



**STATE OF NORTH CAROLINA  
OFFICE OF STATE BUDGET AND  
MANAGEMENT**



JOSH STEIN  
GOVERNOR

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October 31, 2025

**MEMORANDUM**

TO: Senator Phil Berger, President Pro-Tempore of the Senate  
Representative Destin Hall, Speaker of the House of Representatives  
Brian Matteson, Director of Fiscal Research Division

FROM: Tommy Clark, Director of the NC Pandemic Recovery Office *TC*

SUBJECT: North Carolina Pandemic Recovery Office

Per Session Law 2020-4, Section 4.3.(b), as amended, the North Carolina Pandemic Recovery Office is required to submit a monthly report to the Joint Legislative Commission on Governmental Operations regarding the staffing, expenditures, and activities of the Office.

The report is attached for your review. If you have questions, please email them to [tommy.clark@osbm.nc.gov](mailto:tommy.clark@osbm.nc.gov).

Attachments

## Report on NC Pandemic Recovery Office Operations and Activities

### Overview of the Office

In May 2020, Governor Cooper established the NC Pandemic Recovery Office (NCPRO) to oversee and coordinate the fiscal response to the COVID-19 pandemic. NCPRO is responsible for overseeing the distribution of the \$3.6 billion in Coronavirus Relief Funds (CRF) from the U.S. Treasury to provide support to state agencies, local governments, nonprofits, hospitals, educational institutions, and research organizations. NCPRO established a system for distributing, tracking, auditing, and providing guidance to more than 2,000 recipients of the funds provided by CRF.

In addition to CRF, NCPRO is responsible for the oversight, administration, and federal reporting for six additional COVID-19 recovery programs as shown in the following table:

| Funds                                                              | Federal Agency             | Amount                                            | Direct Recipients                                                           | Expenditure Date                                           | Final Reporting Date (frequency of reports)                                                                  |
|--------------------------------------------------------------------|----------------------------|---------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| <b>Coronavirus Relief Funds</b>                                    | US Treasury                | \$3.6 billion                                     | 1. Hospitals<br>2. Non-profits<br>3. Local Governments<br>4. State Agencies | December 31, 2021                                          | October 31, 2023 (quarterly)                                                                                 |
| <b>Emergency Rental Assistance (Parts 1 and 2)</b>                 | US Treasury                | \$1.1 billion                                     | 1. State Agency<br>2. Counties (11)                                         | September 30, 2022 (ERA 1)<br>September 30, 2025 (ERA 2)   | December 31, 2022 (ERA 1; monthly and quarterly)<br>December 31, 2025 (ERA 2; monthly and quarterly)         |
| <b>Homeowners Assistance Fund</b>                                  | US Treasury                | \$273.3 million                                   | State Agency                                                                | September 30, 2026                                         | TBD (quarterly and annual reports required)                                                                  |
| <b>Governor's Emergency Education Relief Funds (Parts 1 and 2)</b> | US Department of Education | \$138.6 million (plus unused EANS)                | 1. State Educational Entities<br>2. Non-profit                              | September 30, 2022 (part 1)<br>September 30, 2023 (part 2) | February 1, 2024 (annual reports due each February 1)                                                        |
| <b>Economic Development Administration (Tourism and Strategy)</b>  | US Department of Commerce  | \$6.4 million (tourism)<br>\$1 million (strategy) | 1. State Agencies<br>2. Non-Profits                                         | May 31, 2027 (tourism)<br>May 1, 2024 (strategy)           | September 30, 2027 (tourism)<br>August 29, 2024 (strategy) (semi-annual reports due April 30 and October 31) |
| <b>American Rescue Plan Act State Fiscal Recovery Funds</b>        | US Treasury                | \$5.4 billion                                     | 1. State Agencies<br>2. Non-Profits                                         | December 31, 2026                                          | April 30, 2027 (quarterly expenditure; annual plan)                                                          |
| <b>American Rescue Plan Act Capital Project Fund</b>               | US Treasury                | \$273.6 million                                   | State Agency                                                                | December 31, 2026                                          | TBD                                                                                                          |

## **Staffing, Funding and Responsibilities of NC Pandemic Recovery Office**

The North Carolina Pandemic Recovery Office is organizationally located in the Office of State Budget and Management. The office hired its first staff in May 2020 and added most staff within the first three months of operation to complete its primary duties:

- Develop the systems, processes, and procedures to efficiently disburse the federal recovery dollars as appropriated,
- Disburse federal funds in a timely manner to assist recipients in responding to the pandemic,
- Monitor changing US Treasury guidance,
- Provide technical assistance to recipients and assist in program development design,
- Meet federal and state reporting requirements,
- Identify the impacts of the COVID-19 pandemic on North Carolina's people, communities, and businesses,
- Address gaps in recovery funding for underserved people, places, and businesses, and
- Audit the recipients of federal dollars to ensure compliance with federal and state laws.

All the positions within the office are time-limited, temporary, or contract-based (I.e., employees who have been temporarily reassigned from state agencies). Because the office was established in May 2020, it has operated remotely from its inception, and it continues to operate in a hybrid remote and in-person environment in accordance with guidance from DHHS and OSHR.

Initially, positions were added when NCPRO was tasked with administering additional federal funds, and auditing and federal reporting requirements have increased in frequency and volume.

**Table 1: Summary of NCPRO Staffing and Expenditures**

| Month              | Total Number of Staff                                                                                                                         | Total Personnel Cost | Total Non-Personnel Cost | Total Cost by Month |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------|---------------------|
| Prior to July 2025 | Please see monthly reports at <a href="https://ncpro.nc.gov/data-research/ncpro-reports">https://ncpro.nc.gov/data-research/ncpro-reports</a> |                      |                          |                     |
| July 2025          | 16                                                                                                                                            | \$221,583.77         | \$499,029.75             | \$720,613.52        |
| August 2025        | 16                                                                                                                                            | \$243,471.74         | \$11,011.85              | \$254,483.59        |
| September 2025     | 16                                                                                                                                            | \$227,117.37         | \$278,295.07             | \$505,412.44        |

**Table 2: Detailed NCPRO Staffing Report**

| Month              | Staff Hired                                                                                                                                   | Position Number | Permanent, Temporary, Time-limited, or Contract | Funding Source | Total Personnel Cost |
|--------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------------------|----------------|----------------------|
| Prior to July 2025 | Please see monthly reports at <a href="https://ncpro.nc.gov/data-research/ncpro-reports">https://ncpro.nc.gov/data-research/ncpro-reports</a> |                 |                                                 |                |                      |
| July 2025          | 0                                                                                                                                             |                 |                                                 |                | \$221,583.77         |
| August 2025        | 0                                                                                                                                             |                 |                                                 |                | \$243,471.74         |
| September 2025     | 0                                                                                                                                             |                 |                                                 |                | \$227,117.37         |

### **Activities of NC Pandemic Recovery Office During the 2020 Calendar Year**

During the 2020 calendar year, NCPRO was focused on administration, oversight, disbursement, and reporting for the state's \$3.6 billion in Coronavirus Relief Funds (CRF), as well as identifying the impacts of the pandemic on North Carolina's people, communities, and businesses. The first round of the Governor's Emergency Education Relief Fund (GEER) was included in the CARES Act, and NCPRO was involved in determining how to best allocate those funds and in developing oversight, administration, and reporting functions for the GEER program. Because the CRF dollars were set to expire on December 30, 2020, NCPRO also worked with CRF recipients to reallocate funds to make sure they were used before the deadline. When President Trump signed the Consolidated Appropriations Act into law on December 27, 2020, which extended the CRF expenditure deadline, NCPRO shifted its focus to making sure CRF recipients understood the new deadline and guidance from the U.S. Treasury. In addition, the Consolidated Appropriations Act included funds for the Emergency Rental Assistance (ERA) program.

### **Activities of NC Pandemic Recovery Office During the 2021 Calendar Year**

During the 2021 calendar year, NCPRO was focused on learning the federal requirements of the American Rescue Plan Act (ARPA) and the funds that were provided to states and local governments for pandemic recovery – State Fiscal Recovery Funds, Local Fiscal Recovery Funds, additional Emergency Rental Assistance Funds, Homeowners Assistance Funds, Capital Projects Funds, Economic Development Administration Tourism and Strategy funds, and State Small Business Credit Initiative funds (managed by NC Department of Commerce). NCPRO improved grants management, reporting, and data management functions and processes to better manage these additional funds and to support local governments and state agency partners. Lastly, NCPRO worked to get state agencies and subrecipients to use the rest of their Coronavirus Relief Funds for the December 31, 2021, expenditure deadline. NCPRO also worked to distribute the first tranche of Local Fiscal Recovery Funds to the 525 local governments that US Treasury designated as Non-Entitlement Units of Government (NEUs). NCPRO and our partners – UNC School of Government, the Councils of Government, the NC League of Municipalities, and the NC Association of County Commissioners – provided extensive assistance and guidance to local governments so that they could receive and use these funds. NCPRO also completed reporting requirements for federal funds and worked to set up MOUs and grant agreements for the new funds the state received.

### **Activities of NC Pandemic Recovery Office During the 2022 Calendar Year**

During the 2022 calendar year, NCPRO was focused on making sure that the State consistently applied the evolving federal reporting and compliance guidance for State Fiscal Recovery Funds (SFRF), Emergency Rental Assistance (ERA), Homeowners Assistance Funds (HAF), Capital Projects Funds (CPF) and EDA funds. NCPRO finalized our development of the PANGRAM software system used to manage the federal grants and monitored the grant subawards for all the federal funds that the office manages. NCPRO also disbursed the second tranche of Local Fiscal Recovery Funds totaling \$343,200,465.07 to the 520 local governments that accepted their funds and submitted the reports to US Treasury. The office also partnered with Deloitte to develop performance measures for all SFRF projects and worked with agencies and subrecipients to begin collecting those measures. NCPRO worked to close out Coronavirus Relief Funds (CRF) and respond to UST questions and final reporting. Lastly, NCPRO worked to share information on the use of all federal pandemic funding on our website and through media stories and reports.

### **Activities of NC Pandemic Recovery Office During the 2023 Calendar Year**

During the 2023 calendar year, NCPRO continued work with compliance, technical assistance, reporting and guidance for State Fiscal Recovery Funds (SFRF), Emergency Rental Assistance (ERA), Governor's Emergency Education Relief (GEER), Emergency Assistance for Non-Public Schools (EANS), Homeowners Assistance Funds (HAF), Capital Projects Funds (CPF) and Economic Development Administration (EDA) funds. The office continued the development and collection of performance measures for SFRF using a process developed by Deloitte. All grants were entered into the PANGRAM software system used to manage the federal grants and monitor the grant subawards for all the federal funds that the office manages; PANGRAM was also reconfigured with the implementation of the NC Financial System from the NC Accounting System. NCPRO staff continued working with partners, including the NC Association of County Commissioners, the NC League of Municipalities, the Councils of Government, and the UNC School of Government, to assist local governments in their implementation of State and Local Fiscal Recovery Funds and to assist them with federal reporting. NCPRO led the state's response to a 4-month long desk review of Coronavirus Relief Funds (CRF) conducted by federally contracted auditors. NCPRO completed nearly 70 reports for federal and state entities on the use of the federal funds. Lastly, NCPRO worked to share information on the use of all federal pandemic funding on our website and through media stories and reports.

### **Activities of NC Pandemic Recovery Office During the 2024 Calendar Year**

During the 2024 calendar year, NCPRO continued work with compliance, technical assistance, reporting and guidance for State Fiscal Recovery Funds (SFRF), Emergency Rental Assistance (ERA), Governor's Emergency Education Relief (GEER), Emergency Assistance for Non-Public Schools (EANS), Homeowners Assistance Funds (HAF), Capital Projects Funds (CPF) and Economic Development Administration (EDA) funds. The office continued the development and collection of performance measures for SFRF using a process developed by Deloitte. All grants continued to use the PANGRAM software system to manage the federal grants and monitor the grant subawards for all the federal funds that the office manages. NCPRO initiated a partnership with Deloitte to perform monitoring activities for all active projects within the SFRF program. NCPRO also hired KPMG to ensure the ERA program is audit ready for an upcoming federal desk review. NCPRO staff continued working with partners, including the NC Association of County Commissioners, the NC League of Municipalities, the Councils of Government, and the UNC School of Government, to assist local governments in their implementation of State and Local Fiscal Recovery Funds and to assist them with federal reporting. NCPRO completed nearly 70 reports for federal and state entities on the use of the federal funds. NCPRO worked to share information on the use of all federal pandemic funding on our website and through media stories and reports. Lastly, NCPRO worked with all internal and external partners to ensure all SFRF funds were 100% obligated by the December 31<sup>st</sup>, 2024, deadline. On December 31, 2024, NC was 100% obligated with its SFRF program.

### **Current Activities of NC Pandemic Recovery Office During the 2025 Calendar Year**

NCPRO continues to process payments for various programs, issue refunds when required, and perform a multitude of monthly reconciliations. Also, we continue to collect required data and file all required reports for the state and federal customers, as well as continuing with its compliance monitoring and technical assistance training.

In the first quarter of this calendar year, NCPRO completed its requirement for having performance measures in place for all SFRF projects and is currently gathering timely performance data. Also, NCPRO finalized its closeout procedures and continues closing SFRF projects that were fully expended and performance measures fully reported. The office continues to assist auditors on risk assessment and compliance issues.

In the second quarter of this calendar year, the office initiated cycle 2 of its monitoring program alongside its Deloitte contracting partners. This consisted of distributing risk assessment information requests with the intent of assigning risk levels to all NCPRO's recipients and agency co-prime recipients. Those risk assessments were collected and analyzed, and a calendar of monitoring was initiated. Also, the calendar of technical assistance for the state was completed and work on designing and implementing those sessions were implemented.

In the third quarter of this calendar year, NCPRO has processed payments for EDA Tourism, ERA2, and SFRF, performed monthly reconciliations for federal grant programs, provided technical assistance to NCPRO grant recipients. Completed NCVIP performance plans and evaluations, worked on improving close out processes for grant programs and projects, Completed EAGLE federal grants performance metrics, reconciled grant balances and provided year-end accrual entries to OSBM and OSC for year-end reporting related to NCPRO grants, and completed year-end OSBM ACFR package worksheets related to NCPRO. The Finance team returned CRF Golden LEAF loan repayment to UST. Met with Fiscal Research regarding SFRF projects and worked with OSA regarding the SFRF Draft Performance Audit Report. The Data team worked on the KPI Intake change requests and KPI Data reporting process, created a Commerce DCR Shared Employment work and HUD training, updated the NCPRO Website SFRF Dashboard update and Technical Assistance Training content, uploaded the PANGRAM native workflow business reports, collected the NCPRO policy and procedure documents, completed the Power BI non-SFRF project closeout dashboard development, and finalized the PANGRAM payment request and SFRF ledger file data reconciliation. The Cycle 2 monitoring work continues with mid-level and high-level risk monitoring visits continuing. The low-risk questionnaire phase of cycle 2 monitoring was completed, and results were shared with the state's recipient partners. The ERA2 program period of performance concluded September 30<sup>th</sup>, 2025, and closeout is now underway for that program.

More detailed information of typical ongoing monthly activities can be found in the monthly report from prior years at <https://ncpro.nc.gov/data-research/ncpro-reports>.