

City of Hollywood, FL

STATE AND FEDERAL GRANT TECHNICAL ASSISTANCE CONSULTANT

Date: October 20 2022

Submitted by: Civitas, LLC

600 Salty Alley

Mount Pleasant, SC 29464

(843) 573-7825

Erich Chatham, Principal Owner

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DUNS Number: 832064575

Tax Identification Number: 80-0443389





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To: City of Hollywood
Community Development Division
2600 Hollywood Boulevard
Old Library Building
Hollywood, FL 33020

From: Civitas LLC
600 Salty Alley
Mount Pleasant, SC 29464

RE: STATE AND FEDERAL GRANT TECHNICAL ASSISTANCE CONSULTANT

Civitas is pleased to present this proposal for professional services to the City of Hollywood, FL to provide State and Federal grant program technical assistance to the City's Community Development Division. We are experienced in developing and assisting with Community Development Block Grant (CDBG). Our team's fair housing expertise and ability to deliver timely, innovative, and comprehensive services set us apart. Our knowledge of both the programing side of Federal grants, as well as the reporting requirements puts our team in a unique position to provide high quality products and truly useful affordable housing and community development insights that will help guide the City's strategies in compliance with federal, state, and local laws and regulations.

We have over a decade working successfully with jurisdictions across the nation. We are well-suited to provide long-term consulting services and technical assistance. We specialize in HUD grant program development and compliance and we have successfully completed Consolidated Plans (ConPlans), Analysis of Impediments to Fair Housing Choice (AIs), Environmental Reviews, IDIS training, and general housing related technical assistance for numerous clients throughout the country including the Spartanburg County, SC; Horry County HOME Consortium, SC; Town of Summerville, SC; City of Jacksonville, FL; Hialeah, FL; Columbia, SC; City of Colorado Springs, CO; Reno, NV; Jersey City, NJ; and many more. Our consultants also serve as HUD technical assistance providers and train grantees across the nation on the system.

These services and associated costs are based on our understanding of the city's needs, but we are always happy to make adjustments at your request. Civitas is to ready to adhere to the services, costs, and timelines outlined in this proposal, and this signed cover letter binds the company for 60 days. Erich Chatham and Spencer Christian will serve as the primary contacts for this project. We look forward to furthering our working relationship with your staff and facilitating the provision of decent, safe, affordable housing to the citizens of Hollywood.

Sincerely,

Karl "Erich" Chatham

Civitas, LLC
(843) 573-7825



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Qualifications and Experience

Organizational Overview

Civitas, LLC is a research and development consulting firm based out Charleston, South Carolina, with individual employees across the U.S. We are in the business of thinking *and* doing. We help government, non-profit, and for-profit enterprises solve problems and implement solutions. Our knowledge and experience with HUD programs, social science research, economic development, environmental reviews, and community revitalization put us in a unique position to assist a consortium of public and private entities in better meeting their missions. We bring a passion for public service to our work in areas such as affordable housing development, grant writing and administration, program evaluation, research design and implementation, social and economic impact analysis, survey-based research, GIS mapping/spatial analysis, regulatory compliance, and project management.

We have written dozens of HUD Consolidated Plans, Annual Action Plans, Consolidated Annual Performance Reports, and are highly proficient in HUD program management and compliance. Civitas has also worked with numerous clients to correct prior HUD-related reports. Our senior-level consultants provide high level policy recommendations, program improvement strategies, and technical training in all aspects of HUD grant programs, to include CDBG, HOME, HOPWA, and ESG program development and compliance; as well as required HUD Environmental Reviews and market-based research in support of ConPlan development and Analysis of Impediments to Fair Housing Choice reports. Furthermore, all of our consultants have individual subcontracts with HUD as national technical assistance providers. We provide expertise, training, and problem solving to HUD grantees across the nation.

Brief History of Civitas

Civitas was founded in 2009 by Jimmy Ardis and Erich Chatham, two graduates of the College of Charleston's Masters of Public Administration program. Jimmy, an Air Force veteran, and Erich, a former high school teacher, found that they each brought a unique set of skills, personality, and knowledge base to the organization that provided incredible balance and productivity. After graduating they saw a need in the market for housing policy experts who can provide assistance to a variety of clients who were looking to address their community's housing needs. Through their dedication and hard work, they developed Civitas into one of the foremost housing policy firms in the country, particularly with regard to HUD programs.

Erich Chatham is now the principal owner and the organization has continued to see healthy growth in both the number of clients and staff. Two specialists, Peter Neiger and Vern Xiong, were added to the staff in 2014. Peter and Vern's data analysis and visualization expertise allowed Civitas to continue to grow and provide their services to more clients. Pete is also the lead Environmental Review Coordinator. Spencer Christian was added to the team as the director of operations and serves as a primary point with Erich, clients, and the Civitas analysts and specialists. Senior-level subject matter experts Stan Fitterman (Housing and Disaster Recovery), Patrick King (Affordable Housing Finance), and Kyle Jenkins (Homeless Solutions Specialist), have joined the Civitas team over the last two years bringing depth and specialized toolsets for affordable housing technical assistance. Currently, Civitas has eleven full time employees and eight part time employees who provide expertise in a variety of affordable housing solutions; federal, state, and private grant program administration and delivery; community development financial strategies; environmental reviews; and other related programmatic technical assistance. We have helped hundreds of clients pursue and execute their affordable housing strategies.



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Technical Area

Over the last decade of business, Civitas has provided technical assistance and program management services to clients throughout the nation. Our team has managed program setup, application in-take, and program execution for several rental, housing, and rehab programs. We have completed numerous Consolidated Plans, Annual Action Plans, Analysis of Impediments to Fair Housing Choice, Environmental Reviews, and CDBG-DR Action Plans. We have also assisted cities with program delivery and administration of other federal, local, or private funding sources. With that experience, we have established an efficient and effective process for completing high quality and compliant documents that are tailored to each grantee. We have also contributed to improving jurisdictions' program management and internal policies and procedures with our shared technical assistance and consulting services. The firm has both the capacity and the relevant knowledge to supplement the City's Grants Division.

Civitas has an extensive and well-rounded knowledge base of HUD programs and regulations, allowing us to come at any project from multiple angles and offer comprehensive services. From consolidated planning to fair housing; environmental review to subrecipient monitoring; and financial risk assessment to policy and procedures development—our team has expertise and recognized success in multiple areas needed to successfully plan and implement strategies in the Town. We have assisted multiple jurisdictions with program compliance reviews and program design reviews and improvements, to include Hialeah, FL; Jacksonville, FL; Horry County, SC; Miami Gardens, FL; Columbia, SC; Harrisburg, PA; and many others. Lead consultant Erich Chatham has personally updated Citizen Participation Plans, CDBG, Section 3, and Davis Bacon policy and procedures for HUD grant programs for dozens of clients over the last 10 years. Our senior finance consultant, Patrick King, is the internal auditor for the City of Lexington, SC's Disaster Relief program and assists several jurisdictions with economic development programs. Pete Neiger has conducted 100s of environmental review and written policy and procedures as for several clients, including Greenville, NC; Hialeah, FL; and Port Author, TX. We have also assisted many jurisdictions with CARES Act funding and ConPlan amendments.

eCon Planning Suite Experience

Consolidated Plans, Annual Action Plans, and Consolidated Annual Performance and Evaluation Reports are developed using HUD's IDIS-based e-Con Planning Suite. It would be difficult to find a team more knowledgeable of this system. Our consultants have been involved with eCon since its inception. Furthermore, Civitas consultants have been contracted with HUD to provide direct training and technical assistance to grantees on IDIS. Many of the key elements of the grants management cycle are integrated into the planning Suite. Our team's expertise with IDIS will assist to ensure consistency among the goals, activities and accomplishments when confirming compliance with Federal regulations and guidelines.

Past Work Performance

Civitas, LLC has a 12-year long history of successful work performance with clients across the country. Our senior consultants bring over 100 years of combined housing and HUD program experience to the table. Many of our growing client list start out with just one initial contract for a single project, for example a Consolidated Plan or Analysis of Impediments to Fair Housing Choice or HUD technical Assistance. All of these projects are completed in a timely fashion per the deadline given by HUD or the jurisdictional deadlines. We have never missed a firm deadline. Over the years, the demand for our technical assistance beyond single scope projects has grown. Our technical assistance has allowed jurisdictions across the country to improve their processes and management of HUD funded programs.



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We are proficient in the review, updating, or writing policy and procedures for Environmental Reviews, Davis Bacon, Section 3, Citizen Participation Plans, Lead Based Paint, etc. We have ample experience in providing best practices and program design suggestions for all HUD housing programs, economic development, homeless solutions, public services, CHDOs, Neighborhood Revitalization Strategy Plan, etc. Our team has assisted with affordable housing program developments, economic development programs, environmental reviews, policy reviews and updates. We have also been a crucial component to helping remove HUD findings for several municipalities. We are staffed to provide policy and procedure review or creation, as well as specific program technical assistance and best practices advice. The below list details a few projects led by Civitas as well as technical assistance clients that match the tasking deliverables. We are happy to provide more if requested.



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Civitas Team

The following list of Civitas team members are committed to our firm and this project. They will assist in the project in various capacities. Full resumes can be found in the Appendix.

Erich Chatham, Principal Owner

Charleston, South Carolina

Erich has eleven years of professional experience in the field and, as Project Manager, will serve as the primary contact for City staff. Recently, Erich worked on economic and community development projects with local governments, for-profits, and non-profits throughout New York, New Jersey, Pennsylvania, South Carolina, Florida, Utah, Georgia, Texas, and Colorado to name a few. He serves as a national technical assistance provider for the US Department of Housing and Urban Development and is a HOME Certified Specialist. In his role as a HUD TA Provider, Erich provides technical assistance to HUD grantees related to CDBG, CDBG-DR, HOME, and ESG program management. He has also conducted numerous IDIS and DRGR training workshops throughout the country.

Erich serves on numerous non-profit boards of directors including the Palmetto Community Land Trust, Grand Strand Housing and Community Development, the South Carolina Interagency Council on Homelessness and the Lowcountry Continuum of Care where he serves as the Chairman of the Governing Council. Erich received a Bachelor of Arts in History and Secondary Education Certification from Oglethorpe University in Atlanta, Georgia. He then taught high school economics and government and coached several sports for four years. He also holds a Master of Public Administration from the College of Charleston, with a focus on Economic Development and Urban Planning.

Spencer Christian, Director of Operations

Wahiawa, Hawaii

Spencer transitioned to housing and community development consulting after serving 10+ years in the United States Navy as an intelligence officer. Having spent time in cities and military bases throughout the US, Middle East, and Asia, he brings a unique, multinational perspective to housing and development. He delivers value and insight to urban development projects by leveraging his military background in analysis, policy review, financial oversight, and project management. Spencer has a keen interest in affordable and fair housing as well as supporting urban sustainability technology and culture. He maintains oversight on all projects to ensure transparency, timeliness, and quality. Further, he provides grants management compliance including policies and procedures development for all Civitas projects.

Spencer continues to serve as an intelligence officer with the US Navy Reserves. Prior to his service, he taught high school French and coached basketball. He holds a Bachelor of Arts in French from Georgia College and State University. Spencer completed his Master of Science in International Affairs from Georgia Institute of Technology.



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Stan Fitterman, Senior Consultant, Housing and Disaster Recovery

Tampa, Florida

Mr. Fitterman has over 25 years of experience providing nonprofit developers and local governments with hands-on assistance and advice on organizational development and operations as well as project-specific assistance on the development of single-family and multi-family housing. He has developed and delivered training to local governments and nonprofit organizations on the development of both home ownership and rental housing, business planning, marketing, financial management topics and federal and state compliance and monitoring issues. His deep understanding and skilled navigation of regulatory systems, market research, and financial feasibility have promoted Mr. Fitterman to a national expert. He has also assisted jurisdictions nationwide by providing technical assistance to local governments for disaster relief and recovery program development.

Stan earned his Bachelor of Science in Community Development from Georgia State University. He received his Master of City Planning, Georgia Institute of Technology.

Peter J. Neiger ER Coordinator and Lead Data Analyst

Wilmington, North Carolina

Peter has eight years of professional experience in economic analysis, with five years specializing in housing policy issues and environmental reviews. He serves as the Environmental Review Coordinator, a role he has excelled with clients throughout the Country. He has overseen the completion of hundreds of ERs for projects of all sizes; from CENST's for TBRA to Environmental Assessments for multi-location demolition and new unit residential construction. He has also written ER policies and procedures for jurisdictions looking to conduct the reviews internally. As the ER Coordinator for Peter oversees the completion of all ERs from beginning to end. He determines the level of review necessary, consult with SHPO, THPO, and other agencies, and completes any supplemental documentation that may be required. He distributes research tasks to other staff members and oversees their result. Peter will be the consultant who signs off on each ER, ensuring that it is complete and meets all necessary regulations. Additionally, he has served as the primary analyst for many Consolidated Plans, Analyses of Impediments, and Market Analyses.

Peter has a Bachelor of Science in Economics from the College of Charleston. Before college, he joined the US Army where he served as an infantry paratrooper with the 82nd Airborne Division. working with Civitas, Peter was a data analyst in Washington DC where he focused primarily on higher education reform. Peter currently serves on the Board of Directors for the Cape Fear Community Land Trust and is passionate about helping communities develop affordable sustainable housing.



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Vern Xiong, IDIS Technician/Data and Visualization Specialist

St. Paul, MN

Vern has worked with Civitas for six years as a research assistant and data collection expert. He serves as the team's IDIS specialist, combining his experience and technical proficiency to all ConPlans, AAP, and CAPERs. His experience spans housing studies across the country including, but not limited to, Columbia, SC ConPlan and AAP; Hudson County, NJ ConPlan and AAP; and St. George, UT ConPlan and AAP. In addition to his work with Civitas, he has worked on research and evaluation for non-profits in Minnesota and Colorado, as well as international development projects in Southeast Asia and Central America. Coming from a refugee family, Vern has a special interest in helping displaced people and secondary migrants adapt, make healthy living choices, and grow with their new communities.

Before working at Civitas, Vern managed Lao Family's Youth and Family program for seven years. He also helped lead many community development programs, including CDBG, in Minneapolis-St. Paul. Vern earned a Bachelor of Art from Greenville College, Illinois and a Certificate of Grant Proposal Writing from Fort Hayes State University.

Kari Dettmer, Affordable Housing and Grant Specialist

Myrtle Beach, South Carolina

Kari has worked in the affordable housing industry for over a decade after earning a Bachelor of Arts in Psychology from Coastal Carolina University in 2010. She began her career as the Program Manager for Grand Strand Housing and Community Development Corporation. There, she administered a Tri-County Housing Rehabilitation Program utilizing state and federal grant funding. Her background includes use of State Housing Trust Fund, CDBG, HOME, and Federal Home Loan Bank of Atlanta. Kari also began managing HOME-funded Rental Housing Units in this role. She was named the Executive Director of that organization in 2016, where she continued advancing her career in Affordable Housing. Kari joined Civitas in 2019, to apply her expert knowledge in Housing Rehabilitation, Rental Housing, HUD Housing grant administration and compliance, and Lead-Based Paint Renovation policies and procedures for working lead safe, as an Assistant Analyst and Editor.

Grace Orr, Associate Consultant and Program Administration

Charleston, South Carolina

Grace has four years of professional experience in the non-profit sector working with housing assistance programs. After receiving a Bachelor of Science in Public Health from Ohio State University, she moved to Charleston, SC to work with the Lowcountry Continuum of Care. During her time with the CoC, she directed the annual Point in Time Count, monitored HUD funded programs, and managed the Coordinated Entry System. Recently she worked with a nonprofit serving human trafficking victims to implement a Rapid Re-housing program and administer federal grants. She is experienced in ESG and CoC funding. Grace has been accepted to the College of Charleston's Master of Business Administration program and will begin her studies this fall with a focus in finance.



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Maggie Blake, Associate Consultant and ESG Grant Specialist

Chicago, IL

Maggie recently joined Civitas, bringing professional experience in the homeless services and education non-profit sector. After earning her Bachelor of Arts degree from the University of Notre Dame, she completed a two-year teaching service program while earning a Master's degree in Education from the University of Notre Dame. She transitioned to homeless services, working for the Pope Francis Center in the heart of downtown Detroit. Her work at the Pope Francis Center was multifaceted, giving her well-rounded expertise of non-profit funding and operations. Maggie's experience includes grant writing, nonprofit development, contract compliance, database management, and homeless services operations.

Pat Phillips, Program Compliance and DR Specialist

Columbia, South Carolina

Pat is our team's DR Program Consultant and has vast experience in affordable housing program management. She has worked with several community and economic development projects in South Carolina. Pat has had over 35 years business management experience and was the Executive Director of a non-profit organization in South Carolina for over 10 years, which serves the counties of Horry, Georgetown and Williamsburg. In this capacity, she worked with local governments, for-profits & other non-profits on many low-income housing projects throughout the service area. Pat has extensive experience with HOME, CDBG, FHLB and SCHTF funding. Pat has also managed Low Income Housing Multi Family Projects in Georgetown, SC.

Pat was also a Business Project Manager for software development companies based in Columbia, SC, for over 12 years. She oversaw the business side of developing Client Information Systems, for companies in the US and UK. Prior to that, she was a claims and customer service manager with Blue Cross Blue Shield of SC for more than 10 years. As an expert in CDBG-DR Program Management Pat will be utilized if needed.



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Similar HUD Technical Assistance

City of Jacksonville, FL

- **POC:** Thomas Daly, II, Esq., Chief, Housing & Community Development | (904) 255-8204 | tdaly@coj.net
- **Period of Performance:** September 2017 - present
- **Scope:** Long-term HUD program management & technical assistance, 2018 Consolidated Plan Substantial Amendment, CAPERs & Annual Action Plans, Neighborhood Strategic Counseling Services, Disaster Relief Program Consulting, HUD-program management, Environmental Reviews and related training, development of CDBG, HOME, ESG and HOPWA policy and procedure manuals, 2020 Analysis of Impediments to Fair Housing Choice, CARES ACT amendments.
- **Key Personnel:** Erich Chatham, Spencer Christian, Stan Fitterman, Pete Neiger, Vern Xiong, Kyle Jenkins

City of Hialeah, FL

- **POC:** Annette Quintana, Director Grants & Human Services | (305) 883-8040 | aquintana@hialeahfl.gov
- **Period of Performance:** October 2015 – December 2015 & November 2017 – current
- **Scope:** Long-term HUD program management & technical assistance; HUD Environmental Review 2020-2024 Consolidated Plan, IDIS Training, Technical Assistance, 2020 Analysis of Impediments to Fair Housing Choice, Grant Writing Assistance, CARES ACT amendments.
- **Key Personnel:** Erich Chatham, Spencer Christian, Stan Fitterman, Pete Neiger, Vern Xiong, Patrick King, Pat Phillips, Kari Dettmer, Kyle Jenkins

Broward County, FL

- **POC:** Yvette Lopez, Manager Environmental Protection & Growth Management | (954) 357-4930 | YLOPEZ@broward.org
- **Period of Performance:** October 2015 – December 2015 & November 2017 – current
- **Scope:** 2020-2024 Consolidated Plan, IDIS Training, Technical Assistance, 2020 Analysis of Impediments to Fair Housing Choice
- **Key Personnel:** Erich Chatham, Spencer Christian, Stan Fitterman, Pete Neiger, Vern Xiong, Kari Dettmer

City of Commerce City, CO

- **POC:** Cheryl Steinberg, CDBG Coordinator | (303) 289-8168 | csteinberg@c3gov.com
- **Period of Performance:** 2020 - present
- **Scope:** HUD program general CDBG technical assistance, IDIS Training, 2019 CAPER, 2020 Annual Action Plan, Small Business Assistance TA, Policy and Procedures, CARES Act TA
- **Key Personnel:** Erich Chatham, Patrick King, Stan Fitterman, Pete Neiger, Vern Xiong

City of Jersey City, NJ

- **POC:** Carmen Gandulla, Director of Community Development | (201)-547-4971 | cgandulla@jcnj.org
- **Period of Performance:** 2018 - present
- **Scope:** HUD program technical assistance, IDIS Training, -Year Consolidated Plan and 2020 Analysis of Impediments to Fair Housing Choice, CARES Act TA
- **Key Personnel:** Erich Chatham, Spencer Christian, Stan Fitterman, Pete Neiger, Vern Xiong



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Client List

Ongoing Technical Assistance

Anderson, SC
Horry County, SC
Lauderhill, FL
N. Miami, FL
Miami Gardens, FL
Hialeah, FL
Broward County, FL
Jersey City, NJ
Harrisburg, PA
Bristol Township, PA
Jacksonville, FL
Columbia, SC
Lexington County, SC
Spartanburg County, SC
Greenville, NC
Meriden, CT
Hudson County, NJ
Commerce City, CO
Bridgeport, CT
Homes of Hope, Inc
St. Cloud, FL
Colorado Springs, CO
Meriden, CT
Stratford, CT
Castle Rock, CO

Analysis of Impediments

Horry County (Consortium), SC
Spartanburg, SC
Lexington County, SC
Columbia, SC
Wilmington, NC
Greenville, NC
Hialeah, FL
St. George, UT
Charleston, SC
Lower Savannah COG (Consortium), SC
Bristol Township, PA
Colorado Springs, CO
Jersey City, NJ
Burlington, NC
Concord HOME Consortium, NC
Sherman, TX
Hudson, County, NJ
Meriden, CT
Jacksonville, FL
Broward County HOME Consortium, FL
Florence, SC

Annual Action Plans & CAPERs

Horry County Consortium, SC
Spartanburg County, SC
City of Spartanburg, SC
Jacksonville, FL
Miami Gardens, FL
Bristol Township, PA
St. George, UT
Colorado Springs, CO
Hialeah, FL
Greenville, NC
Marin County, CA
Columbia, SC
Harrisburg, PA
Orangeburg, PA
Collier County, FL
Hudson County, NJ
Jersey City, NJ
Meriden, CT
Summerville, SC
Reno, NV
Broward County HOME Consortium, FL
Commerce City, CO
Stamford, CT
Bridgeport, CT
Paradise, CA
Benton Harbor, MI
Fort Pierce, FL

Environmental Reviews

Horry County, SC
Broward County, FL
Collier County, FL
Town of Davie, FL
Hialeah, FL
City of Anderson, SC
Miami Gardens, FL
Lexington County, SC
Lauderhill, FL
Port Arthur, TX
Harrisburg, PA
Bridgeport, CT
City of Jacksonville, FL
City of Greenville, NC

Consolidated Plans

Charleston, SC
Horry County (Consortium), SC
Columbia, SC
Spartanburg County, SC
City of Spartanburg, SC
Waccamaw COG – (Consortium), SC
Lower Savannah COG (Consortium), SC
Lexington County, SC
Greenville, NC
Jacksonville, FL
Bristol Township, PA
St. George, UT
Hinesville, GA
Broward County (Consortium), FL
Burlington, NC
Hudson County, NJ
Colorado Springs, CO
Jersey City, NJ
Meriden, CT
Summerville, SC
Reno, NV
Bridgeport, CT
Stamford, CT
Berkeley County, SC
Paradise, CA
Benton Harbor, MI
Fort Pierce, FL
Castle Rock, CO

Housing Market Assessments

Homes of Hope – Greenville, SC
City of Spartanburg, SC
Grand Strand Housing – Myrtle Beach, SC
Horry County, SC
Seewee Community, Charleston, SC
Jacksonville, FL
Adams County, CO
Commerce City, CO

Affordable Housing Grant Programs

Homes of Hope, Inc
Community Redevelopment Associates
H.O.P.E. Ministries
Rebuilding Together
We Do Good Work, LLC
United Way of Piedmont
Genesis Homes, Inc
Florida Housing Coalition
New America CDC



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Scope of Work

Project Approach

In general, Civitas will be on-call to provide ongoing remote and on-site technical assistance for all aspects of the City's community housing and economic development programs, to include program compliance reviews and program design reviews. We maintain consistent communications coordinate needs for HUD grant programs, current policy and procedures, City goals and insights, and plan with staff for a way ahead that aims to address City priorities and meets anticipated and realistic timelines. Specific assignments will vary according to our team's individual expertise and experience. Many individual tasks may have multiple Civitas staff working in a collaborative manner to ensure full and timely completion.

Our senior consultants, Erich, Stan, and Patrick, along with the assistance of Pete, Kyle, Pat, and Kari will share technical assistance responsibilities for Affordable housing programming, Economic development, Neighborhood based programs, Environmental Reviews, and program guidelines, policies and procedures reviews and updates. Erich or Spencer will work with City staff to understand priorities, context, and timelines, and assign Civitas members according to their knowledge base and availability. We host internal bi-weekly syncs to ensure project timeliness and address any issues, as well as provide quality control to our recommendations or production. IDIS administration for program compliance review is primarily handled by Vern, Pete, or Erich. As described above, we are well suited to handle all aspects of the RFP.

We suggest identifying the City's priorities so that Civitas can work within City budget and towards completing the highest priorities first. We stand ready to deliver on all requested services.

Program Management Controls

We have established an efficient and effective process for completing high quality and compliant documents that are tailored to each grantee. Erich and Spencer maintain regular contact with City staff to ensure project tasking and appropriate coordination and assignments are met. This will be completed via phone calls, zoom calls, emails, or site visits, as tasking and timeframe dictate. Spencer will ensure the Civitas team members understand their role in individual projects and he will keep staff informed of project deliverables. For senior-level housing and economic policy and program technical assistance, Erich, Stan, or Patrick will be the leads for tasking. For environmental reviews, Pete is the lead coordinator and would take more of a coordinating role with staff directly. Vern will serve as the primary IDIS technician, data collection, and researcher as required. Pete is the lead data analyst should analytical assistance be needed. Kyle is a homeless programs expert and will work directly with City as needed for program review and technical assistance. Our team has an internal data and communication management system, and we host bi-weekly calls to ensure alignment and project scope and priorities are properly carried out.

We suggest separate task orders to prioritize City needs and to ensure we remain in City's expected budget constraints, especially for larger projects. Task orders can be open-ended or provide a more precise timeline. Individual assignments to our team members will be dependent on expertise and availability. Pending timeline and City's requirements, we can host monthly status updates or provide



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routine updates via email or memos. We aim to be transparent in our progress updates to give City staff the confidence that we will meet deadlines and that the final product or service meets the standards.

Services

In general, Civitas will provide ongoing, remote and on-site, technical assistance for all aspects of HUD grant program management, as well as other required assistance tied to our relevant knowledge and experience. Specific assignments will vary according to our team's individual expertise and experience. We are available and ready to assist according to the needs of the City on each of the following We suggest separate task orders to prioritize City needs and to ensure we remain in City's expected budget constraints:

- All IDIS functions
 - Project and activity setup
 - Activity funding
 - Beneficiary reporting
 - Program income receipts
 - Micro-strategies reports
 - Drawdown preparations
- Review programmatic policies and procedures for CDBG in order to identify areas for improvement of efficiency and effectiveness. We can provide recommendations and best practices
- Facilitate ongoing technical assistance to City staff and subrecipients to build the capacity and to improve its delivery of goods, services or programs
- Compliance Management Assistance related to CDBG timeliness requirements
- Assistance conducting Subrecipient Monitoring (as needed)
- Completion of the Annual Section 3 & SPEARs reporting
- Conducting applicant workshops and technical assistance workshops for CDBG/HOME /IDIS
- Conducting public meetings and public hearings if requested
- Prepare Environmental Review Records acceptable for HUD approval and release of Community Development Program funds. (***See separate ER pricing**)
- HUD Environmental Review Technical Assistance
- Prepare any amendments to existing Annual Action Plan for HUD approval.
- Prepare future Annual Action Plans
- Assistance with SF-425s
- Prepare the Consolidated Annual Performance and Evaluation Report (CAPER) for the community acceptable for HUD approval.
- Assist the City in overall program compliance for HUD funded Programs
- Assist the City in meeting financial, administrative, and bookkeeping requirements of the program, including preparation of drawdown requests.
- Assist the City in meeting the record keeping requirements of the program, including the establishment and maintenance of an acceptable filing system.



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- Assist the City in contract administration and monitoring requirements of the program, including enforcement of compliance requirements.
- Assist the City in establishing and maintaining grant management processes.
- Assist City with resolving monitoring and audit findings.
- Compile eligibility documentation and submit as required in accordance with HUD regulations for projects, including National Objective determinations.
- Other general HUD-related requirements as needed



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References

Client: Spartanburg County, SC

Period of Performance: Fall 2018 – current

Project(s): 2019-2023 Consolidated Plan and 2019 Annual Action Plan; Technical Assistance

Project Leads: Erich Chatham

Point of Contact: Kathy Rivers, Director of Community Development krivers@spartanburgcounty.org
864-595-5300

Client: Jacksonville, Florida

Period of Performance: September 2017 – Current

Project(s): 2018 Consolidated Plan Substantial Amendment, CAPERs & Annual Action Plans, Neighborhood Strategic Counseling Services, Disaster Relief Program Consulting, HUD-program management, Environmental Reviews and related training, development of CDBG, HOME, ESG and HOPWA policy and procedure manuals.

Project Leads: Erich Chatham

Point of Contact: Tom Daly, Director of Neighborhoods Department

TDaly@coj.net – (904) 255-8204

Client: City of Columbia, South Carolina

Period of Performance: March 2015 - Current

Project(s): 2015-2019 Consolidated Plan, 2015 Analysis of Impediments to Fair Housing, IDIS training, CDBG-MIT Implementation Plan, 2020-2024 Consolidated Plan, 2020 Analysis of Impediments to Fair Housing

Project Leads: Erich Chatham

Point of Contact: Gloria Saeed, Director Office of Community Development

Gloria.Saeed@columbiasc.gov (803) 545-3766

Additional references and links to projects available upon request.

Price Proposal

Rates for Hourly tasks

Civitas will be available for grant program technical assistance at the following hourly rates:

Erich Chatham, Stan Fitterman, Spencer Christian, Peter Neiger, Kyle Jenkins - \$150/hr.

Kari Dettmer, Grace Orr, Maggie Blake, Pat Phillips - \$135/hr.

Flat Rate Items

For the below services, Civitas charges flat rates.

- HUD Environmental Reviews (see following page)

Should staff request site visits, each site visit will be billed at the following all-inclusive rates:

1 Day Site Visit --- \$3,500

2 Day Site Visit --- \$5,500

** The below details and cost for environmental reviews.



Environmental Review Services

| Service | Price | Estimated Timeline |
|--|----------|----------------------------------|
| Standard Reviews | | |
| Exempt/CENST | \$250 | 1-2 business days |
| CEST (One Site) | \$3,000 | 45-60 days |
| CEST (Each Additional Sites) | \$400 | N/A |
| EA (One Site) | \$4,000 | 75-90 days |
| EA (Additional Sites) | \$600 | N/A |
| Tiered Reviews | | |
| CEST Tier I | \$3,500 | 45-60 days |
| CEST Tier II | \$500 | Varies |
| EA Tier I | \$4,500 | 75-90 days |
| EA Tier II | \$500 | Varies |
| Compliance Steps | | |
| 5-Step Decision Making Process | \$400 | Does not alter original timeline |
| 8-Step Decision Making Process | \$1,000 | |
| Site Inspection and Photos | \$2,500 | |
| Additional Services | | |
| HEROS Upload | \$200 | 1-2 business days |
| Re-Evaluation | \$135/hr | Varies |
| ER Policies and Procedures | \$2,000 | 30-40 days |
| Central File Development | \$250 | 5-7 days |
| On-Site Training (1-day) | \$2,500 | N/A |
| On-Site Training (Each Additional Day) | \$1,000 | N/A |
| Virtual Training | Varies | Varies |

Appendix A – Civitas Key Staff Resumes



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KARL “ERICH” CHATHAM

(843) 573-7825 | ERICH.CHATHAM@CIVITASSC.COM

Erich is the Principal Owner for Civitas LLC’s Charleston, South Carolina office. Civitas works with public, nonprofit and private organizations throughout the United States in the areas of community economic development and urban revitalization planning. Erich has 13 years of professional experience in the field and, as Project Manager. Erich has worked on economic and community development projects with local governments, for-profits, and non-profits throughout New York, New Jersey, Pennsylvania, South Carolina, Florida, Utah, Georgia, Texas, and Colorado to name a few. He serves as a national technical assistance provider for the US Department of Housing and Urban Development and is a HOME Certified Specialist. In his role as a HUD TA Provider, Erich provides technical assistance to HUD grantees related to CDBG, CDBG-DR, HOME, and ESG program management. He has also conducted numerous IDIS and DRGR training workshops throughout the country.

WORK EXPERIENCE

| | | |
|--|--|----------------------|
| May 2008 – Current <i>Principal Owner</i> | Civitas, LLC | Charleston, SC |
| January 2008 – April 2008 <i>Graduate Intern</i> | Urban Land Institute South Carolina | North Charleston, SC |
| November 2006 – December 2007 <i>Graduate Assistant</i> | College of Charleston | Charleston, SC |
| May 2002 – June 2006 <i>Teacher, Department Chair, Head Coach</i> | Our Lady of Mercy Catholic High School | Fairburn, GA |

EDUCATION

| | |
|---|----------------|
| The College of Charleston <i>Master of Public Administration 2008</i> Member of Phi Alpha Alpha Honor Society (3.95 GPA) | Charleston, SC |
| Oglethorpe University <i>Bachelor of Arts in History 2002</i> <i>Georgia Secondary Education Certificate (Social Studies)</i> 4 Time NCAA Academic All American President of Beta Nu Chapter of Kappa Alpha Order | Atlanta, GA |

MEMBERSHIPS & PROFESSIONAL TRAINING

- Board of Directors, South Carolina Interagency Council on Homelessness
- Board of Directors, Lowcountry Continuum of Care (Board Chair).
- Board of Directors, Grand Strand Housing & CDC
- HUD - HOME Program Certified Specialist: Rules & Regulations
- HUD – IDIS, DRGR & eCon Planning Suite Trainer



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SPENCER CHRISTIAN

SPENCER.CHRISTIAN@CIVITASSC.COM

Spencer is the Director of Operations and head of Quality Control for Civitas. He ensures smooth coordination and responsiveness between Civitas consultants and analysts and clients to produce quality deliverables and maintain project timeliness.

WORK EXPERIENCE

| | | |
|--|-------------------------------|----------------|
| December 2018 – Current <i>Director of Operations</i> | Civitas, LLC | Charleston, SC |
| January 2019 – Current <i>Intelligence Officer</i> | U.S. Navy Reserves | Various |
| June 2008 – January 2019 <i>Intelligence Officer</i> <i>Operations Director</i> <i>Political-Military Analyst</i> | U.S. Navy | Worldwide |
| June 2005 – Jan 2007 <i>Graduate Research Assistant</i> | Georgia Tech Center of G.I.S. | Atlanta, GA |
| July 2003 – June 2005 <i>Teacher, Coach</i> | Newton High School | Covington, GA |

EDUCATION

| | |
|---|-------------------|
| Georgia Institute of Technology <i>Master of Science in International Relations 2006</i> | Atlanta, GA |
| Georgia College and State University <i>Bachelor of Art in French 2003</i> Cum laude | Milledgeville, GA |



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STAN FITTERMAN

STAN@SFFCG.COM

Stan Fitterman is a Senior Consultant for Housing and Disaster Recovery for Civitas. Stan is a researcher, planner and implementer of housing, community development, and disaster recovery programs. Over his 25-year career, he has conducted tours of duty in local government, led a statewide housing nonprofit organization, provided management consulting services for Capital Access and Ability Housing. Stan recently joined the Civitas team bringing national-level expertise and professional experience in community development, disaster recovery, HUD compliance, and housing strategies. His deep understanding and skilled navigation of regulatory systems, market research, and financial feasibility have promoted Mr. Fitterman to a national expert.

WORK EXPERIENCE

| | | |
|--|--|-----------------|
| December 2019 – Current | Civitas, LLC | Columbia, SC |
| <i>Senior Disaster Recovery Consultant</i> | | |
| April 2018 – Current | Ability Housing | Tampa, FL |
| <i>Managing Director of Property Development</i> | | |
| January 2015 – April 2018 | Capital Access | Tampa, FL |
| <i>Senior Consultant</i> | | |
| June 1995 – December 2014 | Florida Housing Coalition | Tallahassee, FL |
| <i>Chief Operating Officer</i> | | |
| <i>Technical Assistance Director</i> | | |
| September 1989 – June 1995 | Citrus County (Planning; Housing Services) | Lecanto, FL |
| <i>Planner</i> | | |
| <i>Director of Housing Services</i> | | |

EDUCATION

| | |
|--|-------------|
| Georgia Institute of Technology | Atlanta, GA |
| <i>Master of City Planning 1988</i> | |
| Georgia State University | Atlanta, GA |
| <i>Bachelor of Science in Community Development 1985</i> | |
| Magna Cum Laude | |

PUBLICATIONS

- Co-author, "Real Estate Brokerage, Homebuyer Training, and Homeownership Sustainability for Housing Assistance Programs," in Family & Consumer Sciences Research Journal, Volume 37, Issue 4, pages 442–455, June 2009
- Author, "Hurricane Recovery in Florida: What the 2004 Storms Taught Us" in Partners, Federal Reserve Bank of Atlanta, Volume 15, Number 3, 2005.
- Author, "Using Partners with First Time Buyer Programs," in Partners in Community and Economic Development, Federal Reserve Bank of Atlanta, Volume 6, Number 3, Fall, 1996.
- Co-author of book chapter, "Reluctant Response to Community Pressure in Atlanta," in From Redlining to Reinvestment, edited by Gregory D. Squires, Temple University Press, 1992.



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PETER J. NEIGER

PETE.NEIGER@CIVITASSC.COM

Peter is the lead researcher, market analyst, and lead environmental review specialist for Civitas and operates out of Wilmington, North Carolina. Peter is passionate about finding actionable solutions to housing problems and developing walkable urban environments with affordable housing for all residents.

WORK EXPERIENCE

| | | |
|--|----------------------------|-------------------|
| November 2014 – Current <i>Lead Researcher</i> | Civitas, LLC | Wilmington, NC |
| August 2012 – November 2013 <i>Security Operations Manager</i> | Thomas Dale and Associates | Los Angeles, CA |
| May 2010 – May 2012 <i>Internal Operations Manager</i> | Students For Liberty | Washington DC |
| November 2001 – November 2005 <i>Team Leader (E-5), Infantry Paratrooper, 82nd Airborne Division</i> | United States Army | Various Locations |

EDUCATION

| | |
|--|----------------|
| The College of Charleston <i>Bachelor of Science in Economics 2009</i> Student Body Vice President (2008-2009), Phi Gamma Delta Founding Father: Lambda Chi (2008) | Charleston, SC |
| Horry-Georgetown Technical College <i>Associate of Arts 2007</i> Phi Theta Kappa National Honor Society (2007) | Conway, SC |

MEMBERSHIPS

- Board of Directors, Cape Fear Community Housing Trust
- HUD Environmental Review Training Program
- HEROs Training Program



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VERN XIONG

VERN.XIONG@CIVITASSC.COM

Vern is a Research Assistant for Civitas. Civitas works with public, nonprofit and private organizations throughout the United States in the areas of community economic development and urban revitalization planning. Vern has a special interest in helping displaced people and secondary migrants adapt, make healthy living choices, and grow with their new communities.

WORK EXPERIENCE

| | | |
|---|-----------------------------------|-----------------|
| May 2014 – Current <i>Research Assistant</i> | Civitas, LLC | St. Paul, MN |
| April 2002 – December 2012 <i>Youth and Family Program Manager</i> | Lao Family Community of Minnesota | St. Paul, MN |
| March 2001 – March 2002 <i>Urban Planning Intern</i> | One Source Supply, Inc. | Warrenville, IL |

EDUCATION

| | |
|---|--------------------|
| Greenville, College <i>Bachelor of Art 1999</i> | Greenville, IL |
| Fort Hays State University <i>Certificate in Grant Proposal Writing 2012</i> | (virtual) Hays, KS |

MEMBERSHIPS & PROFESSIONAL TRAINING

- Board of Directors, Overseas Tribal Services Minnesota Chapter
- Board of Directors, Star Lake Wilderness Camp (2001-2005)



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KYLE JENKINS

KYLE.JENKINS@CIVITASSC.COM

Kyle recently joined Civitas and brings over seven years of experience of developing and administering homeless housing programs, homeless services, and homeless database management/reporting. He has director level experience with managing nonprofit organizations, projects and initiatives, while delivering mission-critical results at all levels including program development, budgeting, administration, strategic planning, reporting and evaluation, and developing/ maintaining strategic partnerships and relationships with government agencies and community partners. Kyle brings expertise in HMIS administration, HUD data standards, confidentiality, data quality and improvement programs and system reporting. He is proficient with Wellsky's (previously Mediware), ServicePoint HMIS software and is also familiar with Charity Tracker's HMIS software.

WORK EXPERIENCE

| | | |
|--|---------------------------------------|------------------|
| 2021 - Present | Civitas, LLC | Myrtle Beach, SC |
| <i>Senior Financial Specialist</i> | | |
| 2014 – 2021 | Eastern Carolina Housing Organization | Myrtle Beach, SC |
| <i>Chief Operating Officer/ Director of Administration/ HMIS Administrator</i> | | |
| 2012 – 2014 | Staples | Sumter, SC |
| <i>Assistant Manager</i> | | |

EDUCATION

| | |
|--|---------------|
| Wor-Wic Community College | Salisbury, MD |
| <i>Associates of Art in General Education 2010</i> | |

MEMBERSHIPS & PROFESSIONAL TRAINING

- Chair State HMIS Committee, (SCICH) South Carolina Interagency Council for the Homeless
- Assistant Secretary, (TCHC) Total Care for the Homeless Coalition (CoC)
- Motivational Interviewing
- Francis Marion University Non Profit Leadership Institute
- Mental Health First Aid Certification



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KARI DETTMER

KARI.DETTMER@CIVITASSC.COM

Kari has worked in the affordable housing industry since 2011. She first administered a Tri-County Housing Rehabilitation Program utilizing state and federal grant funding and was later named the Executive Director for that Non-Profit Organization. Her experience includes expert knowledge in Housing Rehabilitation, Rental Housing, HUD Housing grant administration and compliance, and Lead-Based Paint Renovation policies and procedures for working lead safe. At Civitas, she works as an Assistant Affordable Housing Analyst and Editor, as well as the Grant Coordinator.

WORK EXPERIENCE

| | | |
|---|----------------------------|---------------------|
| November 2019 – Current <i>Affordable Housing and Grant Specialist</i> | Civitas, LLC | Myrtle Beach, SC |
| May 2011-Current <i>Executive Director</i> | Grand Strand Housing & CDC | Myrtle Beach, SC |
| July 2010 – May 2011 <i>Recreation Lead</i> | City of North Myrtle Beach | N. Myrtle Beach, SC |
| March 2010-July 2010 <i>ELA and Math Tutor</i> | Bright Futures Learning | Conway, SC |

EDUCATION

| | |
|---|------------|
| Coastal Carolina University <i>Bachelor of Arts in Psychology 2010</i> | Conway, SC |
|---|------------|

TRAINING

- Public Notary (current-05/31/2021)
- Lead Renovation, Repair, and Painting Training Course



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GRACE ORR

GRACE.ORR@CIVITASSC.COM

Grace has four years of professional experience in the non-profit sector working with housing assistance programs. After receiving a Bachelor of Science in Public Health from Ohio State University, she moved to Charleston, SC to work with the Lowcountry Continuum of Care. During her time with the CoC, she directed the annual Point in Time Count, monitored HUD funded programs, and managed the Coordinated Entry System. Recently she worked with a nonprofit serving human trafficking victims to implement a Rapid Re-housing program and administer federal grants. She is experienced in ESG and CoC funding. Grace has been accepted to the College of Charleston's Master of Business Administration program and will begin her studies this fall with a focus in finance.

WORK EXPERIENCE

| | | |
|--|-------------------------------|----------------|
| 2021 - Present <i>Consultant</i> | Civitas, LLC | Charleston, SC |
| 2020– 2021 <i>Director of Administration</i> | The Formation Project | Charleston, SC |
| 2017 – 2020 <i>Lowcountry Continuum of Care Program Coordinator</i> | One80 Place | Charleston, SC |
| 2016 – 2017 <i>Engagement Specialist</i> | YMCA Van Buren Family Shelter | Columbus, OH |

EDUCATION

| | |
|--|--------------|
| Ohio State University <i>Bachelor of Science in Public Health 2017</i> Honors: Magna Cum Laude | Columbus, OH |
|--|--------------|

MEMBERSHIPS & PROFESSIONAL TRAINING

- Member, Tricounty Human Trafficking Task Force
- Motivational Interviewing from C4 Innovations
- Rapid Resolution from Cleveland Mediation Center
- Volunteer Mobilization from AmeriCorps



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PAT PHILLIPS

PAT.PHILLIPS@CIVITASSC.COM

Pat is a Consultant with Civitas LLC's Columbia, South Carolina office. She brings over 25 years' experience as a business manager, including 12 years in Housing. Her responsibilities in the housing and community development arena have necessitated extensive knowledge of HUD requirements.

WORK EXPERIENCE

| | | |
|--|---------------------------------|------------------|
| June 2017 – Current <i>Consultant - CDBG DR Program</i> | Civitas, LLC | Columbia, SC |
| 2015 – 2017 <i>Property Manager</i> | CDC Winyah Apartments | Georgetown, SC |
| 2013-2015 <i>Consultant</i> | Grand Strand Housing & CDC | Myrtle Beach, SC |
| 2005 – 2013 <i>Executive Director</i> | Grand Strand Housing & CDC | Myrtle Beach, SC |
| 2000 – 2005 <i>Business Analyst/Project Manager</i> | PMSC and SCT Business Solutions | Columbia, SC |
| 1990 – 2000 <i>Claims and Customer Service Manager</i> | Blue Cross Blue Shield of SC | Columbia, SC |

EDUCATION

| | |
|--|----------------|
| University of Louisville <i>Bachelor of Arts in Business Administration – 1968-69</i> | Louisville, KY |
|--|----------------|

MEMBERSHIPS & PROFESSIONAL TRAINING

South Carolina Association of Community Development Corporations
Board Member