2008

REGIONAL MULTICULTURAL MARKETING MANAGER

Fidelity National Financial

- Successfully collaborated with FNTG in developing business strategies to increase revenues and market share in Northern and Central California. Effectively worked to increase the FNTG presence via strategic partnerships with real estate associations, ethnic organizations, lending institutions, key community and government entities.
- Served as a consultant assisting customers with business, government, and community resources to ensure customer loyalty. Developed regional financial reports and assessments for corporate management. Administered departmental budget for territory events. Created marketing plans to train and motivate account executives to promote key marketing resources specific to the emerging markets. Developed goals and materials for each operation in collaboration with industry consultants. Experienced in designing and presenting seminars to large audiences. Lead and conducted monthly regional meetings with operations, corporate, and government officials.

LYNDSI KARTALIAN

Escrow Officer - WFG National Title Company
Los Angeles | Ventura

📞 805.917.7020



LKartalian@wfgtitle.com



wfgtitle.com/California

SUMMARY

Experienced and results-driven Escrow Officer with over 20 years in the escrow and title industry. Skilled in managing all types of real estate transactions, including residential resale, refinance, new construction, and commercial. Known for providing the highest level of customer service and satisfaction, with a reputation for “working miracles” to ensure smooth, timely closings. Respected team player with a commitment to excellence, integrity, and personalized client care.

EXPERIENCE

WFG National Title Company

Escrow Officer

📍 2023 – Present

- Handles a high volume of transactions across a wide range of escrow types
- Known for clear communication, exceptional follow-through, and closing efficiency
- Builds and maintains strong relationships with clients, agents, and lenders

Stewart Title

Escrow Officer

📍 2021 – 2023

- Managed complex transactions from open to close
- Resolved title and escrow issues with professionalism and urgency
- Delivered consistently outstanding customer service

First American Title

Escrow Officer

📍 2016 – 2021

- Independently managed full escrow process
- Maintained top-tier client satisfaction scores
- Trained and mentored new team members

Pacific Coast Title

Escrow Assistant

📍 2008 – 2016

- Supported Escrow Officers in all aspects of transaction processing
- Prepared documents, balanced files, and communicated with parties involved
- Gained expertise in various file types including resale and refinance

Alliance Title / Investors Title

Escrow Assistant

📍 2005 – 2008

- Assisted in daily escrow functions and documentation
- Developed a strong foundation in client communication and transaction flow

Ticor Title

Escrow Assistant

📍 2003 – 2005

- Entered the industry and quickly grew foundational knowledge in escrow processes

Supported Escrow Officers with administrative and clerical support

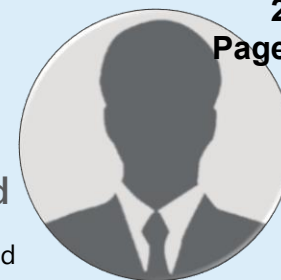
PROFESSIONAL STRENGTHS

- Customer-focused with superior communication
- Detail-oriented and deadline-driven
- Trusted team collaborator
- High-volume transaction management
- Exceptional problem-solving skills

ERIC HORTON, CSLB #983256

Single-Family Project Management Lead/MHU Services Lead

Years of Experience: 24+ Years in Construction Management and Related Software, Disaster Recovery, Project Management, Budget and Scheduling, and Safety and Compliance



PROFESSIONAL QUALIFICATIONS

Mr. Horton is a proactive Construction Project Manager with 24+ years of experience leading residential, commercial, and multi-family development projects valued at up to \$10 million. He is skilled in project lifecycle management, budget oversight, and cross-functional team coordination and adept at aligning project objectives with stakeholder priorities to deliver quality results on time and under budget. Mr. Horton has been recognized for leveraging risk mitigation strategies and innovative problem-solving to drive efficiency. He has extensive knowledge of OSHA regulations, building codes, and construction technologies.

Mr. Horton's skills include the following:

- **Team Leadership:** Directed diverse teams, including subcontractors, tradespeople, volunteers, and project managers, to achieve high-quality results.
- **Stakeholder Communication:** Collaborated with clients, architects, engineers, and inspectors to align on goals and resolve issues promptly.
- **Problem-Solving:** Overcame challenges like design adjustments, material shortages, and weather delays to ensure continuous project progress.
- **Construction Expertise:** Extensive experience in pre-construction planning, site execution, and project closeout with a focus on quality assurance.
- **Budget and Scheduling:** Developed and maintained accurate budgets and project schedules, optimizing resources to meet deadlines.
- **Safety and Compliance:** Enforced OSHA standards, implemented safety protocols, and ensured adherence to building codes through all phases of construction.
- **Construction Management Software:** Proficient in Microsoft Project, ProCore, and other tools for scheduling, budgeting, and resource tracking.

RELEVANT EXPERIENCE

San Diego Habitat for Humanity, 2019-Present

RME/Construction Manager, 2019-Present

- Led the development and construction of 5 duplexes in Escondido (2024), providing housing for ten families and completing the project two weeks ahead of schedule.
- Oversaw the construction of 6 attached homes in National City (2022), managing a team of 40 volunteers and subcontractors to finish the project on budget while meeting all quality standards.
- Directed the construction of single-family homes in Encinitas (2021), implementing cost-saving strategies that reduced material expenses by 15%, enabling resources for the future.
- Managed the construction of single-family homes in El Cajon (2019), achieving a zero-incident safety record and providing homes to families in under 12 months.

ES Horton, Inc./Saint Clair Construction Services, Inc., 2014-2023

General Contractor, 2014-2023

- Provided construction consulting services and directed the construction of high-end custom homes, ensuring client satisfaction with a 95% approval rating for quality and timeliness.

Pacific Building Group, Inc., 2016-2017***Assistant Superintendent*, 2016-2017**

- Oversaw tenant improvement (TI) renovations for the San Diego Union Tribune, managing the relocation of four floors (9-12) into a new office space while maintaining 100% adherence to project deadlines and budget constraints.

PB Disaster Services, 2012-2022***Federal Emergency Management Agency (FEMA) Subcontractor*, 2012-2022**

- On-call Disaster Inspector for FEMA.

Samaritans Purse, Japan, 2011-2012***Carpenter*, 2011-2012**

- Completed the reconstruction of 15+ tsunami-damaged homes, restoring safe and livable conditions for families within projected timelines while adapting to metric systems and Japanese construction techniques.

Horton Construction, Inc., 2002-2012***General Contractor*, 2002-2012**

- Managed a diverse portfolio of residential and commercial projects, successfully completing a custom home and numerous room additions and renovations on schedule and within budget.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- CSLB General Building Contractor's License
- #983256 (Active)
- #1031223 (2016–2019)
- #817763 (2002–2016)
- B.S., Religion, 1993



STAFFING PROFILE

Moneka Singh Jani Construction Contractor Lead

Background Summary

Ms. Jani is a highly accomplished professional with a demonstrated track record of excellence in 13+ years of disaster recovery programs and project management.

Experience Record

VP of California Division and Business Development, DSW, 2023 - Present

Ms. Jani's has developed, executed, and overseen business strategies that prioritize growth and yield positive outcomes. She maintains excellent professional relationships with clients, a key factor in the company's success. Ms. Jani's ability to conduct high-level industry research has been pivotal in shaping effective housing and construction solutions, contributing to the company's innovative edge and competitiveness. Notably, she has also led the marketing team in a successful effort to rejuvenate the company's brand and expand its market reach.

Chief Recovery Officer/Advisor, N.C. Office of Recovery & Resiliency (NCORR), Durham, NC, 2019 - 2023

Ms. Jani's tenure as the Chief Recovery Officer/Advisor at the N.C. Office of Recovery & Resiliency (NCORR) from 2019 to 2023 underscores her exceptional qualifications. During this period, she administered approximately \$1 billion in CDBG-DR and CDBG-MIT funds from the U.S. Department of Housing and Urban Development (HUD) for Hurricanes Matthew and Florence. She was responsible for ensuring compliance with HUD and state laws, regulations, and policies.

Program Manager, Innovative Emergency Management (IEM), Raleigh, NC, 2018 - 2019

During her time as a Program Manager at Innovative Emergency Management (IEM) in Raleigh, NC, Ms. Jani led a team of 150+ professionals and managed client relationships with N.C. Emergency Management and N.C. Office of Recovery and Resiliency, and secured approximately \$37.6 million in awards for disaster-impacted homeowners.

Disaster Recovery Consultant, Hagerty Consulting, Raleigh, NC, 2017 - 2018

As a Disaster Recovery Consultant at Hagerty Consulting from September 2017 to August 2018, she also provided technical assistance to North Carolina, ensuring compliance with federal regulations for CDBG-DR programs. She played a pivotal role in developing ReBuild NC Action Plans, administrative policies, infrastructure program policies, and housing policies, leading the successful launch of the ReBuild NC Single-Family Housing Program. Additionally, she facilitated stakeholder meetings, collaborated with state agencies, and contributed to strategic planning efforts.



Years in CDBG-DR/CDBG-MIT
13+

Years with DSW
2.5+

Education

- MS Biodefense, George Mason University
- BA, History & Political Science, New York University

Subject Matter Expertise

- Executive Program Management of Large-Scale, Federally-Funded Programs
- Disaster Recovery Program Management
- Community Block Grant Disaster Recovery (CDBG_DR)
- FEMA Hazard Mitigation Grant Program (HMGP)

Additional Skills

- Multilingual in Punjabi, Hindi, and English
- Expert in Microsoft Office, SharePoint, & Salesforce

moneka.jani@dswhomes.com
(757) 534-8459

**15 Years of Experience****EDUCATION**

- Brigham Young University-Provo, UT- B.S. Construction Management

TRAINING/**CERTIFICATIONS**

- SMA Professional Selling Workshop
- SMA Construction Manager Training
- Dale Carnegie leadership training for managers
- True North
- Development lean Blitz
- Woodland O'Brien and Scott Customer Service Training
- OSHA, Lead, and Asbestos certified
- First Aid/CPR/AED/Blood-borne Pathogen certified

TECHNICAL AND FUNCTIONAL EXPERIENCE

- ✓ Highly experienced in new home construction and in CDBG-DR programs
- ✓ Executed several CDBG-DR programs with experience in MHU replacement, Rehabilitation, and Reconstruction.
- ✓ Knowledge of OSHA Standards

PAST AND PRESENT PROJECTS**Ducky Recovery, LLC, Feb. 2018-Present**

- Created from the ground up Ducky's Disaster Recovery Reconstruction Division totaling over \$200,000,000 in volume.
- Skilled in hiring trade partners with HUB, Section 3, and MWBE designations to meet program HUD objectives.
- Capable of building and leading teams in several state, county, or city run programs simultaneously.
- Developed manufactured home replacement process for New York Rising and NJ RREM program, Rebuild NC
- Captured 95% of the MHU market for NJ RREM program, and 30% for New York Rising valued at \$9,000,000 in revenue.
- Managed and trained staff on compliance requirements for 100% successful close outs on all MHU projects.
- Responsible for \$45,000,000 Build it back choose your own contractor home elevation project.
- Collaborated with the City of New York to improve upon project scoping, design flaws, sight logistics, and trade shortages.
- Program Overview:
 - Hurricane Harvey TX. \$150,000,000 plus in CDBG-DR funded projects
 - Hurricane Michael FL. \$ 50,000,000 plus in CDBG-DR funded projects
 - Hurricane Matthew and Florence NC. \$10,000,000 plus in CDBG-DR funded projects
 - Hurricane Sandy NJ and NY \$100,000,000 plus in CDBG-DR funded projects

DSW Homes / Operations Manager

- Directed construction activities for new home construction, elevations, and rehab projects
- Managed the design build construction workflow for the Hurricane Sandy RREM Program.
- Built scopes using Xactimate software and set budgets to forecast profit and loss projections.

- Responsible for job walks to determine scopes and help value engineer plans to reduce costs with structural engineers.
- Trained superintendents on handling lead based paint and Asbestos hazards.

French Brothers Homes / Operations Manager

- Responsible for the entire production, warranty, and customer care departments for an \$15,000,000 gross annual sales builder.
- Consistently achieve a 26% gross Margin and less than .5% variance from original budget.
- Operate on a 85 day production schedules.
- Implemented new hire training of superintendents, creating a positive learning environment by providing clear, specific, timely and respectful coaching and feedback to coworkers to ensure operational excellence and to improve business performance.
- Conduct weekly production meetings, to track critical performance indicators.
- Manage a sophisticated software system that allows all of the production department personnel to accomplish their entire responsibilities from their 1-pads. This includes updating scheduling, managing warranty, and approving WO, PO's, VPO's, and quality control.
- Implemented first-time quality software to adequately rate trades and superintendents on quality/schedule performance.
- Promoted a technology driven culture: Better-Faster-Smarter.
- Able to reduce the total real cost of any home by thousands of dollars using lean walks with trades to focus on eliminating waste in process, materials, and design.

Christopher S. Hines

Construction Contractor Lead

Summary:

A successful business owner with over 25 years of experience in all facets of the manufactured housing industry with a focus on disaster housing projects. Industry experience includes manufacturing, transportation, financing, retail sales, and civil construction of parks and group sites.

Proficient in leading teams through the lifecycle of project development. Experienced in planning, coordinating, and executing projects within given deadlines. Skilled in setting realistic project goals, managing resources, and risk assessment. Proven track record of delivering projects on time and within budget.

Professional Experience:

Managing Member

2013 – Present

Timberline Construction Group, LLC

Responsible for the management of daily operations to ensure the company's success. These duties include but are not limited to setting the company vision, business strategy, financial management, employee management, contractual reviews, business development, evaluating opportunities, preparing proposals, and coordination between company departments.

Project Manager - Vice President

2008 – 2013

Timberline Homes Inc.

Provide onsite management of disaster response housing missions throughout the United States and abroad. Responsible for evaluating solicitations, preparing responses to RFP and TOPRs, project planning, scheduling, subcontract procurement and management, hiring, contract compliance, inventory management, reporting, and project closeout. Accountable for creating the budget and ensuring the contract was completed on budget and on time. Act as the liaison to the client to ensure clear communication between all team members and stakeholders.

Assistant Project Manager

2007 – 2008

Timberline Homes, Inc.

Provided support to the project manager with planning, managing, and executing projects. Trained and supervised quality control managers to ensure that work in the field was completed per the work scope. Managed services technicians who were completing repair work on installed housing. Acted as the liaison between the client and suppliers.

*Details regarding pre-2007 experience available upon request.

Other Relevant Experience:

Timber Creek Housing

Partial Ownership - 2021 – Present

Timber Creek Housing, located in Bear Creek, AL, makes manufactured and modular homes that are sold through selected retail partners. Homes are also built for park owners, special projects, and FEMA.

Christopher S. Hines

MH Logistics, LLC.

Partial Ownership/Operating Partner – 2013 – Present

MH Logistics transports manufactured and modular homes from plants in Northwest Alabama to locations throughout the Southeast and Southwest.

Notable Projects

- Temporary Housing Mission – (FEMA) – Maui, Hawaii – 2024
- Temporary Housing Mission – (FEMA) – New Mexico – 2024
- Permanent Housing Project – CDBG-DR – Rebuild North Carolina – 2022
- Permanent Housing Project – CDBG-DR - Recover CA - 2022
- Permanent Housing Project – CDBG-DR - Rebuild Florida – Hurricane Ian, Irma, Michael – 2020
- Permanent Housing Project – CDBG-DR – South Carolina DRO – 2016
- Permanent Housing Project – CDBG-DR - FL DEO – 2022
- Temporary Housing Mission (FEMA) – Louisiana – 2021
- Permanent Housing Project – Rebuild SC - South Carolina – 2017
- Temporary Housing Haul & Install Mission (FEMA) - Louisiana – 2016
- Permanent Housing Mission (FEMA) – South Dakota - 2016
- Maintenance on Temporary Housing Units (FEMA) – Alabama – 2014
- 40 Unit Modular Building Installation –Alabama – 2014
- 56 Unit Modular Building Installation – Alabama - 2013
- Maintenance on Temporary Housing Units (FEMA) – Pennsylvania – 2013
- Temporary Housing Mission – Pennsylvania (FEMA) – 2012
- Water Intrusion and Mold Remediation (FEMA) – West Virginia – 2011
- Temporary Housing Missions (FEMA) – Alabama - 2011
- Haiti Administration/Classroom Building – Haiti - Port-au-Prince – 2011
- Modular Classroom Project – Haiti - 2011
- Temporary Housing Mission (FEMA) – West Virginia – 2010
- Temporary Housing Mission (FEMA) – Texas – 2009
- Mississippi Alternative Housing Project (FEMA) – Mississippi - 2009

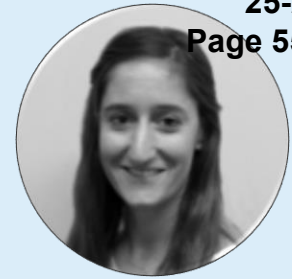
Education, License, Achievements

- ***Bachelor of Arts, Philosophy with a minor in Business Management***
University of Alabama at Birmingham, Birmingham, AL
- ***OSHA 30-Hour Construction Industry Training Course***
- ***Board of Directors – Firehouse Community Arts Center***
- ***Board of Directors – Ruffner Mountain Nature Preserve***
- ***State of Alabama Real Estate License***

LAUREN BAHLINGER

Environmental Lead

Years of Experience: 15+ Years in Environmental Management Systems and Housing Disaster Recovery



PROFESSIONAL QUALIFICATIONS

Ms. Bahlinger has over 15 years of experience with environmental management systems, disaster recovery, environmental assessment, sustainable agriculture, Hazardous Waste Operations and Emergency Response (HAZWOPER), and the National Environmental Policy Act (NEPA). She is highly skilled in ensuring compliance with the environmental review requirements under 24 CFR Part 58, the U.S. Department of Housing and Urban Development (HUD) regulation that implements NEPA.

Ms. Bahlinger performs detailed oversight of environmental assessments and reviews to verify adherence to 24 CFR 58 and other relevant federal rules and regulations from agencies [(i.e., HUD, Federal Emergency Management Agency (FEMA)]. She has also managed and coordinated comprehensive environmental review processes, including preparation of review documentation, management of environmental review staff, and coordination with stakeholders.

RELEVANT EXPERIENCE

IEM, 2017-Present

Environmental Review Lead (CDBG-DR Programs), Puerto Rico Repair, Reconstruction, and Relocation (R3) Program, 2017-Present

- Reviews environmental review documents to ensure compliance with HUD's 24 CFR Part 58 requirements under the National Environmental Policy Act (NEPA).
- Communicates NEPA and 24 CFR 58 compliance requirements to team members to ensure environmental conditions are understood and carried out appropriately.

Texas General Land Office (GLO) Hurricane Harvey Homeowner Assistance Program (HAP), 2019-Present

- Leverages her expertise in HUD's NEPA environmental review process under 24 CFR 58 to manage the production of Tier II site-specific environmental reviews.
- Oversees subcontractor performance and adherence to contract requirements, coordinating resolution to critical path obstacles within the review process.

Rebuild Florida Housing Repair Program, 2020-2024

- Provided subject matter expertise regarding HUD's NEPA environmental review process under 24 CFR 58.
- Managed the production of Tier II site-specific environmental reviews.
- Managed subcontractor performance and adherence to contract requirements, coordinating resolution to critical path obstacles within the review process.

ReBuild NC, 2018-2019

- Provided subject matter expertise regarding HUD's NEPA environmental review process under 24 CFR 58.
- Managed the production of Tier I reviews, Tier II site-specific reviews, and infrastructure project environmental reviews.
- Managed subcontractor performance and adherence to contract requirements, coordinating resolution to critical path obstacles.

Restore Louisiana, 2017-2018

- Managed HUD's NEPA environmental review process under 24 CFR 58 and managed the production of Tier II site-specific reviews.

- Managed subcontractor performance and adherence to contract requirements, coordinating resolutions to critical path obstacles.

AECOM, 2009-2017

Lead of Environmental Delivery, Texas General Land Office (GLO) Disaster Recovery Programs, 2012-2017

- Drove timely and accurate preparation of the environmental assessment review process, including preparation of review processes and documentation, management of environmental reviews, and management of environmental review staff.
- Performed quality control oversight.

Disaster Recovery Programs, 2009-2017

- Led preparation of HUD and NEPA-compliant environmental assessments, tiered reviews, and site-specific reviews for Programs in Mississippi, Texas, and New Jersey.
- Managed and coordinated environmental review process.
- Performed ecological assessment of potential action sites, including wetlands and endangered species site assessments.
- Served as documents management lead on the Louisiana Shelter at Home Program.

Lead Coordinator, Neighborhood Home Program, Mississippi Development Authority (MDA), 2009-2016

- Drove timely and accurate preparation of the initial phase of the NEPA-compliant environmental assessment review process.
- Directed team activities for efficient step completion.

Water Quality Planning and Permitting, 2009-2010

- Supported client needs related to permitting and water quality management compliance and reporting.
- Reviewed and interpreted applicable regulations for Louisiana Pollutant Discharge Elimination System/National Pollutant Discharge Elimination System (LPDES/NPDES) submittals.

ENVIRON Corp, Environmental Consulting, 2005-2009

Environmental Intern, 2005-2009

- Participated in project teams involved in solid waste permitting and air permitting.

EDUCATION, CERTIFICATIONS, LICENSES, AND TRAINING

- M.S., Plan Environmental Management and Soil Services, Louisiana State University, 2011
- B.S., Environmental Management Systems, Louisiana State University, 2008

Natalie Barfield, CPM

NEPA Project Manager

PROFESSIONAL EXPERIENCE

Natalie is a NEPA Project Manager in Terracon's Tallahassee, Florida office. Natalie provides project oversight and direction on multiple environmental sectors that include NEPA, restoration, coastal resiliency, land acquisition, land management, and water quality improvements throughout the State of Florida.

Natalie has over 13 years' experience in the public and private environmental sector. Her focus has included work on NEPA compliance for projects considered for Community Development Block Grant – Disaster Recover (CDBG-DR) allocations due to Hurricane Sally and Hurricane Ian. She has worked on environmental management plans for Aquatic Preserves in Florida under the Florida Coastal Office, restoration and conservation projects within the Greater Everglades System while with the Office of Ecosystem Restoration and assisting clients including Sovereign Nations and large-scale farmers with NEPA documentation preparation as a contractor for the USDA.

PROJECT EXPERIENCE

Florida Housing and Finance Corporation NEPA Environmental Record Review - Statewide

Serves as Project Manager ensuring NEPA compliance for multi-family housing developments which have been selected for funding and/or financing through the CDBG-DR, SAIL, and HOME HUD programs. This work includes preparing EA ERRs utilizing 24 CFR Part 58 which involves analyzing existing conditions and trends, proposed project parameters, potential beneficial and adverse environmental impacts, further compliance requirements, avoidance and minimization practices, and reasonable alternatives as necessary. Resource data was collected, and applicable statutory checklists were completed. This work also includes performing consultation with SHPOs, the Florida Clearinghouse, and the USFWS, as well as coordinating and developing 8-Step Analyses, as necessary.

FDACS Rural and Family Lands - Conservation Easements - Statewide, Florida

Project Manager serving to provide ESA/BDRs documentation reports to Florida Department of Agriculture and Consumer Services to support the Florida Family and Rural Lands Protection Program. These projects included sites in multiple counties, totaling over 45,000-acres, and are part of the Florida Wildlife Corridor.

FDEP - Florida Forever Conservation Easements - Statewide, Florida

Project Manager serving the FDEP-Division of State Lands, Office of Environmental Services to provide environmental site assessments, baseline documentation reports, and monitoring for conservation easements throughout Florida to support the Florida Forever Program and Florida Wildlife Corridor.



EDUCATION

Bachelor of Arts,
Philosophy and Religious
Studies,
Valdosta State University,
Valdosta, GA

Master of Science,
Environmental Planning,
Florida State University,
Tallahassee, FL

REGISTRATIONS/ CERTIFICATIONS

Florida Master Naturalist

Planning for Healthy Places with
Health Impact Assessments, APA
& NACCHO

Global Pathways Intercultural
Certificate, FSU

Florida Stormwater, Erosion, and
Sedimentation Control Inspector,
No. 32567, FDEP

Certified Public Manager

PROFESSIONAL TRAINING

Natural Resource Leadership
Institute, University of Florida

PRESENTATIONS/ PUBLISHED ARTICLES

Barfield, N., Malone, K., &
Stockdale, E. (2014). Climate
and Health Adaptation Planning:
A review of current U.S. state-
level adaptation plans and
tentative recommendations for
securing the future of Florida's
public health sector in a changing
climate (pp. 1-104) (Florida's
Building Resilience Against
Climate Effects Program).
Tallahassee, Florida: Florida
Department of Health.

Passamaquoddy Tribe, Unagi Eel Processing Facility – Indian Township, Maine

Senior NEPA Environmental Specialist on the Passamaquoddy Tribe's innovative Unagi eel processing facility proposed on their Reservation lands. Performed the required environmental analyses and assembled the NEPA documentation. This \$4.3M project was proposed under the Indigenous Animals Grant program which is fully funded by the American Rescue Plan Act with the purpose of expanding or enhancing indigenous animals and meat processing capacity in Indian Country.

Eastern Band of Cherokee Indians Processing Facility – Cherokee, North Carolina

Senior NEPA Environmental Specialist on EBCI's meat processing facility. She performed the required environmental analyses and assembled the NEPA documentation. This \$6.5M project was proposed under the Indigenous Animals Grant program which is fully funded by the American Rescue Plan Act.

USDA Meat and Poultry Processing Expansion Program – Nationwide

Project Manager for the MPPEP as a contractor for USDA. Oversaw the environmental analyses and NEPA documentation for 56 projects that were proposed by applicants in 32 states. These projects ranged from \$250,000 to \$10M. This work included performing consultation with SHPOs, THPOs, and the USFWS as a contractor for USDA.

USDA Higher Blends Initiative Incentive Program – Nationwide

Senior NEPA Environmental Specialist for HBIIP. Oversaw the environmental analyses and NEPA documentation for 23 projects that were proposed by applicants in 11 states, with projects ranging from \$50,000 to \$5M. This included performing consultation with SHPOs, THPOs, and the USFWS as a contractor for USDA.

Picayune Strand Restoration Project – Collier County, Florida

Served as the permitting manager that provided permitting oversight and technical direction for the State of Florida, South Florida Water Management District, and Army Corps of Engineers on the Picayune Strand Restoration Project. This project involves the restoration of natural water flow across 85 sq. miles in western Collier County that were drained in the early 1960s.

Tamiami Trail Road 2.6 Mile Bridge – Miami-Dade County, Florida

Served as the permitting manager that provided permitting oversight for the State of Florida, Army Corps of Engineers, and Everglades National Park on the Tamiami Trail 2.6 Bridge Project. This project consisted of working in sensitive wetlands and over a Florida Outstanding Water to increase freshwater restoration flows into Everglades National Park.

A-2 Everglades Agricultural Area Reservoir Project – Palm Beach County, Florida

Served as the permitting manager that provided permitting oversight for the State of Florida, Army Corps of Engineers, and South Florida Water Management District on the EAA Reservoir Project. A critical component of the state-federal Comprehensive Everglades Restoration Plan (CERP), the 10,100-acre EAA Reservoir Project can hold up to 240,000 acre-feet of water and will send clean water south while reducing damaging discharges from Lake Okeechobee to the east and west coasts.

DOI Community Engagement Toolkit – Washington, D.C.

Community Planner on the coordinating team assembled by the DOI in their effort for engaging underrepresented communities in visiting and enjoying public Federal lands. She worked alongside team members from the DOJ, DHS, and DOI, and was responsible for researching different methods for engaging these underrepresented communities, specifically minority youth. She organized these findings into a report and was also responsible for drafting a portion of the Community Engagement Toolkit that is employed by the DOI.

Marcus Johnson, CBO

Director of Southern California Operations / Executive Project Manager

Experience

18+ years

Education

AA, Architectural Technology

Certifications

Safety Assessment Program Certified

ICC Certified Building Official

ICC Building Code Specialist

ICC Permit Specialist

ICC Building Plans Examiner

ICC Permit Technician

ICC Accessibility Inspector/Plans Examiner

ICC Commercial Plumbing Inspector

ICC Residential Plumbing Inspector

ICC Plumbing Inspector

ICC Commercial Building Inspector

ICC Residential Building Inspector

ICC CALGreen Inspector

SAP CA DSW Local Inspector

Experience Summary

Marcus is responsible for day-to-day contact with many of 4LEAF's valuable clients in the Building & Safety, Engineering, Code Enforcement, Planning, Construction Management, and Plan Check industries. Marcus manages numerous Building Department clients and is responsible for recruiting, qualifying, and placing staff throughout the organization. Marcus has comprehensive experience as an ICC certified Building Official, senior level inspector and plans examiner for residential single, multi-family, commercial, and industrial construction. He is extremely knowledgeable of required compliance with applicable building, plumbing, electrical, energy, green, accessibility and mechanical codes along with applicable jurisdictional ordinances, state, and local statutes.

Select Project Experience

4LEAF, Inc.

Director of Southern California Operations

2019 – Present

Responsibilities include day-to-day contact with many of 4LEAF's clients in the Building & Safety, Engineering, and Construction Management industries. Performs mentoring and developing plan review, building inspectors, and permit staff; managing the placement of inspection staff including the tracking of customer service delivery; providing quality answers to code-related or situational questions from inspection staff or clientele; and performing plan reviews and inspections on an as-needed basis.

County of Santa Cruz, CA, Resiliency Permit Center (RPC)

Deputy Director / Building Official

Oversaw the creation and implementation of the Resiliency Permit Center, opened due to wildfire and flooding that damaged much of the county, that included creating a one stop shop center to handle permits for all development. Services include Permitting, Policy Production, Environmental Health, Fire, Plan Review, Building Inspections, Public Works Inspections, Planning, Code Enforcement, Debris Removal Management, Coastal Commission and Public Outreach.



Town of Paradise, CA, Fire Recovery**Deputy Director / Deputy Building Official**

As a result of the 2018 wildfire in Butte County, CA and the Town of Paradise that displaced over 10% of the County's population, oversees a staff of 15+ that provides complete Community Development Services to the Town of Paradise. The 4-year contract provides Permitting, Plan Review, Building Inspections, Public Works Inspections, Planning, Code Enforcement, Debris Removal Management, and Public Outreach for the **\$9.5 Billion rebuild**.

**County of Sonoma, CA, Resiliency Permit Center (RPC)****Operations Manager / Deputy Building Official**

Oversees daily operations, including plan review and inspections. Ensures staffing and training are completed and a cohesive partnership lies between the County of Sonoma and 4LEAF.

**South Napa Earthquake Recovery – City of Napa, CA****FEMA Inspection Liaison**

Assisted City of Napa during the South Napa Earthquake recovery, a disaster causing nearly \$1 billion worth of damage. Responsibilities included providing rapid assessment (RESA), processing FEMA valuation reports, providing inspections, completing plan reviews to expedite recovery, and working with FEMA in the reevaluation and insurance processes.

**West Coast Code Consultants, Inc.****Manager of Jurisdictional Services**

Provided client services for jurisdictional clients encompassing plan review, permits processing, and inspection services. Responsible for coordinating all staff augmentation throughout the state of California.

County of Napa, CA**Supervising Building Inspector & Plans Examiner**

Reviewed plans and issued building permit applications for new construction, alterations, and remodeling of existing structures. Verified compliance with applicable codes and ordinances, accepted construction practices and issued certificates of occupancy. Provided technical information and professional advice to County staff, officials, and the public regarding city code relating to construction, assisted project stakeholders in interpreting and meeting code requirements, and responded to/resolved inspection complaints. Supervised inspection staff of 4 inspectors and 4 plans examiners.

City of Hesperia, CA**Building Inspector & Plans Examiner**

Reviewed plans and issued building permit applications for new construction, alterations, and remodeling of existing structures. Verified compliance with applicable codes and ordinances and accepted construction practices and issued certificates of occupancy. Provided technical information and professional advice to City staff and stakeholders regarding construction city codes, assisted project stakeholders in interpreting/meeting code requirements, and resolved inspection complaints.

JAS Pacific**Permit Technician & Building Inspector**

Reviewed plans and building permit applications for new construction, alterations, and remodeling, verified compliance with applicable codes and ordinances and accepted construction practices; and issued certificates of occupancy. Acted as project coordinator for the routing of plans.



KADRE ARCHITECTS TEAM

Nerin Kadribegovic, FAIA IIDA

Founder, Kadre Architects - Principal Architect

Nerin's Kadribegovic's passion for navigating complex design problems, especially where economy is of paramount importance, captures an eye for beauty and design, notably in social cause, that results in unconventional, award-winning solutions. Obsessed with artfully directing natural light to create nuanced, playful moments, he ushers a spirit of dignity into places, where least expected, through the aesthetic design opportunity.

A third-generation architect who endured displacement as a refugee of the wars in Yugoslavia and Bosnia, Nerin has directly experienced the impact of chaotic social and environmental disruption on people and society. This alert awareness evokes deep empathic connection to critical issues facing metropolitan urban centers around the world; those gripped by environmental or socio-economic crises.

Prior to launching Kadre, Nerin was a partner at one of LA's leading architecture firms. When the pandemic brought needed urgency to protect Los Angeles's most vulnerable population, Nerin led passionately in creating a template for tackling and ameliorating the city's 60,000-person homelessness issue. During the height of the health crisis, he led the team through an accelerated, aggressive timeline to provide bridge housing. His designs—in collaboration with the City government, first on the AETNA Bridge Home, followed by designs for Tiny Home Villages, now serve as the lodestar to ending the homeless crisis in the City of Los Angeles. These projects have raised and set the City's design standards for sheltering the homeless.

Nerin's deep understanding of schedule and cost contribute to KADRE's culture of delivery, on-time and on-budget. He developed the philosophy that design and delivery are an inseparable couplet, as expressed by the multiple award-winning projects.

Nerin's leadership with the Homekey Initiative has placed Kadre at the forefront of California's battle against homelessness.

Nerin is a Fellow of the American Institute of Architects and has served both on the Alumni Council and the Board of Trustees at the Southern California Institute of Architecture (SCI-Arc).

Professional Organizations and Civic Leadership

Fellow, American Institute of Architects

Trustee

Southern California Institute of Architecture

International Interior Design Association Member

Licensure

Licensed Architect #C32104

State of California

Education

Master of Architecture, 2003

Southern California Institute of Architecture (SCI-Arc)



Professional Experience

Founder, 2021-current

Kadre Architects, Los Angeles, California

Partner, June 2011-2021

Lehrer Architects, Los Angeles, California

Studio Director, August 2007-2011

Lehrer Architects, Los Angeles, California

Project Designer, April 02-May 2007

Lehrer Architects, Los Angeles, California

Design Team Leader, April 01-Aug 01

YKim Architects, Los Angeles, California

Project Designer, June 96-April 01

Arten Architectural Bureau, Mostar, BiH

Relevant Experience

Betty Bazar Community Center + Preschool,

Project Homekey

Principal in Charge

Kadre Architects, Los Angeles, CA

The Alvarado, Project Homekey

Principal in Charge

Kadre Architects, Los Angeles, CA

The Woodlands, Project Homekey

Principal in Charge

Kadre Architects, Los Angeles, CA

Sierra Housing, Project Homekey

Principal in Charge

Kadre Architects, Lancaster CA

Palmdale PSH and Community Center

Principal in Charge

Kadre Architects, Palmdale CA

Magnolia Safe Parking

Principal in Charge

Kadre Architects, San Diego CA

San Diego County Emergency Housing Plan

Principal in Charge

Kadre Architects, San Diego CA



Nous Engineering
nousengineering.com

Omar Garza

S.E.
Principal
omar.garza@nousengineering.com

Education

Bachelor of Science
University of Texas, Austin,
2004

Master of Science in
Structural Engineering
University of California,
San Diego, 2006

Registration

California S.E. S5593
California C.E. 71839
Washington P.E. 53148
Oregon P.E. 91325
Alabama P.E. 36066
Iowa P.E. 23801
New York P.E. 097516
Florida P.E. 82123
Pennsylvania P.E.
PE085828
Massachusetts P.E. 53517
Arizona P.E. 64920
Nevada P.E. 025276
Utah P.E. 10662846-2202

Affiliations

American Society of Civil
Engineers (ASCE)

Structural Engineers
Association of California
(SEAOC)

ASCE-41 - Seismic
Evaluation and Retrofit of
Existing Structures
Associate Member

Cal Poly Pomona School of
Environmental Design
Adjunct Faculty

Southern California
Institute of Architecture
Structural Seminar

Omar L. Garza is a partner of Nous Engineering based in Los Angeles. He is a licensed structural engineer with 18 years of professional experience in the structural engineering industry, focusing on advanced analysis, earthquake resilience, and seismic evaluation and rehabilitation of existing buildings. He is licensed in 15 states, and has worked on numerous improvements, renovations, and new structures throughout his career. Most notably, he's evaluated and seismically retrofit dozens of historical and existing structures in California.

Relevant Work

The Sierras Housing

Lancaster, CA, USA – 2024 – Project Principal

Designed by Kadre Architects, The Sierras is a rapid conversion of an existing hotel into 38 transitional housing units for families currently experiencing homelessness in the high desert of Antelope Valley. The sprawling, colorful, four acre campus employs modernist paint accents and graphics to create a contemporary, uplifting community for incoming residents. Partnering with the design team, Nous provided structural engineering services for the fast paced and affordable adaptive reuse of the hotel as well as folded plate shade structures and privacy screens.

Project Homekey

Various Locations, CA, USA – In Progress – Project Principal

Seeking to leverage an underutilized existing building stock, Project Homekey renovates and reuses existing motels for both transitional and permanent housing. Nous has provided structural assessments and rehabilitations for multiple building conversions. A recent conversion, highlighted in Deezen, designed by Kadre Architects, transforms a 20,000 SF motel built in 1984 into a shelter for families transitioning out of homelessness in LA's Westlake neighborhood, one block north of MacArthur Park. As a method for rapid expansion, we hope these projects contribute to a lasting housing solution in Los Angeles.

Lancaster Three

Lancaster, CA, USA – In Progress – Project Principal

The project converts three existing one-story motels into permanent supportive affordable housing under Project Homekey. The Lancaster Three project consists of work at three separate motels named Sahara, T-Bird and Bon Aire. Sites feature new outdoor gathering areas, landscaping and unique free standing steel shade canopies. Each site contains a standalone community building with community space and offices.

Knights Inn

Palmdale, CA, USA – In Progress – Project Principal

The project consists of converting an existing 2-story 32,000 SF motel into 100-key permanent supportive housing. And existing 2,000 SF one-story front check-in building will be converted to offices. A portion of the ground floor of the motel will be converted into an office, meeting room, break room, lobby, laundry and maintenance/electrical room. Site improvements consist of new outdoor gathering areas, dog run, landscaping, trash enclosures and freestanding steel shade structures and fencing.

EXHIBIT B**BUDGET DETAIL AND PAYMENT PROVISIONS**1. **Agreement Amount**

The total amount of this Agreement shall not exceed **\$46,245,464.00***.

2. **Budget Detail**

Budget Line Item	Amount
Program Operations and Administration	\$1,643,880
Outreach and Engagement	\$1,089,979
Disaster Case Management	\$1,480,600
Construction Management	\$2,413,515
Escrow Services	\$39,690
Reporting	\$132,500
Subtotal	\$6,800,164
Construction Hard Costs (see Section 3(C)(3) below)	\$37,445,300
Contingency (See Section 3(C)(4) below)	\$2,000,000
TOTAL AGREEMENT	\$46,245,464

Hourly Rates for Hourly-Based Tasks	
Classification	Hourly Rate
Program Operations and Administration	
Executive in Charge	\$286
CDBG-DR Policy Subject Matter Expert (SME)	\$215
Subject Matter Expert (SME)	\$215
Primary POC/Program Manager	\$200
AFWA Manager	\$195
Policies and Process Subject Matter Expert (SME)	\$185
Construction Operations Manager	\$150
Deputy Program Manager	\$125
Single Family Project Management Lead	\$125
Environmental Lead	\$125
Training Manager	\$87
Outreach and Engagement	
Uniform Relocation Assistance (URA) Lead	\$173
Outreach and Engagement Lead	\$125
Case Management Manager	\$105
Disaster Case Manager	\$60

EXHIBIT B

Disaster Case Management	
Deputy Program Manager	\$125
Compliance Manager	\$125
Disaster Case Management Lead	\$105
VOB/QC/Closeout Lead	\$95
Disaster Case Manager	\$60
Reporting	
Primary POC/Program Manager	\$200
Deputy Program Manager	\$125
Reporting/Data Analyst	\$85

Fee-Based Tasks - Per Project (unless otherwise stated)	
Task	Fee
Program Operations and Administration	
(1) Staffing Plan	\$9,000
(1) Section 3 Plan	\$10,000
Outreach and Engagement	
(1) Marketing, Outreach, and Engagement Plan	\$5,763
Housing Assistance/ Application Intake Event Fee	\$5,000 per event
In-person Housing Event	\$1,438 per event
Virtual Housing Event	\$429 per event
Disaster Case Management	
(1) Case Manager Staffing and Training Plan	\$1,000
(1) SOP and Forms for Obtaining Privacy Releases	\$500
Application/File Fee	\$4,500
Mobile Notary Service	\$145
Title Report	\$461
Housing Counseling Session	\$865
Construction Management	
Develop Initial Plans / Models / Elevations	\$11,000 per plan
Update Existing Plans / Models / Elevations	\$4,000 per plan
Tier 2 Environmental Review	\$925
CEQA Review/Assistance	\$800
Section 106 Support	\$800
Threatened/Endangered Species Support	\$550
LBP Inspection/Screening	\$700
Asbestos Inspection/Screening	\$700
Solution 1 – Reconstruction - Initial Damage Inspection Site Visit	\$1,500
Solution 1 – Reconstruction - Participant Home Selection Meeting	\$2,134
Solution 1 – Reconstruction - Design Package	\$9,500

EXHIBIT B

Solution 1 – Reconstruction - Final SOW Development	\$1,550
Solution 1 – Reconstruction - Construction Management	\$3,380
Solution 1 – Rehabilitation - Initial Damage Inspection Site Visit	\$1,500
Solution 1 – Rehabilitation - Participant Design Meeting	\$1,834
Solution 1 – Rehabilitation - Final SOW Development	\$1,550
Solution 1 – Rehabilitation - Construction Management	\$1,300
Solution 2 - Initial Damage Inspection Site Visit	\$1,500
Solution 2 - Final SOW Development	\$1,550
Solution 2 - Construction Management / Advisory Services	\$2,000
Solution 3 - Initial Damage Inspection Site Visit	\$1,500
Solution 3 - Final SOW Development	\$1,550
Septic Inspection (water onsite)	\$490
Septic Inspection (without water onsite)	\$795
Standard Septic Design	\$1,200
Specialty Engineered Septic Design	\$6,500
Perc/Mantel Test	\$1,675
Well Inspection	\$825
Compaction Test	\$1,100
Geotechnical Test	\$6,500
Topographic Survey	\$3,200
Boundary Survey	\$7,500
Record of Survey	\$9,950
Corner Record Survey	\$2,400
Elevation Certificate	\$1,000
Escrow Services	
Account Setup/Base Fee	\$519
Per Disbursement Draw Fee	\$24

*This is an all-inclusive contract. Quantities will vary depending on actual needs, program conditions and available funds. HCD will not reimburse for any travel or other direct costs.

- A. HCD allows movement of funds between lines without an amendment that does not exceed 30% and has prior approval from the HCD Contract Manager.

3. Invoicing and Payment

- A. Payments under this Agreement will be for actual expenditures incurred and made on a reimbursement basis.
- B. Contractor shall invoice on a task basis or hourly basis, depending on the budget line cost being invoiced and in accordance with the per task and per hour fees

EXHIBIT B

above, with the total of all invoices not to exceed the amounts shown in Section 2, Budget Detail of this Exhibit.

C. Billing Milestones and Dropout:

- 1) Disaster case management: Contractor will bill on a per application/file basis not to exceed the amount shown in Section 2, Budget Detail of this Exhibit, from the time an application is submitted until the file is closed. Contractor shall bill HCD at the following milestones: Intake, Initial Eligibility Determination, Duplication of Benefits (DOB) review completed (40%); grant award with homeowner acknowledged (50%); Key Turnover (final 10%). This application/file fee is inclusive of Disaster Case Managers' time.
- 2) Construction management fee: Construction management costs during pre-construction and construction include, but are not limited to, entering into contracts with subcontractors as necessary, obtaining all necessary state and local permits and approvals prior to commencement of work and as necessary during construction, preparing and tracking work orders, coordinating with the property owner for site access until obtaining Certificate of Occupancy, construction progress inspections, and oversight of construction contractors and subcontractors. Contractor shall bill the construction management fee incrementally at 25% completion, then at 75% completion, then 95% completion, and 5% retainage billable 45 (forty-five) calendar days after key turnover or upon HCD receipt of Contractor's final post-action report for environmental mitigation measures, whichever is later. The construction management fee does not count towards the grant cap.
- 3) Construction hard costs: Contractor shall bill at 25% completion, then at 75% completion, then 95% completion, and 5% retainage billable 45 (forty-five) calendar days after key turnover or upon HCD receipt of Contractor's final post-action report for environmental mitigation measures, whichever is later. This includes Contractor Overhead and Profit (O&P), as applicable. O&P is only applicable to Solution 1 projects. This line item only includes hard construction costs and direct costs made by the Contractor on behalf of the participant for housing reconstruction; rehabilitation; reimbursement; insurance premium payments; or eligible replacement housing, moving, and related expenses. Hard construction costs include O&P, construction material and labor costs, abatement costs, permit costs and other fees, MHU delivery, installation and product costs. Hard costs do not include escrow, notary, title, program administration costs, soft costs or construction management fees,

EXHIBIT B

permitting activities, inspections, procurement and oversight of contractors, project closeout, or other costs identified within this Exhibit.

- 4) Contingency: This line item is established to allow HCD, at its own discretion, to allocate funds to other line items as reasonable or necessary and in accordance with the scope of work detailed in Exhibit A to implement the Program.
 - 5) If dropout occurs and not due to fault of the Contractor, Contractor shall be reimbursed consistent with the billing milestones above, as amended by program policies. Reimbursement is contingent upon assurance by HCD that work performed meets compliance and program requirements.
 - 6) Overhead and Profit (O&P) are each set at a maximum of 12%. O&P may be subject to audit to determine funds are being used for actual overhead costs.
- D. For services satisfactorily rendered, and upon receipt and approval of the invoices, HCD agrees to compensate the Contractor the invoiced amount.
- E. Unless Contractor receives a written waiver of this paragraph F of Section 3 from HCD in advance of incurring a cost that would otherwise be non-reimbursable because of this paragraph, HCD will not pay Contractor any costs that are not allowable under applicable CDBG-DR regulations, including Title 2, Subtitle A, Chapter II, Part 200, Subpart E (commencing with sec. 200.400 of the Code of Federal Regulations. At HCD's request, Contractor will identify the specific federal Cost Principles allowing any proposed expenditure or invoiced amount; any necessary HUD or HCD approvals obtained for the expenditure; and, for subcontractors and suppliers, the federally approved procurement method used to select each subcontractor or supplier.
- F. Invoices must include this Agreement number, a Purchase Order number, a description of services completed, and dates services were completed. The Purchase Order number will be provided at a later time by the Contract Manager. Handwritten Agreement number is not acceptable.
- G. Invoices shall be submitted, not more frequently than twice monthly, but no less than once monthly, in arrears, via Grants Network:
- 1) The Contractor must set up an account in the Grants Network system at www.gn.ecivis.com. The program link will be provided after this Agreement is executed.

EXHIBIT B

- 2) Invoices shall be submitted through the Contractor's Grants Network account and will include all supporting documentation as an upload in the Financial Report (i.e. reimbursement request).
- 3) Supporting documentation must include:
 - a) Invoice summary which includes:
 - Performance period,
 - Contract number,
 - Purchase order number, and
 - Total amount being invoiced.
 - b) A clear crosswalk of deliverables for which work is billed, with a narrative explaining what work was done during the time being billed. Generally, this is shown as a grid with column headings such as: Deliverable, Date, Task, and Description of Services.
 - c) Timesheets:
 - Official timesheets must clearly show the worker's name, hours worked each day, and a description of work completed. Generally, this is shown as a grid with column headings such as: Date, Employee, Description of Work, Rate, Hours Worked. Timesheets must be signed by the employee and their supervisor.

4. Budget Contingency Clause

- A. It is mutually agreed that if the Budget Act 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.
- B. If funding for any fiscal year is reduced or deleted by the Budget Act for purposes of this contract, 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

Payment will be made in accordance with and within the time specified in Government Code, Title 1, Division 3.6, Part 3, Chapter 4.5 (commencing with Section 927).

6. Deadline for Submission and Payment of Final Invoice

EXHIBIT B

- A. No later than ninety (90) calendar days after the last day of the Agreement term, Contractor will deliver a properly completed final invoice ("Final Invoice") to HCD in such form, containing such information, and accompanied by such supporting documentation as HCD may require.
- B. The Final Invoice will be clearly marked "Final Invoice." Contractor will maintain, and provide the Contract Manager upon request, a dated return receipt, tracking information, or written confirmation of receipt from an HCD employee as proof of timely delivery.
- C. The Final Invoice will contain all of HCD's payment obligations under this Agreement that are not included in previous invoices accepted by HCD, received by HCD and pending acceptance, or disputed and pending resolution under Section 21 of Exhibit D ("Disputes").
- D. Except as provided in paragraph F, payment of the Final Invoice will be full and final satisfaction of all of HCD's undisputed payment obligations under this Agreement.
- E. Except as provided in paragraph F, Contractor waives the right to receive any payment under this Agreement that is either:
 - 1) Requested after the Final Invoice deadline in paragraph A.
 - 2) Requested for a deliverable that HCD receives after termination of the Agreement.
- F. This section will apply except to the extent expressly otherwise provided in this Agreement, agreed to in writing by the Contract Manager upon a determination of good cause, or otherwise required by law.

EXHIBIT D**HCD ADDITIONAL TERMS AND CONDITIONS****1. Interpretation**

In the interpretation of this Agreement, any inconsistencies between the State of California General Terms and Conditions (GTC - 02/2025) and the terms of this Agreement and exhibits or attachments shall be resolved in favor of the General Terms and Conditions (GTC - 02/2025) .

2. Publications and Reports

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

- 1) Incorporate any comments or revisions required by HCD into any publication or report and shall not publish any material until it receives final written HCD approval from the Contract Manager.
- 2) Furnish one copy of each publication and report required plus one reproducible original. Any publication or report produced in PDF must be supplied to HCD in an unlocked, Word or Excel format.

B. Illustrations, maps and graphs in summaries and publications 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 HCD 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 PUBLICATION
BY (CONTRACTOR)

E. HCD retains ownership of and reserves the right to use and reproduce all publications and reports and data produced and delivered pursuant to this Agreement.

F. If 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 D3. Progress Reports

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4. Presentation

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

5. Report Delivery

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

6. 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.

7. 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, in writing, to the above terms in an HCD approved form. Contractor shall supply HCD with evidence of the employee or officer's signature on the HCD form.
- 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.

EXHIBIT D

- F. Contractor may, at its own expense, and upon written approval by the HCD Contract Manager, publish or utilize, 90 days after any data or document submittal to HCD per this Agreement has become a part of the public record and 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.

8. 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 the 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 HCD's 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 HCD, in accordance with the terms of this Agreement. Such data shall be the property of HCD.

EXHIBIT D

- E. "Generated data" shall be the property of HCD 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 acknowledged receipt by HCD 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 HCD, in writing, of any such contemplated action. HCD may within 30 days after said notification determine whether it desires said data to be further preserved and, if HCD elects, the expense of further preserving said data shall be paid for by HCD. Contractor agrees HCD 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.

9. Amendments

Amendments to this Agreement are allowed and shall follow the rules and guidelines outlined in the current 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.

10. 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.

11. Substitutions

Contractor's key personnel as indicated in its proposal may not be substituted without the Contract Manager's prior written approval. Notice to either party may be given by email as provided in Exhibit A.4. Such notice shall be effective when received as indicated on email. Alternatively, notice may be given by personal delivery by any

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means whatsoever to the party and such notice shall be deemed effective when delivered.

12. 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 this Agreement shall be taken and construed as cumulative; that is, in addition to every other remedy provided therein or by law. Failure of HCD 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 nor to affect the validity of this Agreement or the right of HCD to enforce said provisions.

13. 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.

14. 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.

15. 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. HCD will reimburse Contractor for travel of said personnel at the contract rates for such testimony, as may be requested by HCD.

16. Force Majeure

"Force Majeure" is an unforeseeable event outside of a party's reasonable control which prevents or delays performance of that party's obligations under this Agreement. Such event does not include the normal risks a party assumes when it enters a contract. A Force Majeure event is a natural disaster such as an earthquake, flood, hurricane, pandemic, an Act of God, act of war, act of public enemies of this state or of the United States, or other similar event.

Force Majeure also includes actions or measures taken by any governmental authority, including executive orders, public health orders, other governmental orders, laws, regulations, or other government actions taken in response to a "Force Majeure" event, such as a quarantine or other restriction which prevents or delays the performance of a party's obligations under this Agreement.

EXHIBIT D

The party asserting "Force Majeure" must give notice to the other party to this Agreement within ten (10) days of the occurrence of the Force Majeure event, notice to be given in accordance with the notice provisions of this Agreement. Such notice must include a description of the Force Majeure event, how said event has prevented or delayed the party's ability to perform its obligations under this Agreement, a description of reasonable measures the asserting party proposes to take to resume performance of its obligations under this Agreement, and a date by which the party anticipates it will resume performance of its obligations.

17. 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 HCD in writing.

18. Litigation

HCD, promptly after receiving notice thereof, shall notify the Contractor in writing of the commencement of any claim, suit, or action against HCD or its officers or employees for which the Contractor must provide indemnification (refer to GTC-02/2025) under this Agreement. To the extent permitted by law, HCD 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 HCD to give such notice, information, authorization, or assistance, shall not relieve the Contractor of its indemnification obligations.

The Contractor shall immediately notify HCD of any claim or action against it, which affects or may affect this Agreement, the terms and conditions hereunder, or HCD, 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 HCD.

19. 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:

EXHIBIT D

- 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
651 Bannon Street Suite 400
Sacramento, CA 95811

- 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.

20. 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.

21. 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.

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- 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.

22. 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 HCD, for any reason. Upon receipt of a termination notice, Contractor shall promptly discontinue all services affected unless the notice specifies otherwise.

In the event HCD terminates all or a portion of this Agreement for any reason, it is understood that HCD 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 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 HCD's Contract Manager all data, reports, summaries, and such other information and materials as may have been accumulated or generated by the Contractor in performing under this Agreement, whether completed or in

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progress. In such an event, HCD shall pay the Contractor only the reasonable values of the services rendered to date. At the sole discretion of HCD, HCD 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 HCD immediately in writing and HCD 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 HCD.

F. Cumulative Remedies:

The rights and remedies of HCD 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, HCD reserves the right to take over and complete the work by contract or other means. In such case, Contractor is liable to HCD for any additional costs incurred by HCD to complete the work.

H. Threats to HCD employee(s):

Contractor agrees to be fully responsible to HCD for the acts and omissions of Contractor's subcontractors and any other persons directly or indirectly employed by Contractor or any of its subcontractors. Note: The word 'acts' in the preceding sentence includes any threat, whether real, implied, apparent or perceived, made to an employee of the State of California. Any such threat will be grounds, in HCD's discretion, to terminate this contract."

23. Public Contract Code

The Contractor is advised that provisions of Public Contract Code Sections 10335 through 10381 pertaining to the duties, obligations and rights of a consultant service contractor are applicable to this Agreement.

24. Evaluation of Contractor's Performance (STD 4 - Contract/Contractor Evaluation)

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

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

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. For positions subject to Section 3 requirements, this section and section 18 of Exhibit C shall be applied by giving priority consideration to Section 3 workers within the same priority level described in 24 CFR 75.9(a)(2).

26. Potential Subcontractors

- A. Nothing contained in this Agreement or otherwise, shall create any contractual relation between HCD and any subcontractors, and no subcontract shall relieve the Contractor of its responsibilities and obligations hereunder. Contractor agrees to be fully responsible to HCD 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 HCD. Upon the termination of any subcontract, HCD 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 HCD's obligation to make payments to the Contractor. As a result, HCD 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.

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- 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 the substitution.

27. Disabled Veteran Business Enterprises (DVBEs)

If Contractor has committed to achieve a DVBE participation goal in Contractor's accepted bid or offer, in this Agreement, or if DVBE participation requirements were stated in the solicitation as an applicable condition for qualifying as a responsive bidder:

- A. Contractor must comply with all rules, regulations, ordinances, and statutes that apply to the California DVBE Program established in Military and Veterans Code Section 999, including, but not limited to, the requirements of Military and Veterans Code Section 999.5(d).
- B. Per Military and Veterans Code Section 999.5(g), Contractor must use the DVBE subcontractors and suppliers proposed in the accepted bid or offer unless (1) a substitution is requested in writing and (2) before commencing work under this Agreement, the proposed replacement is approved by HCD and the Department of General Services. Absent exceptional circumstances, a DVBE subcontractor or supplier may only be replaced by another DVBE subcontractor or supplier. (Cal. Code Regs., Tit. 2, § 1896.73.) All changes to the amount or scope of work under this Agreement that will impact the comparative percentage of individual or overall DVBE participation must be authorized by an amendment to this Agreement.

Failure of Contractor to obtain approval before making a DVBE substitution under this Agreement, or failure to maintain the DVBE participation level identified in the bid or offer, this Agreement, or the solicitation, as applicable, may be cause for termination of this Agreement, recovery of damages under rights and remedies due the State of California, and penalties as outlined in Military and Veterans Code Section 999.9 and Public Contract Code Section 10115.10.

- C. Upon completion of work under this Agreement and submittal of the final invoice, Contractor must submit to the Contract Manager a complete and accurate Prime Contractor's Certification – DVBE Subcontracting Report form (STD 817). Upon HCD's request, Contractor must, no later than 30 calendar days after the date on which the request is sent, submit satisfactory proof that Contractor has made all payments owed to each participating DVBE subcontractor or supplier that are not legitimately disputed.

If Contractor fails to timely comply with the preceding requirements of this paragraph (C), HCD will send Contractor a notice to cure and will withhold \$10,000 from the final payment, or the full amount of the final payment if less than \$10,000, until Contractor cures the defect. If Contractor does not cure the

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- defect on or before a final date to be specified in the notice to cure, HCD will disapprove the withheld amount and permanently deduct it from the final payment to Contractor. The final date shall be in HCD's sole discretion but shall be no sooner than 15 calendar days and no later than 30 calendar days after the date on which the notice is sent.
- D. If a request for proof of payment or notice to cure under paragraph (C) is only sent by a method other than email, facsimile, or same day delivery, Contractor shall have the additional time to comply specified for the comparable delivery service in Code of Civil Procedure Section 1013.
- E. The terms and conditions of this section supplement, and are not supplanted by, the terms and conditions relating to DVBE participation requirements in the State of California General Terms and Conditions (GTC – 02/2025).

28. 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 appear 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. In case of differences between this provision and any conflict of interest criteria in 24 CFR 570.489(h) or otherwise included in this Agreement, the stricter criteria will apply.

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 (4) below.

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- 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.

29. Americans with Disabilities Act and Section 508 of the Rehabilitation Act

- A. Contractor, by signature hereto, certifies that it complies with the Americans with Disabilities Act (ADA) of 1990 (42 U.S.C. § 12101 et seq.), which, among other things, prohibits discrimination on the basis of disability, as well as all applicable regulations and guidelines issued pursuant to the ADA.
- B. Contractor is responsible for ensuring all products and services provided to HCD pursuant to this Agreement, including hosting services for electronic content, meet the accessibility requirements of the refreshed Section 508 of the Rehabilitation Act (29 U.S.C. § 794d) and all the applicable provisions of the Information and Communication Technology (ICT) Standards and Guidelines. These standards incorporate by reference all of the requirements of Web Content Accessibility Guidelines 2.0 AA success criteria. HCD reserves the right to ask for proof of conformance or to perform testing on any solution to verify conformance.
- C. Contractor shall ensure that all deliverables provided by Contractor pursuant to this Agreement that will be posted to HCD's website or will be viewed and/or utilized by persons either within or outside HCD, comply with all of the laws, standards and guidelines referenced in the preceding paragraph. In the event any deliverables provided by Contractor under this Agreement require remediation in order to comply with all of the laws, standards and guidelines referenced in the preceding paragraph, all costs for such remediation shall be borne by Contractor.

30. Executive Order N-6-22 – Russia Sanctions

On March 4, 2022, Governor Gavin Newsom issued Executive Order N-6-22 (the EO) regarding Economic Sanctions against Russia and Russian entities and individuals. "Economic Sanctions" refers to sanctions imposed by the U.S. government in response to Russia's actions in Ukraine, as well as any sanctions imposed under state law. The EO directs state agencies to terminate contracts with, and to refrain from entering any new contracts with, individuals or entities that are determined to be a target of Economic Sanctions. Accordingly, should the State determine Contractor is a target of Economic Sanctions or is conducting prohibited transactions with sanctioned individuals or entities, that shall be grounds for termination of this agreement. The State shall provide

EXHIBIT D

Contractor advance written notice of such termination, allowing Contractor at least 30 calendar days to provide a written response. Termination shall be at the sole discretion of the State.

31. Background Checks for Access to Sensitive Information (H&S Code, § 50405.5)

- A. Contractor certifies that none of Contractor's employees, contractors, agents, subcontractors (together, "personnel"), or substitute personnel will receive or otherwise have access to any non-anonymized confidential information, personally identifiable information, personal health information, or financial information owned, controlled, or provided by HCD, or generated or delivered to HCD in the performance of this Agreement (together, "sensitive information"), until Contractor:
 - 1) Performs a criminal background check as specified in paragraph (B).
 - 2) Reviews the criminal background check and determines that granting the personnel access to sensitive information will not pose a threat to the public interest or integrity or effectiveness of HCD's mission.
- B. Contractor will perform one of the following federal and state criminal background checks on personnel who will have access to sensitive information:
 - 1) A live scan criminal background check through an approved live scan fingerprinting service provider that includes summary criminal history information from the Federal Bureau of Investigation and California Department of Justice.
 - 2) In limited circumstances, if personnel are unable to timely access a live scan facility or mobile live scan provider, HCD may, in its sole discretion, authorize Contractor to perform a criminal background check via submission of two (2) FD-258, Applicant Cards (Hard Cards).
- C. Background check records will be maintained by the Contractor in accordance with Exhibit C, General Terms and Conditions, Section 4, "Audit" and are subject to audit by HCD. When requested by HCD, background check records will be furnished by the Contractor within twenty-four (24) hours. Contractor will provide any additional detail about a background check that HCD deems necessary.
- D. HCD may, in its sole discretion, revoke or deny clearance for any of Contractor's personnel to review sensitive information.
- E. Contractor will bear all fees and costs associated with obtaining and maintaining clearance for any individual required to undergo a criminal background check under this section.

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- F. Failure to comply with this section is grounds for contract termination.
- G. The requirements of this section apply to any services contract, interagency agreement, or public entity agreement entered into, amended, or renewed on or after January 1, 2024.

EXHIBIT E**NON-IT SERVICES CONTRACTS CONFIDENTIALITY AND DATA SAFEGUARDS*****OPTIONAL SPECIAL PROVISIONS TO SELECT FROM FOR INCLUSION IN CONTRACTS
INVOLVING USE OF CONFIDENTIAL STATE DATA*****1. DEFINITIONS:**

- 1.1. **Confidential Information** means any non-public information, whether in written, oral, graphic, electronic or any other form, including and without limitation, unpublished financial information, state plans and practices, and projections, and marketing data, business, financial, technical information, user manuals, forecasts, analyses, software and processes, or information which would be deemed by a reasonable person to be confidential or proprietary in nature. Confidential Information also means an individual's health, genetic or biometric information, race, ethnic origin, sexual orientation, religious or political, beliefs/affiliation, or criminal record. The contracting state agency may also designate information as "Confidential" or "Proprietary."
- 1.2. **Personal Information** as set forth in Civil Code section 1798.3, subdivision (a) of the California Information Practices Act (§1798 et. seq) means any information that is maintained by an agency that identifies or describes an individual, including, but not limited to, their name, social security number, physical description, home address, home telephone number, education, financial matters, and medical or employment history. It includes statements made by, or attributed to, the individual.
- 1.3. **State Data** means all information and data owned by the State and submitted to, processed by, or stored by the Contractor and includes, but is not limited to, all data/information that originated with the State, all data/information provided by the State, and data/information generated, manipulated, produced, reported by or otherwise emanating from or by applications run by the State. State Data encompasses Confidential Information and Personal Information.
- 1.4. **Security Incident** means any actual or suspected unauthorized access, destruction, loss, theft, use, modification, or disclosure of State Data.

2. DATA PRIVACY AND CONFIDENTIALITY:

- 2.1. Contractor shall not collect, use, retain, disclose, sell or otherwise make use of State Data for Contractor's own commercial purposes or in a way that does not comply with the purpose of this Contract or applicable law. Contractor shall notify the State by the fastest means available, not later than 48 hours after receipt, of any subpoena, warrant, court order, service of process, California Public Records Act (Gov. Code, § 7920.00 et seq.) request, and or other legal request ("Requests") which seeks access to State Data, unless such notification is prohibited by law. Unless prohibited by law, Contractor shall also provide written notice to Contracting agency (Buyer) and to the Agency Chief Information Security Officer (CISO) or designee of Contracting agency. Unless prohibited by law, Contractor shall not respond to such Requests unless authorized in writing to do so by the State and shall not respond to such Requests directed at Contractor regarding the Contract without first notifying the State in writing. Unless prohibited by law, Contractor

shall provide the State with its intended responses to such Requests with adequate time for the State to review, revise, and, if necessary, seek a protective order.

- 2.2. Contractor shall ensure confidentiality and security of State Data. Contractor shall ensure that all its personnel as well as personnel of its subcontractors with access to State Data comply with security and confidentiality obligations set forth in the Contract.
- 2.3. Contractor will not disclose State Data or allow access to such information to any third party without the State's prior written consent; provided, however, that Contractor may disclose State Data to its affiliates and subcontractors for purposes of providing the services to the State under this Contract. Contractor will be liable for all actions by the subcontractor related to the use, processing and/or disclosure of State Data.
- 2.4. Contractor will return or render permanently unreadable and unrecoverable all State Data at the end of this Contract or upon the State's written request unless State Data must be retained by Contractor to comply with applicable laws. Erasure or destruction of all State Data in Contractor's possession shall be in accordance with State's standard for data destruction, which State shall provide to Contractor. Contractor shall provide certification of destruction to State.

3. DATA PROTECTION:

- 3.1. *Safeguards.* Contractor shall implement and maintain all appropriate administrative, physical, technical, and procedural safeguards in accordance with applicable laws, policies, and regulations at all times during the Contract term to protect State Data, systems, and services, from unauthorized or unlawful use, access, modification, disclosure or destruction, introduction of viruses, disabling devices, malware and other forms of malicious or inadvertent acts.
- 3.2. *Security Incident.* Unless otherwise specified in the Contract or Statement of Work, upon discovery or reasonable belief of any Security Incident, Contractor shall notify the State in writing by the fastest means available, in no event greater than 48 hours after such discovery or belief.
 - 3.2.1. Contractor's notification shall identify, to the full extent known to Contractor:
 - 3.2.1.1. The nature of the Security Incident;
 - 3.2.1.2. The State Data improperly accessed, used, or disclosed;
 - 3.2.1.3. The individual records improperly accessed, used, or disclosed if Confidential Information or Personal Information is involved;
 - 3.2.1.4. The person(s) who improperly accessed, used, disclosed or received State Data;
 - 3.2.1.5. What Contractor has done or will do to quarantine and remediate the Security Incident; and
 - 3.2.1.6. What corrective action(s) Contractor has taken or will take to prevent future Security Incidents.

3.2.2. Contractor shall take prompt corrective action to mitigate any risks or damages involved with the Security Incident.

3.2.3. If Contractor experiences a Security Incident, the State shall determine whether notification to any individuals whose State Data has been improperly accessed, lost or breached is appropriate. If Confidential Information or Personal Information is reasonably believed to have been improperly accessed or acquired by an unauthorized person as a result of a Security Incident that is not due to the fault of the State or any person or entity under the control of the State, Contractor shall bear any and all costs associated with the State's notification obligations as required by all applicable laws and regulations, as well as the cost of credit monitoring. Contractor shall immediately investigate the Security Incident and shall share the investigation report with the State. The State or its authorized agents reserve the right to lead (if required by law) or participate in the investigation. Contractor shall cooperate fully with the State, its agents, and law enforcement.

3.2.4. If the State determines that the data loss or Security Incident is significant, at the discretion of the State, Contractor will, at its expense, have an independent, industry-recognized, State-approved third party perform an information security audit. Contractor shall immediately share the audit results with the State upon Contractor's receipt of such results. Contractor will provide the State with written evidence of planned remediation within thirty (30) days from receipt of the audit results and promptly modify its security measures.

4. SURVIVAL:

These privacy, confidentiality, and protection obligations of Contractor, its, agents, successors, and/or assigns, continues for so long as Contractor has access to State Data, including required retention or storage timeframes after Contract termination or expiration.

EXHIBIT F

FEDERAL PROCUREMENT PROVISIONS1. Agreement Subject to the Availability of Federal FundingA. In General

It is mutually understood between the parties that this Agreement 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 Agreement were executed after that determination was made.

B. Agreement Conditional on Appropriations

This Agreement is valid and enforceable only if sufficient funds are made available to HCD by the United States Government for the fiscal year(s) covered by this Agreement for the purposes of this program. In addition, this Agreement is subject to any additional restrictions, limitations, or conditions enacted by the Congress or any statute enacted by the Congress, which may affect the provisions, terms, or funding of this Agreement in any manner.

C. Appropriation of Insufficient Funds

The parties mutually agree that if the Congress does not appropriate sufficient funds for the program, this Agreement will be amended to reflect any reduction in funds.

D. Option to Void or Amend Contract

HCD has the option to invalidate the Agreement under the 30-day cancellation clause or to amend the contract to reflect any reduction in funds.

2. Suspension and Debarment (Contracts Exceeding \$25,000)

A. This Agreement is a covered transaction for purposes of 2 Code of Federal Regulations part 180 and 2 Code of Federal Regulations part 3000. As such, Contractor is required to verify that none of Contractor's principals (defined at 2 C.F.R. § 180.995) or its affiliates (defined at 2 C.F.R. § 180.905) are excluded (defined at 2 C.F.R. § 180.940) or disqualified (defined at 2 C.F.R. § 180.935).

B. Contractor must verify that any subcontractors are not excluded or disqualified by doing one of the following:

- 1) Verifying that the subcontractor's name is not on the list of excluded or disqualified parties in the federal System for Award Management (www.sam.gov);
- 2) Obtaining a certification from the subcontractor, as follows:

EXHIBIT F

This certification is a material representation of fact relied upon by _____. If it is later determined that the contractor did not comply with 2 Code of Federal Regulations part 180, subpart C and 2 Code of Federal Regulations part 3000, subpart C, in addition to remedies available to _____, the federal government may pursue available remedies, including but not limited to suspension and/or debarment.

3) Adding a clause or condition to the subcontract, as follows:

The bidder or proposer agrees to comply with the requirements of 2 Code of Federal Regulations part 180, subpart C and 2 Code of Federal Regulations part 3000, subpart C while this offer is valid and throughout the period of any contract that may arise from this offer. The proposer further agrees to include a provision requiring such compliance in its lower tier covered transactions.

3. Byrd Anti-Lobbying Certification (Contracts Exceeding \$100,000)

Contractors who apply or bid for an award of \$100,000 or more must file the required Byrd anti-lobbying certification. Each tier certifies to the tier above that it will not and has not used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, officer or employee of Congress, or an employee of a Member of Congress in connection with obtaining any federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier must also disclose any lobbying with non-federal funds that takes place in connection with obtaining any federal award. Such disclosures are forwarded from tier to tier up to HCD who in turn will forward the certification(s) to the awarding agency.

EXHIBIT GADMINISTRATIVE CHANGES

Contract Number: 25-20-008 Vendor Name: IEM International, Inc.	Type of Change: Choose an item.
Proposed Start Date: or upon approval by the California Department of Housing and Community Development, whichever occurs later.	
<u>Reason for Change:</u>	
<u>Description of Change:</u>	
<u>Proposed Personnel Classification:</u> (must be equal or better than current classification)	<u>Proposed Hourly Rate:</u> (must be less than or equal to current rate)

EXHIBIT G

For Key Personnel Changes, is/are resume(s) Attached?

Yes ☐ No ☐

Approval:

Changes identified above are in accordance with the terms and condition of the Contract. By signing below, the Contractor has confirmed that the proposed staff meets the personnel classification requirements and any requirements listed in the Scope of Work (SOW). The Contractor's signature below indicates that they have confirmed the proposed personnel staff meets the requirements listed in the SOW.

Contractor (Print Name/Title & Sign) / Date

State Contract Manager (Print Name &
Sign) / Date