



City of Hollywood, FL



Proposal:

RFP-331-25-SA STATE & FEDERAL GRANT TECHNICAL ASSISTANCE CONSULTANT

September 20, 2025

CIVITAS, LLC

600 SALTY ALLEY
MOUNT PLEASANT, SC 29464
FEIN: 80-0443389
UEI NUMBER: MNU1A73ZJNX5





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To: Purchasing Department
2600 Hollywood Blvd.
Suite 303
Hollywood, FL 33020

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

RE: RFP-331-25-SA STATE & FEDERAL GRANT TECHNICAL ASSISTANCE CONSULTANT

Civitas is pleased to present this proposal for professional services for technical assistance related to the City of Hollywood's U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) program and the State Housing Initiative Partnership Program (SHIP). We specialize in HUD grant program development and compliance, and we have successfully assisted with program administration and implementation, policy review and update, IDIS technical assistance, financial management reconciliation, and general affordable housing related technical assistance. Civitas is also well-versed in the SHIP program managed by the Florida Housing Finance Corporation (FHFC) and is fully equipped to provide technical assistance in alignment with the SHIP statute and the City's Local Housing Assistance Plan (LHAP). Our expertise ensures the strategic and compliant allocation of SHIP funds to support housing initiatives. Our experience qualifies us to deliver comprehensive technical assistance in managing and executing the mandates of the SHIP program. Our knowledge of both the programing side and reporting requirements of grants puts our team in a unique position to provide high quality products and truly useful affordable housing and community development insights that will benefit the City.

We have provided HUD and SHIP grant program development and compliance and general affordable housing related technical assistance for numerous clients throughout the state including Miami Beach, FL; Jacksonville, FL; Hialeah, FL; Miami Gardens, FL; Broward County, FL; St. Cloud, FL, and others.

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. This proposal constitutes a valid, binding and continuing offer at the prices set forth in the proposal for a period of one hundred (120) days from the deadline for acceptance of proposals as set forth herein. Erich Chatham and Stan Fitterman will serve as primary contacts with support from Grace Orr. We look forward to working with your staff and facilitating the provision of decent, safe, affordable housing to the citizens of Hollywood.

Sincerely,

Karl Erich Chatham

Erich Chatham
Civitas, LLC
(843) 573-7825



Firm Overview

Firm Information

600 Salty Alley
Mount Pleasant, SC 29464
Phone: 843-573-7825

Experience

60 Years of combined
community development and
HUD experience

Firm Size

10 Full-time Employees

Firm Structure

Limited Liability Company

Year Founded

2009

Federal TAX ID Number

80-0443389

UEI Number

MNU1A73ZJNX5

Services

HUD Grant Technical Assistance
Homeless Solutions
Consolidated Plans
Annual Action Plans
Fair Housing Analyses
Continuum of Care TA
Environmental Reviews
Community Needs Assessments
Housing/Market Studies

Mission and History

Civitas, LLC is a nationally recognized research and community development consulting firm specializing in HUD Grant technical assistance. We are in the business of thinking and doing. We help state & local governments, non-profit, and for-profit enterprises solve problems and implement solutions. Our knowledge and experience with federal and state programs, grant compliance, 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 & administration, program evaluation, research design & implementation, social & economic impact analysis, survey research, GIS mapping/spatial analysis, regulatory compliance, and project management.

We have written hundreds of HUD Consolidated Plans, Annual Action Plans, Consolidated Annual Performance Reports, dozens of market research and community needs assessments. We are highly proficient in HUD program design, implementation, and compliance.

Civitas has worked with Florida clients to provide SHIP technical assistance, training, and program compliance review. Our grant experience is highly sought after and nationally and locally recognized.

Civitas was founded in 2009 by Jimmy Ardis and Erich Chatham, two graduates of the College of Charleston's Masters of Public Administration program. Civitas has a 17-year long history of successful work performance with clients across the country. Erich Chatham is now the principal owner, and his dedication and hard work developed Civitas into one of the foremost housing policy firms in the country, particularly with regard to HUD programs.

RELEVANT EXPERIENCE AND EXPERTISE

Technical Area – CDBG and HOME

With a robust understanding of federal and state grant programs and regulations, Civitas approaches projects from diverse perspectives, ensuring comprehensive solutions. From consolidated planning to environmental review and from financial risk assessment to policy development, our expertise spans multiple domains crucial for the city's strategic implementation and compliant reporting. We've aided numerous jurisdictions in program compliance and design reviews, ensuring improvements where necessary. Our team is adept at reporting for all HUD federal grant programs and training local staff to manage tasks beyond our contract.

We are experts with HUD's IDIS-based e-Con Planning Suite. Our team boasts unparalleled knowledge of this system, having engaged with eCon since its origin via Consolidated Plans, Annual Action Plans, and Consolidated Annual Performance and Evaluation Reports. Civita's consultants have even collaborated with HUD to train grantees on IDIS. With integral components of the grants management cycle embedded in the planning Suite, our expertise guarantees consistent alignment with Federal regulations and guidelines.

We have produced numerous Consolidated Plans, Annual Action Plans, HOME-ARP Allocation Plans, Analysis of Impediments to Fair Housing Choice, Environmental Reviews, and CDBG-DR Action Plans. Moreover, we have supported cities/counties/consortiums with program delivery from federal, local, or private funding sources. Using our vast experience, we deliver high-quality, compliant documents tailored to each grantee and improve jurisdictions' program management and internal policies through our technical assistance and consulting services. Our firm possesses the capacity and expertise to supplement and enhance the city's efforts.

We have extensive experience in administering HUD grant programs, making us well-equipped to assist staff in managing HUD grant funds. We provide expert level services, including IDIS training and support, Davis Bacon compliance, NEPA/HUD Environmental Reviews, Section 3 compliance, strategic planning, and more. Civitas has a strong foundation of federal requirements, including those found in 2 CFR 200, 24 CFR Part 91 and 570 and other cross-cutting federal regulations to include but not limited to procurement, financial record keeping, records retention, and quarterly reporting.



Technical Area – SHIP

Civitas will provide ongoing, remote and on-site technical assistance for all aspects of the city's SHIP program, as requested. Our team has substantial experience with Florida's SHIP program. As Chief Operating Officer and Technical Assistance Director of the Florida Housing Coalition (FHC) Stan Fitterman previously managed and delivered technical assistance under numerous contracts, including the state of Florida's Affordable Housing Catalyst program. He is recognized throughout the state as one of the foremost authorities on Florida's SHIP program. He has worked directly with nonprofit organizations and local governments in the development and implementation of effective affordable housing programs. His work with the Coalition also included designing and conducting training workshops on a variety of affordable housing topics including affordable SHIP program design, SHIP monitoring, a quantitative analysis of the SHIP program, rental development, developing units for affordable home ownership, and designing effective housing programs.

Recently, Civitas has provided SHIP implementation assistance to the city of Tampa, the city of Sarasota, the City of Miami Gardens, the City of Sunrise and the City of Del Ray Beach. Our expertise will supplement city staff and improve the internal policies and procedures with all aspects of the SHIP program.

Client List (Condensed)

Ongoing Technical Assistance

State of South Carolina
State of New Mexico
Jacksonville, FL
Broward County (Consortium), FL
Hialeah, FL
Miami Gardens, FL
Pompano Beach, FL
Maricopa County HOME Consortium, AZ
Mesa, AZ
Peoria, AZ
Horry County (Consortium), SC
Spartanburg County, SC
City of Spartanburg, SC
Berkeley County, SC
Westchester County, NY
Mount Vernon, NY
Hudson County, NJ
Paterson, NJ
Jersey City, NJ
Harrisburg, PA
Meriden, CT
Colorado Springs, CO
Castle Rock, CO
Adams County, CO
Thornton, CO
Westminster, CO
Arapahoe County, CO
Reno, NV
Lubbock, TX

Fair Housing Assessments

State of New Mexico
Jacksonville, FL
Broward County (Consortium), FL
Hialeah, FL
Pompano Beach, FL
Maricopa County HOME Consortium, AZ
Mesa, AZ
Phoenix, AZ
Spartanburg County, SC
City of Spartanburg, SC
Florence, SC
Concord HOME Consortium, NC
Westchester County, NY
Mount Vernon, NY
Hudson County, NJ
Jersey City, NJ
Adams County, CO
Thornton, CO
Reno, NV
St. George, UT
Sherman, TX
Lubbock, TX

Consolidated Plans Annual Action Plans & CAPERs

State of New Mexico
Jacksonville, FL
Broward County (Consortium), FL
Hialeah, FL
Miami Gardens, FL
Hollywood, FL
Maricopa County HOME Consortium, AZ
Phoenix, AZ
Mesa, AZ
Tempe, AZ
Scottsdale, AZ
Horry County (Consortium), SC
Columbia, SC
Spartanburg County, SC
City of Spartanburg, SC
Berkeley County, SC
Fayetteville, NC
Westchester County, NY
Mount Vernon, NY
Hudson County, NJ
Paterson, NJ
Jersey City, NJ
Harrisburg, PA
Council Bluffs, IA
Meriden, CT
Colorado Springs, CO
Castle Rock, CO
Adams County, CO
Reno, NV
Lubbock, TX

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
Westminster, 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
Spartanburg, County, SC HNA
Thornton, CO HNA

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

QUALIFICATIONS OF KEY PERSONNEL

Key Personnel – Short Bios

Erich Chatham, Principal Owner

Mount Pleasant, SC

Erich has 17 years of professional housing and community development research and analysis experience. As the lead consultant for Civitas, Erich has guided housing and community development projects with local governments, for-profits, and non-profits throughout the nation. He serves as a national technical assistance provider for the U.S. Department of Housing and Urban Development and is a HOME Certified Specialist. In addition to his hands-on approach to project management, Erich has significant experience in housing policy analysis, focusing on strategic planning and data-driven solutions to enhance community development initiatives. His expertise in housing policy, homeless solutions, economic development, and community enhancement has impacted hundreds of communities nationally.

Erich has previously served on numerous non-profit boards of directors including the Palmetto Community Land Trust, the South Carolina Interagency Council on Homelessness, and the Lowcountry Continuum of Care, where he served as the Chairman of the Governing Council. He is widely recognized for his collaborative leadership and strength in distilling information, competing priorities, and community input into actionable, community-centered strategies.

Spencer Christian, Director of Operations

Wahiawa, HI

As the Director of Operations with Civitas, Spencer leads efforts to synchronize client demand with the focus of Civitas staff, ensuring seamless project execution and client satisfaction. Spencer transitioned to housing and community development consulting after serving over 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.



Stan Fitterman, Senior Consultant, Housing and Disaster Recover. Tampa, FL

Mr. 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 has substantial experience with Florida's State Housing Initiative Partnership (SHIP) program. As Chief Operating Officer and Technical Assistance Director of the Florida Housing Coalition (FHC) he managed and delivered technical assistance under numerous contracts, including the state of Florida's Affordable Housing Catalyst program. He is recognized throughout the state as one of the foremost authorities on Florida's SHIP program. 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.

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

Grace Orr, Consultant - HUD Program Specialist Charleston, SC

Grace has over seven years of experience in housing and community development, working with local governments and nonprofits to manage diverse sources of federal funding. Her expertise with HUD's CDBG, ESG, and HOME programs has supported numerous communities in developing viable plans to meet housing needs and comply with federal requirements. She provides technical assistance in program management, policy development, compliance, and reporting. Grace has authored multiple Consolidated Plans and Action Plans and has led numerous community outreach meetings, demonstrating her broad expertise in housing policy and HUD program development.

Prior to joining Civitas, Grace worked with the Lowcountry Continuum of Care, where she contributed to the annual consolidated application, monitored program performance, managed the Coordinated Entry System, and directed the annual Point in Time Count. She also supported a nonprofit serving human trafficking survivors, helping implement a Rapid Re-Housing program and manage federal grant funding. She holds a Master of Business Administration in Finance from the College of Charleston and a Bachelor of Science in Public Health from The Ohio State University.



Peter J. Neiger, Lead Analyst and ER Coordinator

Indianapolis, IA

Peter has 14 years of professional experience in economic analysis, with ten 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, Peter oversees the completion of all ERs from beginning to end. He determines the level of review necessary, consults with SHPO, THPO, and other agencies, and completes any supplemental documentation that may be required. Additionally, he has served as the primary analyst for many Consolidated Plans, Analyses of Impediments, and Market Analyses.

Peter grew up in California and Oregon before joining the Army where he served as a Sergeant with the 82nd Airborne Division. After his honorable discharge, Peter used the US GI Bill to earn a Bachelor of Science in Economics from the College of Charleston. Prior to working with Civitas, Peter was a data analyst in Washington DC where he focused primarily on higher education reform.

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.



Maggie Blake, Consultant and HUD Grant Specialist

Chicago, IL

Maggie joined Civitas in 2021, bringing experience in homeless services, grant writing, non-profit operations, and development. She has quickly become a leading expert in HUD grant programs and compliance. Her work includes technical assistance and client support for CDBG, HOME, and ESG programs. She regularly assists with HUD Consolidated Plans, Annual Action Plans, CAPERs, IDIS, and stakeholder outreach. Maggie's expertise spans program management, policy updates, fair housing initiatives, and strategic planning aligned with HUD requirements and local needs. She also advises on compliance with Build America, Buy America (BABA) provisions and Davis-Bacon labor standards. Her well-rounded knowledge of HUD programs allows her to offer valuable insights on policy and best practices.

Maggie completed a two-year teaching service program while earning a master's degree in education from the University of Notre Dame. She later transitioned to homeless services, working for the Pope Francis Center in downtown Detroit, where she developed broad expertise in non-profit operations and federal grant management.

Kyle Jenkins, Consultant - HUD Program Specialist

Myrtle Beach, SC

Kyle is an accomplished housing policy analyst and public-private program expert with over a decade of experience in affordable housing and community development initiatives. He brings a wealth of knowledge in federal and local grant management, technical advisory services, and program administration across various HUD federal funding streams. With a strong background in both nonprofit leadership and government partnerships, Kyle has successfully developed and implemented strategic housing solutions that bridge public and private sector efforts. His expertise spans program development, budgeting, administration, and evaluation, with a particular focus on creating practical strategies to address housing challenges. Kyle's analytical skills are complemented by his proficiency in database management and reporting systems, including HMIS platforms like Wellsky's ServicePoint and Charity Tracker. His technical insight allows him to provide valuable insights for evidence-based decision-making in housing policy and program design.

Throughout his career, Kyle has demonstrated a talent for fostering strategic partnerships between government agencies, community organizations, and private stakeholders. His collaborative approach and comprehensive understanding of housing ecosystems make him an asset in developing innovative, sustainable solutions to complex housing issues.

APPROACH AND METHODOLOGY

Housing and Community Development - Scope of Work Overview

Civitas offers comprehensive HUD Grant Administration services, including training current staff on CDBG/HOME regulations to ensure they are well-versed in compliance requirements. We conduct thorough HUD/NEPA environmental reviews to maintain adherence to federal standards. Our program coordination with subrecipients ensures that all parties are aligned and working towards common goals. We are skilled in developing and administering agency contracts, requesting, tracking, and managing program funds in compliance with HUD guidelines, and coordinating with fiscal staff. Our team is proficient in developing required public record-keeping systems, preparing for and assisting with agency audits and site visits, and ensuring compliance with Davis-Bacon labor standards. We also provide technical support for bid/contract grant requirements and other implementation criteria. Furthermore, we develop appropriate agency reports, schedules, and certifications, and coordinate and conduct required community and public input meetings as per the City's Citizen Participation Plan and Annual Action Plans. Civitas will work closely with the City to define and agree upon ***timelines and scopes for each required task through individual task orders or written approvals***. This collaborative approach ensures that all services are tailored to meet the specific needs and requirements of Hollywood, providing both flexibility and precision in the execution of each assignment.

General HUD Program Services

- **Program Compliance:** Provide compliance oversight and project eligibility review for programs funded with CDBG and HOME funding.
- **IDIS and Financial Support:** Assist with financial drawdowns and IDIS functions including project setup, updates, accomplishment reporting, and close-out of open activities and projects.
- **Procurement Support** – Provide Davis Bacon, Section 3 and BABA technical assistance
- **Action Plan and CAPER Preparation:** Draft and submit the AAPs and CAPERs in accordance with the City's Citizen Participation Plan and federal requirements.
- **Policy Development:** Draft, review, and revise the City's CDBG, HOME, and Homeowner Rehabilitation policies, procedures, manuals, checklists, file structures, plans, and related materials to support successful program implementation.
- **Subrecipient Agreements:** Assist in the preparation of subrecipient agreements for funded partners.
- **Ongoing Consultation:** Provide technical guidance and consultation to City staff through online meetings, phone calls, and email communications.
- **Monitoring Activities:** Conduct project monitoring of subrecipients, including reviews of electronic and physical files, documentation, and follow-up actions as needed.



- **Funding Recommendations:** Utilize current and future ConPlans and Annual Action Plans to develop recommendations for the strategic use of CDBG and HOME funds.

HUD Program Reporting and Compliance Support

Civitas will provide expert guidance on federal and state grant regulations, including but not limited to the Community Development Block Grant (CDBG), HOME Investment Partnerships (HOME), and State Housing Initiatives Partnership (SHIP) program rules. Our team will assist the City in ensuring full compliance with all applicable HUD regulations, including the Uniform Administrative Requirements found in 2 CFR Part 200.

Additionally, Civitas will offer comprehensive support for preparing required HUD reports annually, such as the CAPER and any Consolidated Plan amendments if needed, helping maintain compliance with HUD regulations and alignment with local priorities for each program year.

We will also provide specialized assistance with subrecipient monitoring, conducting file audits, and developing corrective action plans where needed to ensure that all grant activities maintain regulatory compliance and programmatic integrity.

IDIS (Integrated Disbursement and Information System) Support

Civitas will provide technical assistance and hands-on support and training to City staff to ensure the effective use of HUD's Integrated Disbursement and Information System (IDIS). Our team will assist staff in setting up new activities, completing accomplishment reporting, and managing the drawdown processes within the system. In addition, Civitas will troubleshoot IDIS-related issues as they arise and work closely with the City to ensure that all data is accurate, consistent, and compliant with HUD reporting requirements.

Environmental Reviews

Civitas will be available as needed, for remote and onsite assistance in the preparation of city requested environmental review/assessment for requested developments as required by grant regulations. Our ER consultants are exceptionally familiar with the regulations found in 24 CFR Part 58 (Environmental Assessment) and Part 93.301(f) (Environmental Provisions compliance).

We will provide initial project review/assessment in a timely fashion to ensure compliance within each project timeline and determine the federally required level of review. Estimated completion timelines for each project are dependent on several factors, but typical ERs will take roughly 100-150 days to complete, as long as there are no environmental factors discovered and consultation with the federal agencies goes smoothly. In particular, the State Historic Preservation Office and Tribal Historic Preservation Offices can take some time to complete. The Responsible Entity (city) will need to initiate the Tribal consultations directly, but Civitas will prepare all the documentation. The Responsible Entity will also need to complete public postings and submission to HUD.



Civitas will prepare a final printed and complete environmental review record to include publications ready for review and approval by the city's certifying officer. We will ensure compliance with the regulations found in 24 CFR Part 58/Part 93 (as appropriate). These regulations are in place to protect the natural environment and ensure a safe living environment for present and future generations. We have helped multiple jurisdictions complete hundreds of HUD/NEPA ERs and we built an internal system that streamlines the process and benefits clients across the U.S.

SHIP Program Technical Assistance and Consulting

Civitas proposes to provide technical assistance and general consulting services in support of the City's SHIP programs. Services may include both remote and on-site technical assistance as requested by staff. In general, Civitas can assist with a variety of services necessary to ensure effective, compliant, and efficient program operations, including but not limited to the following:

General SHIP Program Consulting and Best Practices Guidance

Civitas will provide on-demand consulting and strategic guidance to support day-to-day program administration, troubleshooting, and planning. This includes advising staff on compliance with Florida Administrative Code Chapter 67-37 and FS 420.907, interpreting SHIP regulatory updates, and recommending industry best practices to improve program design and implementation. As part of this service, Civitas may also assist with policy development, file documentation standards, internal workflows, and staff training to enhance overall program effectiveness.

Review and Revise Existing Program (As Needed)

Civitas can review and enhance the jurisdiction's operational directives for SHIP-funded activities. This includes evaluating existing procedures such as the SHIP Procurement Policy, Program Overview, lender procurement process, and monitoring/training protocols. Performance evaluation methods, visitation plans, and reporting procedures will also be assessed. Civitas can provide recommended revisions or draft new guidance in alignment with the SHIP Administrative Rule and applicable state regulations, ensuring consistency, clarity, and operational efficiency.

Civitas can conduct a comprehensive review and revision of existing SHIP program agreements. This includes legal and procedural documents such as loan agreements for first-time homebuyers, homeowner rehabilitation, and multi-family rental development projects. The review can ensure all agreements comply with Florida Statutes and current SHIP regulations, reflecting necessary legal updates for program administration.

Civitas can review and update existing monitoring tools used to oversee SHIP-funded programs. These tools may include compliance checklists, monitoring forms, and evaluation templates specific to First-Time Homebuyer, Homeowner Rehabilitation, and Rental Development activities. Updated tools will be designed to promote thorough, consistent monitoring practices that support program accountability and compliance



with SHIP requirements. Where appropriate, new tools may be introduced to address gaps or inefficiencies in existing oversight practices.

State and Federal Audit Monitoring

Civitas will assist City staff in preparing for state and federal audits by reviewing prior-year findings, compiling required documentation, and participating in entrance and exit conferences as needed. We will support the development and implementation of written plans to monitor subrecipients, contractors, and internal processes in accordance with 2 CFR Part 200 (Uniform Guidance) and applicable state statutes. Additionally, Civitas will assist in the development of corrective action plans to address any audit findings or compliance issues.

State and Federal Procurement Assistance

Civitas will provide procurement compliance review services to ensure alignment with federal and state requirements. This includes support for solicitation development, and thorough review of vendor and contractor agreements to verify compliance with procurement and contracting standards. Throughout the procurement lifecycle, Civitas will offer consultation as needed to help maintain documentation and practices in compliance with evolving regulatory requirements.

References and Past Performance

Please see separate letters of reference. We have also previously worked with the City of Hollywood to provide many of these services. We are happy to provide more details if needed. Many of our reports and prior assistance can be found on our website: <http://civitassc.com/projects>

Client: Jacksonville, Florida

Period of Performance: 2017 – Current

Project(s): 2018 ConPlan 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, 2021 ConPlan and 2020 Analysis of Impediments, CARES Act amendment TA, Treasury ERAP1 and ERAP2 program administration, HOME-ARP Allocation Plan, HOME Utility Allowances

Project Leads: Erich Chatham, Kyle Jenkins

Point of Contact: Travis Jeffrey, Director of Neighborhoods Department

TJeffrey@coj.net | (904) 255-8227

Client: Hialeah, Florida

Period of Performance: 2017 – Current

Project(s): Long-term HUD program management & technical assistance; HUD Environmental Reviews, multiple Consolidated Plans, multiple AAPs and CAPERs, IDIS Training and Technical Assistance, 2020 Analysis of Impediments to Fair Housing Choice, Grant Writing Assistance, CARES ACT amendments.

Project Leads: Erich Chatham, Maggie Blake

Point of Contact: Daniela Tamayo, MPA, Director, Housing and Community Services

dtamayo@hialeahfl.gov | (305) 883-5898

Client: Davie, Florida

Period of Performance: 2020 – Current

Project(s): Long-term HUD program management & technical assistance; HUD Environmental Reviews, Consolidated Plans, IDIS Training, CDBG-CV Technical Assistance.

Project Leads: Erich Chatham, Grace Orr, Maggie Blake

Point of Contact: Glenda E. Martinez, Housing & Community Affairs Manager

gmartinez@davie-fl.gov | (954) 797-1196

Appendix - Resumes



Erich Chatham
Civitas Owner / Lead Consultant
404-408-1256 | erich.chatham@civitassc.com



Core Expertise

- HUD Technical Assistance
- IDIS
- CDBG Program
- CDBG-DR Program
- HOME Program
- ESG Program
- Housing Policy
- Underwriting
- Fair Housing
- Public Presentations
- Consolidated Plans
- Annual Action Plans

Certifications

- HUD national technical assistance provider
- HOME Certified Specialist
- IDIS Trainer
- eCon Planning Suite Trainer

Education

MA of Public Administration
The College of Charleston
Charleston, SC, 2008

BA in Arts in History
Oglethorpe University
Atlanta, GA, 2002



Short Bio

Erich has over 17 years of professional housing and community development research and analysis experience. He provides technical assistance for program development, strategic planning, and policy improvements. As Lead Consultant, Erich has worked on economic and community development projects with local governments, for-profits, and non-profits throughout the nation. He serves as a national technical assistance provider for the US Department of Housing and Urban Development and is a HOME Certified Specialist. Erich has delivered a hands-on approach to housing needs assessments and housing strategic planning throughout the country. His expertise in housing policy, homeless solutions, economic development, and community enhancement have been recognized nationally.

Erich has previously served on numerous non-profit boards of directors including the Palmetto Community Land Trust, the South Carolina Interagency Council on Homelessness and the Lowcountry Continuum of Care, where he served as the Chairman of the Governing Council.

Work Experience

Civitas, LLC

Principal Owner & Lead Consultant
Mt Pleasant, SC | May 2008 - Current

Urban Land Institute

Graduate Intern
Charleston SC | Jan - Apr 2008

College of Charleston

Graduate Assistant
Charleston, SC. | Nov 2006 - Dec 2007

Memberships and Professional Training

- HUD - HOME Program Certified Specialist: Rules & Regulations
- HUD- IDIS, DRGR & econ Planning Suite Trainer



Core Expertise

- Project Management
- Public Outreach
- Housing Policy
- Fair Housing
- Analysis of Fair Housing Choice
- Environmental Reviews
- G.I.S. Mapping

Education

MS of International Affairs
Georgia Institute of Technology
Atlanta, GA 2006

BA in French
Georgia College & State University
Milledgeville, GA 2003



Spencer Christian

Civitas Director of Operations

808-824-2408 | spencer.christian@civitassc.com

Short Bio

Spencer transitioned to housing and community development consulting after serving 12 years in the United States Navy as an intelligence officer. 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 housing as well as supporting urban sustainability technology and culture. He maintains oversight on all projects to ensure transparency, timeliness, and value. Spencer provides grants management compliance including policies and procedures development for all Civitas projects.

Spencer continues to serve as an intelligence officer with the U.S. Navy Reserves. He holds a Bachelor of Arts in French from Georgia College and State University and completed his Master of Science in International Affairs from Georgia Institute of Technology.

Work Experience

Civitas, LLC

Director of Operations

Wahiawa, HI, Jan 2079- Current

United States Navy

Intelligence Officer/ Director of Operations

Worldwide, Jun 2008 - Mar 2079

Georgia Tech Center of G.I.S.

Graduate Assistant - G.I.S. Technician

Atlanta, GA, Jun 2005 -Jan 2007

Newton High School

Teacher, Head Coach

Covington, GA, May2003-Jun 2005

Professional Qualifications Summary

Spencer's military background demanded attention to detail in all daily tasks. His positions required he master the ability to review, conceptualize, and enact legal policy compliance and best practices in conducting intelligence operations. These skills combined with his trend analysis and project managing experience transferred seamlessly to allow an immediate impact to Civitas and its clients.



Stan Fitterman
Senior Consultant - Housing
stan@sffcg.com

Short Bio

Stan is a housing and community development consultant with over 30 years' experience. He is a researcher, planner and implementer of housing, community development, and disaster recovery programs. Over 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. He provides single and multi-family underwriting services for several HOME Participating Jurisdictions, and he also underwrites LIHTC and CDBG-DR deals for a Florida-based CDFI. Stan partners with Civitas on a variety of projects, 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

SFF Consulting Group, Inc

President
Tampa Bay, FL | 2020 – Current

Civitas, LLC

Senior Consultant
Tampa Bay, FL | Dec 2019 – Current

Ability Housing

Managing Director of Property Development
Jacksonville, FL | 2018 – 2020

Capital Access

Senior Consultant
Tampa Bay, FL | 2015 – 2018

Florida Housing Coalition

Chief Operating Officer
Tallahassee, FL | 1985 – 2014

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.

Core Expertise

- Affordable Housing
- HUD Technical Assistance
- CDBG Program
- CDBG-DR Program
- HOME Program
- Housing Policy
- Underwriting
- Low Income Housing Tax Credit (LIHTC) Programs
- Fair Housing
- Public Presentations

Certifications

- HUD national technical assistance provider

Education

MS of City Planning
Georgia Institute of Technology
Atlanta, GA,

BS in Community Development
Georgia State University
Atlanta, GA





Core Expertise

- IDIS Expert
- Consolidated Plans
- Strategic Plans
- Annual Action Plans
- CAPERs
- Data Research
- Analysis of Fair Housing Choice
- G.I.S. Mapping
- Grant Writing

Education

Bachelor of Arts in Art Studies
Greenville University
Greenville, IL 1999

Grant Proposal Writing
Certificate
Fort Hays State University
Hays, KS, 2012



Vern Xiong

IDIS, Action Plan, and CAPER Specialist

vern.xiong@civitassc.com

Short Bio

Vern has worked with Civitas for 11 years as a research assistant and data collection expert. He serves as the team's IDIS expert, combining his experience and technical proficiency to all ConPlans, AAP, and CAPERs. His experience spans housing studies, Strategic Plans, Annual Action Plans, and CAPERs across the country including dozens of jurisdictions in South Carolina, Florida, Colorado, Connecticut, New Jersey, and many others. 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. Vern leads all IDIS efforts for HUD compliance.

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.

Work Experience

Civitas, LLC

Lead IDIS Technician / Research & Data Lead
St. Paul, MN, May 2014 – Current

Lao Family Community of Minnesota

Youth and Family Program Manager
St. Paul, MN, Apr 2002 – Dec 2012

One Source Supply, Inc.

E-Commerce Coordinator
Warrenville, IL Mar 2001 – Mar 2002

Memberships and Professional Training

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



Core Expertise

- Housing Needs Assessment
- Market Analysis
- Environmental Reviews
- Data Visualization
- Housing Policy
- Consolidated Plans
- Analysis of Fair Housing Choice
- G.I.S. Mapping

Education

B.S. in Economics
The College of Charleston
Charleston, SC, 2009



Peter Neiger

ER Coordinator and Lead Analyst

pete.neiger@civitassc.com

Short Bio

Peter has 14 years of professional experience in economic analysis, with 10 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, Peter oversees the completion of all ERs from beginning to end. He determines the level of review necessary, consults with SHPO, THPO, and other agencies, and completes any supplemental documentation that may be required. Additionally, he has served as the primary analyst for many Consolidated Plans, Analyses of Impediments, and Housing Market Analyses.

Peter formerly served on the Board of Directors for the Cape Fear Community Land Trust and remains passionate about helping communities develop affordable sustainable housing.

Work Experience

Civitas, LLC

Lead Analysis / Environmental Review Coordinator
Wilmington, NC, Nov 2014 – Current

Thomas Dale and Associates

Security Operations Manager
Los Angeles, CA, Aug 2012 – Nov 2013

Students For Liberty

Internal Operations Manager
Washington DC, May 2010 – May 2012

United States Army

Team Leader (E-5), Infantry Paratrooper, 82nd Airborne Division
Various Locations, Nov 2001 – Nov 2005

Memberships and Professional Training

- HUD Environmental Review Training Program
- HEROs Training Program



Grace Orr
HUD Program Specialist
grace.orr@civitassc.com

Short Bio

Grace has over seven years of experience in housing and community development, working with local governments and nonprofits to manage diverse sources of federal funding. Her expertise with HUD's CDBG, ESG, and HOME programs has supported numerous communities in developing viable plans to meet housing needs and comply with federal requirements. She provides technical assistance in program management, policy development, compliance, and reporting. Grace has authored multiple Consolidated Plans and Action Plans and has led numerous community outreach meetings, demonstrating her broad expertise in housing policy and HUD program development.

Grace previously worked with the Lowcountry Continuum of Care, where she contributed to the annual consolidated application, monitored program performance, managed the Coordinated Entry System, and directed the annual Point in Time Count. She also supported a nonprofit serving human trafficking survivors, helping implement a Rapid Re-Housing program and manage federal grant funding. She holds an MBA in Finance from the College of Charleston and a Bachelor of Science in Public Health from The Ohio State University.

Work Experience

Civitas, LLC

Consultant / CDBG & HOME Specialist
Charleston, SC, May 2021 – Current

The Formation Project

Director of Administration
Charleston, SC, 2020 - 2021

One80 Place

Lowcountry Continuum of Care Program Coordinator
Charleston, SC, 2017 – 2020

Memberships and Professional Training

- Motivational Interviewing Rapid Resolution
- AmeriCorps Volunteer Mobilization Certification
- Certiport Excel Certification

Core Expertise

- Housing Policy & Planning
- Housing Needs
- Homeless Services Programs
- Economic Development
- Strategic Planning
- Policy Recommendation
- Data Research

Education

Master of Business Administration
College of Charleston
Charleston, SC 2022

B.S. in Public Health
Ohio State University
Columbus, OH 2017





Maggie Blake
HUD Program Specialist
maggie.blake@civitassc.com

Short Bio

Maggie has been with Civitas for five years, bringing experience in homeless services, grant writing, non-profit operations, and development. She has quickly become a leading expert in HUD grant programs and compliance. Her work includes technical assistance and client support for CDBG, HOME, and ESG programs. She regularly assists with HUD Consolidated Plans, Annual Action Plans, CAPERs, IDIS, and stakeholder outreach. Maggie's expertise spans program management, policy updates, fair housing initiatives, and strategic planning aligned with HUD requirements and local needs. She also advises on compliance with Build America, Buy America (BABA) provisions and Davis-Bacon labor standards. Her well-rounded knowledge of HUD programs allows her to offer valuable insights on policy and best practices.

Maggie completed a two-year teaching service program while earning a master's degree in education from the University of Notre Dame. She later transitioned to homeless services, working for the Pope Francis Center in downtown Detroit, where she developed broad expertise in non-profit operations and federal grant management.

Work Experience

Civitas, LLC

Consultant/ CDBG & HOME Specialist
Charleston, SC, Apr 2021 - Current

Pope Francis Center

Development Coordinator and Grant Writer
Detroit, MI, 2020 - 2027

St. Francis International School

Teacher, Student Council Moderator
Silver Spring, MD, 2077 - 2020

Professional Training

- IDIS and BABA Trainer

Core Expertise

- HUD Technical Assistance
- IDIS
- CDBG Program
- HOME Program
- ESG Program
- Housing Policy
- Fair Housing
- Public Presentations
- BABA
- Consolidated Plans
- Annual Action Plans

Education

Master of Education
University of Notre Dame
Notre Dame, IN 2019

B.A. in History and Poverty Studies
University of Notre Dame
Notre Dame, IN 2017





Kyle Jenkins
HUD Program Specialist
Kyle.jenkins@civitassc.com

Core Expertise

- Homeless Solutions
- ESG Program
- CDBG Program
- HMIS Expert
- CoC Administration
- CDBG Program
- ConPlans
- Data Research
- Analysis of Fair Housing Choice

Local Training

- Continuum of Care
- ESG Training

Education

Associates of Art in Gen Education
Wor-Wic Community College
Salisbury, MD 2010



Short Bio

Kyle is an accomplished housing policy analyst and public-private program expert with over a decade of experience in affordable housing and community development initiatives. He brings a wealth of knowledge in federal and local grant management, technical advisory services, and program administration across various HUD federal funding streams. With a strong background in both nonprofit leadership and government partnerships, Kyle has successfully developed and implemented strategic housing solutions that bridge public and private sector efforts. His expertise spans program development, budgeting, administration, and evaluation, with a particular focus on creating practical strategies to address housing challenges. Kyle's analytical skills are complemented by his proficiency in database management and reporting systems, including HMIS platforms like Wellsky's ServicePoint and Charity Tracker. His technical insight allows him to provide valuable insights for evidence-based decision-making in housing policy and program design.

Throughout his career, Kyle has demonstrated a talent for fostering strategic partnerships between government agencies, community organizations, and private stakeholders. His collaborative approach and comprehensive understanding of housing ecosystems make him an asset in developing innovative, sustainable solutions to complex housing issues.

Work Experience

Civitas, LLC

Lead ESG Specialist
Myrtle Beach, SC Feb 2021 – Current

Eastern Carolina Housing Organization

Chief Operating Officer / HMIS Admin
Myrtle Beach, SC, 2014 – 2021

Memberships and 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



Melanie Tucker
Grant Program Assistant
melanie.tucker@civitassc.com

Short Bio

Melanie joined the Civitas team as a part-time member in 2021 to assist with a variety of assistance programs and construction program application in-take and review. She provided initial and final review of applications for Emergency Rental Assistance Program (ERAP) for the City of Jacksonville, FL; Berkeley County, SC; and Horry County, SC. She is familiar with a variety of general and specific housing management programs to include Neighborly, IDIS, and Excel. Melanie is also a key policy researcher to ensure program and project compliance. She has vast experience with administrative duties, to include filing HUD reports, planning events, and communicating with clients and program applicants for rental assistance, housing-related, or other grant programs.

Work Experience

Civitas, LLC

Grant Assistant

Longview, TX, November 2021 – Current

Lifepoint Church

Administrator

Longview, TX, February 2016 -July 2021

Sammy Dishman, CPA

Office Manager

Longview, TX, 2015-2016

Core Expertise

- Program Application Intake
- Eligibility Review
- Administrative Duties
- Program Management
- Grant Writing
- Grant Implementation
- Research

Education

Associates in Arts Degree
Tyler Junior College
Tyler, TX

