



STATE OF NORTH CAROLINA
OFFICE OF STATE BUDGET AND MANAGEMENT



Employment First State for Individuals with Disabilities

ROY COOPER
GOVERNOR

KRISTIN WALKER
STATE BUDGET DIRECTOR

June 30, 2023

MEMORANDUM

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

FROM: Stephanie McGarrah, Director of the NC Pandemic Recovery Office *sm*

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 stephanie.mcgarrah@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 seven additional COVID-19 recovery programs: (1) the Governors Emergency Education Relief (GEER) program, (2) Emergency Rental Assistance (ERA), (3) Homeowners Assistance Fund (HAF), (4) Economic Development Administration Tourism Grant Funds, (5) Economic Development Administration Strategy Funds, (6) Capital Projects Fund, and (7) American Rescue Plan Act State Fiscal Recovery Funds (SFRF). NCPRO is responsible for providing technical guidance and support to all county and municipal governments that received funds from the American Rescue Plan Act Local Fiscal Recovery Funds (LFRF), and funds for the 525 municipalities that are flowing through the State.

North Carolina received \$222.7 million in GEER funds from the CARES Act and CRSSA Act, which come to the State from the U.S. Department of Education. The Governor is responsible for awarding funds to education entities under GEER I and GEER II programs (totaling \$137.8 million); federal law allocates the remaining \$84.8 million to the Emergency Assistance for Non-public Schools program, which is administered by NCDPI, with NCPRO providing oversight and federal reporting. GEER funds must be expended by December 31, 2023 (GEER 1 by December 2022 and GEER 2 by December 2023). Reporting and oversight activities are required through the first quarter of 2024, and federal audits of GEER funds will continue through the end of 2025.

The Emergency Rental Assistance (ERA) program assists households that are unable to pay rent and utilities due to the COVID-19 pandemic with \$979 million in federal funds awarded to the State of North Carolina through the Consolidated Appropriations Act of 2021 and the American Rescue Plan Act (ARPA). The U.S. Treasury allocated an additional \$280 million directly to 18 local governments, and \$24.4 million was provided to five tribal governments in North Carolina for the ERA Program. NCPRO is responsible for the oversight, administration, and federal reporting for the state's allocation of the ERA funds. Additionally, NCPRO is working with the local and tribal governments to coordinate programs and is providing technical assistance where needed.

North Carolina received \$273.3 million for the Housing Assistance Fund (HAF) through ARPA to provide financial assistance to homeowners experiencing hardship due to the COVID-19 pandemic. Funds from this program may be used to prevent homeowner delinquencies, defaults, foreclosures, and other homeowner-related expenses. NCPRO is responsible for the oversight, administration, and federal reporting for the state's allocation of HAF funds.

The State of North Carolina received \$5.4 billion in American Rescue Act State Fiscal Recovery Funds (SFRF), and local governments in North Carolina directly received \$2.7 billion in Local Fiscal Recovery Funds (LFRF). North Carolina received the remaining \$352,692,103.50 of the \$705 million to distribute to

520 municipalities in accordance with U.S. Treasury rules and guidance after distributing \$342,638,945.92 of the LFRF to 521 of the 525 municipalities in 2021. In addition, NCPRO hosted webinars in collaboration with the Local Pandemic Recovery Stakeholder Group — to provide guidance to local governments regarding the use of ARPA funds. NCPRO also participated in several panel discussions with the UNC School of Government (SOG) “Basics of ARPA” course for local governments during the month of October 2021. NCPRO is partnering with the SOG to host learning communities to discuss the federal and state requirements since March 2022. We are also partnering with the NC League of Municipalities and the NC Regional Council of Governments to host four (4) ARP Expert Tours, located in Hickory, Greensboro, Rocky Mount, and Wallace NC, during the months September and October. We continue to host bi-weekly Interagency meetings for our state agencies and monthly meetings with the Local Pandemic Recovery Stakeholder Group to discuss federal and state requirements. We partnered with Management Concepts to host a two-day training for over sixty (60) state agency representatives, titled “Monitoring Federal Grants for Pass-Through Entities”. Lastly, during November 2022, NCPRO contracted with Deloitte Development, LLC to develop performance measures framework, create a technical assistance toolkit to support administering agencies, and develop dashboards to support the tracking of ARPA funding, project performance and outcomes.

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.

Additional positions have been added as noted in table 1 as NCPRO has been 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, March 2020 – May 2023

Month	Total Number of Staff	Total Personnel Cost	Total Non-Personnel Cost	Total Cost by Month
March 2020	0	0	0	0
April 2020	0	0	0	0
May 2020	3	8,591.07	0	0
June 2020	12	67,352.03	749.52	68,101.55
July 2020	15	119,815.90	4,588.03	124,403.93
August 2020	15	130,740.75	38,592.20	169,332.95
September 2020	15	136,148.22	8,145.64	144,293.86
October 2020	15	136,485.55	1,407.52	137,893.07
November 2020	16	126,366.83	2,409.89	128,776.72
December 2020	16	178,025.30	12,848.23	190,873.53
January 2021	18	149,403.42	7,537.26	156,940.68
February 2021	17	155,859.82	8,804.60	164,664.42
March 2021	18	141,641.95	21,407.67	163,049.62
April 2021	23	168,626.56	883,422.23 ¹	1,052,048.79
May 2021	25	175,851.73	6,155.37	182,007.10
June 2021	29	278,819.41	3,225.22	282,044.63
July 2021	29	200,350.51	27,965.34	228,315.85
August 2021	32	218,647.84	37,655.50	256,303.34
September 2021	32	268,239.75	84,126.80	352,366.55
October 2021	31	269,178.59	13,003.93	282,182.52
November 2021	32	284,207.97	59,379.55	343,587.52
December 2021	34	248,388.44	45,578.92	293,967.36
January 2022	34	205,263.74	19,189.36	224,453.10
February 2022	34	266,488.26	5,256.36	271,744.62
March 2022	26	328,067.30	123,609.27 ²	451,676.57
April 2022	26	265,747.09	49,606.16	315,353.25
May 2022	25	297,458.27	19,754.33	317,212.60
June 2022	25	262,144.44	50,765.82	312,910.26
July 2022	24	270,455.46	264,739.79 ³	535,195.25
August 2022	25	298,179.31	30,837.46	329,016.77
September 2022	25	387,393.14	35,544.42	422,937.56
October 2022	25	297,989.67	46,975.25	344,964.92
November 2022	27	332,055.97	3,210.43	335,266.40

¹ McKinsey & Company was paid \$825,000 to conduct a comprehensive broadband analysis for the State of North Carolina.

² BerryDunn was paid \$100,746 to create a comprehensive administrative program design and organizational development plan to manage statewide ARPA funding.

³ BerryDunn was paid \$258,189.00 to create a comprehensive administrative program design and organizational development plan to manage statewide ARPA funding.

Month	Total Number of Staff	Total Personnel Cost	Total Non-Personnel Cost	Total Cost by Month
December 2022	27	351,471.59	48,501.51	399,973.10
January 2023	27	309,850.13	688,329.33 ⁴	998,179.46
February 2023	26	308,753.96	3,033.46	311,787.42
March 2023	26	357,123.34	130,175.80	487,299.14
April 2023	26	325,993.67	168,565.06	494,558.73
May 2023	26	307,389.38	73,845.90	381,235.28

Table 2: Detailed NCPRO Staffing Report

Month	Number of Staff Hired	Position Number	Permanent, Temporary, Time-limited, or Contract (Start and End Dates Noted for Temporary Positions)	Funding Source for Each Position	Total Funds Spent on Salary and Benefits for Personnel
March 2020	0				
April 2020	0				
May 2020	3	65031177 65031225 65031201	Time-limited Time-limited Time-limited	CRF	\$8,591.07
June 2020	9	65031279 65031327 65031328 65031332 65031375 65031400 65031500 1383460 1667049	Time-limited Time-limited Time-limited Time-limited Time-limited Time-limited Time-limited Contract Contract	CRF	67,352.03
July 2020	3	65031553 65031576 2275732	Time-limited Time-limited Temporary (7/1/2020 – 6/1/2021)	CRF	119,815.90
August 2020	0				130,740.75
September 2020	0				136,148.22
October 2020	0				136,485.55
November 2020	1	1155703	Temporary (11/4/2020 through 4/30/2021)	CRF	126,366.83
December 2020	0				178,025.30

⁴ Deloitte Consulting was paid \$678,212.00 to assist state agencies in developing performance measures for SFRF projects.

Month	Number of Staff Hired	Position Number	Permanent, Temporary, Time-limited, or Contract (Start and End Dates Noted for Temporary Positions)	Funding Source for Each Position	Total Funds Spent on Salary and Benefits for Personnel
January 2021	2	65032485 00627194	Time-limited Temporary (1/26/2021 – 12/10/2021)	CRF	149,403.42
February 2021	0				155,859.82
March 2021	1	825243	Temporary (3/22/2021 – 12/10/2021)	CRF	141,641.95
April 2021	5	2197186 1165961 639639 2310512 216573	Time-limited Time-limited Time-limited Temporary (4/19/2021 – 12/10/2021) Temporary (4/19/2021 – 12/10/2021)	CRF	168,626.56
May 2021	2	65032594 65009917	Time-limited Temporary (5/17/2021 – 12/10/2021)	CRF	175,851.73
June 2021	4	963300 2122768 20686861 2314325	Time-limited Time-limited Temporary Temporary	CRF	278,819.41
July 2021	2	60080066 60080107	Temporary Temporary	CRF	200,350.51
August 2021	3	1320441 863585 1521242	Temporary Time-limited Time-limited	CRF	218,647.84
September 2021	0				268,239.75
October 2021	0				269,178.59
November 2021	2	65034018 65034040	Time-limited Time-limited	CRF	284,207.97
December 2021	3	65034040 2343928 65004275	Time-limited Temporary Temporary	CRF	248,388.44
January 2022	1	65031328	Time-limited	CRF	205,263.74
February 2022	0				146,265.36
March 2022	1	2296865	Time-limited	ARPA	167,613.26
April 2022	0				265,747.09
May 2022	1	65031575	Time-limited	ARPA	297,458.27

Month	Number of Staff Hired	Position Number	Permanent, Temporary, Time-limited, or Contract (Start and End Dates Noted for Temporary Positions)	Funding Source for Each Position	Total Funds Spent on Salary and Benefits for Personnel
June 2022	2	65032485 1865673	Time-limited Temporary	ARPA	262,144.44
July 2022	2	02371183 01865673	Temporary	ARPA	270,455.46
August 2022	1	00787504	Time-limited	ARPA	298,179.31
September 2022	0				387,393.14
October 2022	0				297,989.67
November 2022	2	2230694 2375768	Time-limited	ARPA	332,055.97
December 2022	0				351,471.59
January 2023	0				309,850.13
February 2023	0				308,753.96
March 2023	0				357,123.34
April 2023	0				325,993.67
May 2023	0				307,389.38

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

American Rescue Plan Act (ARPA) Coronavirus State and Local Fiscal Recovery Funds (SFRF & LFRF):

- Provided continual analysis of evolving SFRF reporting and compliance guidance issued by the US Treasury and analyzed federal and state statutory provisions for their applications to SFRF projects, and ongoing intensive implementation and project-specific technical assistance for SFRF projects to agencies, partners, subrecipients, and other stakeholder groups on the appropriations and eligible uses of SFRF.
- Disbursed the second tranche of Local Fiscal Recovery Funds to local governments totaling \$343,200,465.07.
- Finalized development and implemented PANGRAM, the software system North Carolina Pandemic Recovery Office now uses to manage pandemic recovery grants.
- For state and non-state entities receiving State Fiscal Recovery Funds, NCPRO developed and refined internal procedures for contracting, prepared Memorandums of Understanding, executed 169 grant agreements, and disbursed \$1,339,337,954.08 in State Fiscal Recovery Funds to 78 state and non-state entities.
- In partnership with NCPRO and the NC Association of Regional Councils of Government, The NC League of Municipalities launched the American Rescue Plan Expert Tour in Sept. of 2022 to provide in-person guidance and expertise to over 500 ARPA grant recipients across the state. Alongside leaders from other state, local, and academic organizations, NCPRO staff hosted help desks, presented case studies, and served on expert panels.
- Partnered with Deloitte Consulting to develop a performance measures framework, create a technical assistance toolkit, and build templates and internal and external dashboards to facilitate the tracking of ARPA funding, project performance, and project outcomes.
- Hosted two Subrecipient Monitoring Training sessions for over 60 state agency representatives.

Homeowner's Assistance Funds (HAF) and Emergency Rental Assistance (ERA)

- Disbursed \$33.6 million to the NC Housing Finance Agency (HFA) and continued to provide technical assistance and support to the HFA during implementation of the statewide Homeowner Assistance Fund program.
- Disbursed Emergency Rental Assistance I funds to county ERA Programs and Emergency Rental Assistance II funds to the State ERA (HOPE) Program and four county ERA Programs.
- Began working with internal work groups, the State ERA (HOPE) Program, and county ERA Programs on close-out of the ERA I Program.
- Worked on incorporating new data and information in response to US Treasury's revised reporting and close-out guidance for ERA 1.

Coronavirus Relief Funds (CRF)

- Provided intensive guidance to CRF recipients including hospitals, nonprofits, and counties regarding outstanding balances and project closeout processes, successfully closing 70 CRF projects.
- Disbursed \$178,576,742.20 in Coronavirus Relief Funds as reallocations according to NC session laws in 2022.
- Maintained close-out tracking system for Coronavirus Relief Funds recipients to aid close-out, recoupment, and reallocation of Coronavirus Relief Funds
- Submitted final reports on CRF Funds to both the NC General Assembly and the US Treasury, officially marking the closeout of all \$3.6 billion in Coronavirus Relief Funding for NC.

Governor's Emergency Education Relief and Emergency Assistance for Nonpublic Schools (GEER & EANS):

- Supported the Governor's office and the Office of State Budget and Management with Governor's Emergency Education Relief program planning.
- Continued to provide technical assistance and monitor the progress of agencies implementing the Governor's Emergency Education Relief / Emergency Assistance for Nonpublic Schools, and Emergency Rental Assistance Programs.
- Prepared and submitted the Annual Performance Report to U.S. Department of Education on Governor's Emergency Education Relief I and Governor's Emergency Education Relief II funds.
- Disbursed Governor's Emergency Education Relief I (GEER I) funds totaling \$39,477,904.75 to four (4) sub-recipients including the UNC System Office, the NC Community College System, the NC Department of Public Instruction, and the NC Department of Commerce; Disbursed Governor's Emergency Education Relief II (GEER II) funds totaling \$5,781,567.84 to six (6) sub-recipients including the UNC System Office, the NC Community College System, Communities in Schools of NC, NC Education Corps, the NC Department of Natural and Cultural Resources - State Libraries, and NC Business Committee for Education.

Audit-related activities, functions, and assignments to ensure compliance of federal relief funds:

- Monitored all federal funds to ensure compliance with applicable federal and state regulations, including Uniform Guidance and the Cash Management Improvement Act.
- Consulted as needed with Coronavirus Relief Funds state agencies and subrecipients on single audit compliance issues.
- Completed 4 CRF audits, the FY22 Annual Audit Report, and the final CRF audit report.
- Prepared and submitted the State Fiscal Recovery Funds Compliance Supplement to the North Carolina Treasurer
- Developed the FY23 Audit Plan

Transparent outreach strategy and data analytics:

- Maintained internal online dashboard to track the North Carolina Economy and its recovery efforts (developed in partnership with the North Carolina Government Data Analytics Center (GDAC) and SAS Institute)

- Continued regular meetings to work with the Local Government Pandemic Recovery Stakeholder group, sharing information about North Carolina’s pandemic recovery and learning about ongoing challenges facing various communities across the state, and held bi-weekly American Rescue Plan Act State Fiscal Recovery Fund Interagency meetings with State Agencies regarding recovery funding information, guidance, and processes.
- Developed, published, and continually updated data dashboards (on ncpro.nc.gov) tracking COVID-19 funding and economic recovery indicators - [COVID-19 Funding Dashboard | NCPRO](#)
- Developed new data tools to analyze flow of over \$11 billion in federal COVID-19 relief aid.
- Developed and launched North Carolina Community Pulse Survey to collect, analyze, and publish county- and regional- level data on the impacts of the pandemic and progress toward recovery.
- Produced 70 reports for the US Treasury and NC General Assembly as required by grant programs and legislation.
- Developed and published the Monthly Economic Update to track the economic recovery of North Carolina.
- Produced and published a PANGRAM External User Guide, North Carolina Community Engagement Survey Press Release, Spring 2022 Highlights E-Newsletter, Standard Operating Procedures, and the Monitoring Handbook for State Fiscal Recovery Funds on the NCPRO website.
- Maintained and expanded an interactive map on the NCPRO site representing geographic distribution of federal Covid relief and recovery funds allocated to NC.
- Continued publication of an external newsletter to provide updates related to NCPRO’s work with pandemic relief funding, recipients across the state, updates on the economic recovery of NC, ERA and other housing program updates, pandemic relief fund success stories across the state, current opportunities, and more.
- Launched a multimedia storytelling series in November 2022 to share the positive impacts of pandemic recovery funds through videos, photos, and web articles.

Current Activities of NC Pandemic Recovery Office During the 2023 Calendar Year

Function		Activities
Grants Management	Grants Administration	<ul style="list-style-type: none"> • Continued to refine internal processes and tools for providing programmatic oversight and monitoring for state and non-state entities receiving SFRF dollars. • Began review/refinement of internal process documents for all grant programs (CPF, EDA, ERA, GEER/EANS, HAF, and SFRF). • Provided project-specific technical assistance for SFRF projects. • Reviewed and approved monthly expense reports and disbursement/reimbursement requests submitted by SFRF, GEER, ERA and HFA recipients. • Continued regular meetings with state agencies and local stakeholder groups to facilitate consistent communication during the implementation of the SFRF Program. • Continued preparation and execution of award agreements with state and non-state entities for GEER and SFRF projects. • Continued to provide technical assistance and monitor the progress of agencies implementing the GEER/EANS, Homeowner Assistance Fund (HAF), and Emergency Rental Assistance (ERA-2) Programs.

Function		Activities
		<ul style="list-style-type: none"> Continued work with internal work groups, NCORR, and counties on close-out of the Emergency Rental Assistance (ERA-1) Program and completion of the Final ERA-1 Closeout Report. Participated in a Measure Up workshop facilitated by Deloitte with the Department of Agriculture who is receiving SFRF funding as they define/refine their project performance measures. Continued to provide documents requested by the Office of State Auditor conducting a single audit of the Emergency Rental Assistance Program. Participated in Measure Up workshops facilitated by Deloitte state agencies receiving SFRF funding as they define/refine their project performance measures. Provided information to internal auditors reviewing standard operating procedures. Worked with Accounting and Database Teams to transition GEER/EANS Programs to PANGRAM. Continued review/refinement of internal process documents and Standard Operating Procedures (SOPs) for all grant programs. Reviewed and approved monthly expense reports for SFRF projects and disbursement/reimbursement requests submitted by SFRF, GEER, ERA and HAF recipients. Provided SFRF recipients that participated in Deloitte performance measurement workshops with completed logic models and job aids to assist them with completing logic models for all projects in order to develop performance measures for their projects. Met with representatives of private colleges and universities (SFRF beneficiaries) regarding an initial reporting survey to collect information regarding the impact of relief funding on their respective campuses. Completed the transition of the GEER/EANS and ERA Programs to PANGRAM. Continued to refine internal processes and tools for providing programmatic oversight and monitoring for state and non-state entities receiving SFRF dollars. Completed review/refinement of internal process documents and Standard Operating Procedures (SOPs) for all grant programs. Worked with internal work groups, NCORR, and counties to complete the Final Emergency Rental Assistance (ERA-1) Closeout Report. Worked extensively with the Reporting and Data Team to develop the performance measures collection tool for SFRF recipients. Provided information to internal auditors reviewing standard operating procedures. Worked with NCORR and counties to complete the Q1 2023 Emergency Rental Assistance (ERA-2) Treasury Report. Worked with NCHFA to complete the Q1 2023 Homeownership Assistance Fund (HAF) Report. Worked extensively with the Reporting and Data Team to distribute and collect the KPI Data Collection Survey from state agency SFRF recipients. Provided information to internal auditors reviewing standard operating procedures and SFRF projects. Began entrance meetings with State Auditor office personnel regarding the GEER and ERA Programs.
	Data Management	<ul style="list-style-type: none"> PANGRAM System management, maintenance, support and process optimization Oracle Enterprise Database data processing, automating importing and exporting data process in Oracle database.

Function		Activities
		<ul style="list-style-type: none"> • Provide the statistics of projects, expenditure reports from Oracle database for data quality control and data analysis. • Provided 2022 Quarter 4 report data, SFRF payments data to other NCPRO teams. • Update the SFRF Master Reports data weekly. • Track and manage DOT SAP system ticket in Smartsheet, build a Smartsheet dashboard. • Collaborate with the Reporting team to prepare data for SFRF projects data dashboard. • Smartsheet management and technical support • Updated a mapping application to show NC populous counties and 30 minutes driving zone from those counties. • Work with SAP Functional team to develop new features/functions in PANGRAM. • Participated in Deloitte MeasureUp workshops (Logic Model for Key Performance Indicators development) • Research and testing on SFRF Projects KPI data collection methods, Smartsheet “row-data-update” was chosen as the best solution. • Testing of data transfer automation between Oracle and Smartsheet by using Python. • Work with SAP Functional team to develop new features/functions Email automation in PANGRAM. • Migration of non SFRF programs from Smartsheet to PANGRAM • Developing and testing on SFRF Projects KPI data collection survey in Smartsheet • Track and Manage DOT SAP system ticket in Smartsheet, build a Smartsheet dashboard. • Providing SFRF Projects data to NCPRO reporting team for NC Legislature reporting, US Treasury reporting, external dashboards, and internal data dashboard • Work with SAP Functional team to develop new features/functions such as email automation in PANGRAM. • Completed migration of non SFRF programs from Smartsheet into PANGRAM • Conducting SFRF Projects KPI intake collection survey in Smartsheet • Work with SAP Functional team to develop/test new features/functions • Email automation in PANGRAM • Create a general overview of KPI intake survey results tables and charts by using the Excel
Policy, Strategy & Reporting	Policy & Strategy	<ul style="list-style-type: none"> • Published monthly economic update (recurring) • Conducted another month of data collection and analysis for the NC Community Engagement Survey (recurring) • Updated existing economic indicators dashboard. • Kicked off student research projects with UNC Chapel Hill and Duke University • Supported series of workshops with SFRF recipients to develop performance measures. • Monitored legislative activities for potential impacts on NCPRO-managed funds. • Continued facilitating student research projects at UNC and Duke • Monitored legislative activities for potential impacts on NCPRO-managed funds. • Completed student research projects at UNC and Duke

Function		Activities
	Performance Measures & Reporting	<ul style="list-style-type: none"> • Supported performance management work led by Deloitte Consulting • Prepared and submitted quarterly report due to NCGA for SFRF disbursements. • Prepared and submitted quarterly Project and Expenditures SFRF to US Treasury • Responded to auditing request for all FY22 SFRF reporting records. • Continued development of robust SFRF data dashboard • Developed and launched SFRF Projects Dashboard • Updated economic recovery dashboard. • Published monthly economic update. • Developing performance data intake process for all SFRF projects • Updated economic recovery dashboard. • Maintain SFRF Projects Dashboard • Drafted guidance for SFRF performance reporting. • Prepared and submitted quarterly SFRF Project and Expenditures report to US Treasury • Prepared and submitted semiannual report on ARPA Statewide Planning Grant to US Economic Development Administration • Prepared and submitted quarterly SFRF disbursements report to NCGA • Developed and published guidance materials to support recipients KPI submissions to NCPRO • Engaged in a collaboration with US Digital Response (USDR) to develop an efficient, user-friendly tool to facilitate collection of SFRF project performance data moving forward. USDR is a nonprofit, nonpartisan organization that helps governments, nonprofits, and public entities respond quickly to critical public needs by leveraging a broad network of pro bono technical experts. • Developed and held 3 training sessions to facilitate KPI development and submission on behalf of SFRF recipients • Attended in-person LFRF data collection and analysis strategy session • Submitted monthly FFATA report, including data EANS 1 & EANS 2 • Collaborated with communications team to establish SOPs & internal guidance for NCPRO internship program
	General Counsel	<ul style="list-style-type: none"> • Interagency group meetings • Local government stakeholder meetings • Finished ERA Award Amendment • Reviewed consultant deliverables. • Discussed additional consultant training delivery to agencies and amendment. • Reviewed and discussed audit issue resolution and draft findings. • Discussed OMB 2022 Compliance Supplement • Developed discussion question for NASBO reporting meeting. • Reviewed applicability of CRF guidance in COOP context • Consulted on Treasury response to CRF audit findings for FY20. • Consulted on impact of Wesleyan College/University name change. • Reviewed Golden LEAF status as separately audited component unit of state government. • Consulted on PII and NDA/personnel policies to protect. • Consultations on administration of motorsports grants • Reviewed Eleventh Circuit tax reduction offset decision. • Reviewed draft DIT broadband award docs. • Reviewed of COGs statutory authority re: grant seeking and administration

Function	Activities
	<ul style="list-style-type: none"> • Consulted on variability of annual digital literacy spending vs "money report" of equal annual requirements. • Consulted on applicability of "Stevens Amendment" to various appropriations. • Final review of consulting services amendment • Consulted on reporting of suspected malfeasance to SBI, standard forms. • Attended training on compliance issues. • Reviewed of local government project budget ordinance, cost estimates and drawdown schedule • Attended performance measurement workshop. • Reviewed Balance of State Continuum of Care issues • Reviewed of "obligations" definitions and timeline under Treasury rules and guidance • Reviewed time and effort reporting for time split between grants. • Consulted on amendments needed due to separation of DAC from DPS • Consulted on Carolina Cyber Network funding oversight. • Consulted on DEQ SFRF funds management options, relation to other federal funds. • Drafted DEQ amendments and MOU for administrative expense. • Consulted on FFATA reporting on revenue replacement projects and subawards. • Consulted on payment of award after altered check and repayment demand. • Drafted amendments due to DPS/DAC separation. • Drafted closeout checklist template. • Prepared and delivered training on Stevens Amendment requirements. • Review of "obligations" definitions and timeline under Treasury rules and guidance • Consulted on Carolina Cyber Network funding oversight. • Consulted on Human Trafficking grants and monitoring. • Consulted on DOA internal audit inquiry on applicable regulations. • Met with DAC leadership on amendments and funding transfer. • Monitored legislative matters. • Reviewed Capital Projects Fund award documentation. • Drafted DEQ amendments and MOU for administrative expense, execution. • Consulted on DIT projects. • Reviewed OSA alternative MOU, consult on applicable federal regulations to OSA. • Reviewed DNCR facilities use agreements for communications projects. • Consulted on performance period for ESSER and GEER funds. • Consulted on federal civil rights protections applicable in programs with service limitations and with first amendment questions. • Consulted on procurement regulations applicable to Commerce grant to nonprofit with revenue replacement funds. • Consulted on completing SBI report of fraud against non-state subrecipient. • Completed and met annual risk assessment questionnaire. • Consulted on CRF recoupment potential issue with NCORR subrecipient. • Followed up consult on DPS/DAC transition. • Reviewed Q1 EDA planning grant forms. • Consulted on a \$600 accounting question in an NEU distribution (no effect on payment). • Consult on DIT projects • Consult on OSA declining SFRF appropriation • Monitor and research issues in debt limit negotiations, any program impact • Review SEFA for new audit scope

Function	Activities
	<ul style="list-style-type: none"> • Work on DIT CPF award and MOU • Consult on NEPA and SEPA applicability where using multiple funding streams • Status check on NCORR/OIG complaint referral • Consult on start date for period of performance with DHHS • Consult on NCHFA cyber incident • Consult on monitoring scope and rationale for state agency prime recipients • Consult on CRF recoupment • Consult on CRF Single Audit threshold for subrecipient of DOA/CFW • Draft Golden Leaf Foundation CRF MOU amendment to reflect subsequent legislation • Consult on NC Senate proposed treatment of SFRF interest earned
<p style="text-align: center;">Business Operations</p>	<ul style="list-style-type: none"> • EANS I - Processed 5 payments for 1 recipient for \$182,922. • GEER I - Processed 2 REFUNDS TO NCPRO from 1 recipient (30-04) for \$9,369. • GEER I - Reviewed and processed payments for 4 awards in the amount of \$1,007,874.13 • GEER II - Reviewed and processed payments for 8 awards in the amount of \$1,917,814.42 • HAF - Processed 2 payments for 1 recipient for \$36,822,944.91. • SFRF - Processed 38 payments in the amount of \$38,519,674.23. • Reviewed and approved agreements and payment requests through PANGRAM. • Monitored ShareFile for manual downloads for supporting documents for GEER funds. • Created monthly ARP, CRF, ERA, SFRF bank reconciliations (recurring) • Met with grant managers multiple times for PANGRAM account setups, agreement entries and approval processes. • Joined the weekly meetings we held with new and existing GEER & EANS recipients for accounting and reporting guidance. • Ran NCAS reports for Grants Management and Data Management teams. • Gathering support for audits and communicating with OSA. • Work with agencies to resolve questions. • Finalizing expenditure balances to close out GEER I • CRF returned funds wired to the US Treasury. • Update Governor's report for August to December 2022. • Develop risk assessment templates for state agency recipients. • Created SFRF Availability report for budget development and Budget Director. • Transfer SFRF interest earned to GF Reserve. • Continued conducting Measure Up workshops for agencies with Deloitte. • EANS I - Processed 4 payments for 1 recipient for \$1,475,692. • GEER I - Processed 4 REFUNDS TO NCPRO from 1 recipient (30-04) for \$5,162. • GEER II - Reviewed and processed payments for 10 awards in the amount of \$1,761,375.29. • HAF - Processed 1 payment for 1 recipient for \$25,344,074.31. • SFRF - Processed 15 payments in the amount of \$11,034,468.29. • ERA II- Processed two Payments for 2 recipients for \$7,362,777.48. • Reconciling balances between SmartSheet, NCAS and Pangram for SFRF and GEER I • Moving Smartsheet payments to PANGRAM for EANS I, EANS II, GEER II, EDA, HAF, and ERA II. • Continuing to refine/improve and create processes and procedures. • Completed SFRF State Compliance Supplement.

Function	Activities
	<ul style="list-style-type: none"> • Reconciling balances between SmartSheet and NCAS for ERA1 close out. • Working with Grants team on cash balances for ERA2. • Completed creation of goals and tasks and interim reviews for Finance team. • Conducted Risk assessment for Emit Bio, Inc. • Answered questions of internal and external auditors. • EANS I - Processed 5 payments for 2 recipients for \$372,025.15. • EANS II- Processed 1 payment for 1 recipient for \$11,162,808.58. • GEER I - Processed 4 REFUNDS TO NCPRO from 1 recipient (30-04) for \$5,162. • GEER II - Reviewed and processed payments for 7 awards in the amount of \$909,369.90. • HAF - Processed 1 payment for 1 recipient for \$23,455,947.55. • SFRF - Processed 32 payments in the amount of \$74,490,107.93. • EDA Tourism 1 payment for 1 recipient for \$73,306.03. • Communicated with State agencies, local governments (NEU) to fulfill its accountability and compliance responsibilities. • Completed and submitted NCPRO SFRF State Compliance Supplement to State Treasurer’s office. • Assisted Grants Director with EAGLE ERA Reporting narrative and identifying controls. Completed walkthrough of controls for ERA Reporting. • Assisted with the development of the SFRF Close out process for agencies, subrecipients, and beneficiaries. Created the Financial Close out certification form for recipients. • EANS I - Processed 7 payments for 4 recipients for \$2,842,138.10. • EANS II- Processed 1 payment for 1 recipient for \$8,429,246.08. • ERA II- Processed 1 payment for 1 recipient for \$2,014,657.09. • GEER I - Processed 2 REFUNDS TO NCPRO from 1 recipient (30-04) for \$2,377. • GEER II - Reviewed and processed payments for 7 awards in the amount of \$786,039.71. • HAF - Processed 1 payment for 1 recipient for \$13,873,145.83. • SFRF - Processed 35 payments in the amount of \$161,102,941.19. • Reconciling balances between Smartsheet, NCAS and Pangram for SFRF and GEER. • Met with grant managers multiple times for PANGRAM account setups, agreement entries and approval processes. • Continuing moving Smartsheet payments to PANGRAM for EANS I, EANS II, GEER I, GEER II, EDA, HAF, ERA I, and ERA II. • Joined the weekly meetings we held with new and existing GEER & EANS recipients for accounting and reporting guidance. • Assisting Internal and external Auditors by providing information and documents about Grants & programs. • Generated March expense report at PANGRAM for NCPRO- Extension of Operations report. • Communicated with State agencies, local governments (NEU) to fulfill its accountability and compliance responsibilities. • Revised and submitted final SFRF State Compliance Supplement. • Working with state agencies and universities to resolve state compliance supplement and audit questions. • Documenting the different payment processes for each grant. • Performed NC Association of Regional Council of Governments risk assessment.

Function	Activities
	<ul style="list-style-type: none"> • Transferred SFRF interest received in January – March 2023 to OSC ARPA Reserve in the General Fund. • DEQ Administrative Costs – assisting with new and revised MOU’s for DEQ SFRF projects. • Revised and resubmitted CRF report in GrantSolutions portal to reflect returns received. • Returned CRF unused funds to U.S. Treasury. • EANS I - Processed 10 payments for 4 recipients for \$991,753.18. • GEER I - Processed 4 REFUNDS TO NCPRO from 1 recipient (30-04) for \$4,127. • GEER II - Reviewed and processed payments for 8 awards in the amount of \$1,546,344.33. • HAF - Processed 1 payment for 1 recipient for \$16,459,132.16. • SFRF - Processed 29 payments in the amount of \$23,079,265.65. • Participated in KPI intake survey weekly meetings. • Participated in Data Collection Brainstorming meetings for KPI’s. Attended OSC Governmental Accounting Update training. • Conducted United Way of NC risk assessment. • Met with external auditors to discuss internal controls/processes for GEER, ERA, and SFRF. • Researching CMIA requirements for Capital Projects Fund. • Began updating 2023 SFRF State Compliance Supplement for changes made to the Federal OMB SFRF Compliance Supplement. • Met with grants and OSBM Main finance teams to discuss the Capital Projects Fund grant setup and payment process. • Created payment schedule deadlines for recipients to request payments before the State fiscal year-end.
Auditing	<ul style="list-style-type: none"> • Continued compliance audits for GEER. • Continued audit follow-up for CRF. • Began conducting audit review of SOPs. • Completed 4 audit follow-ups for CRF and issued audit reports. • Continue compliance audits for GEER. • Continue to conduct audit review of SOPs. • Issued two audit reports. • Began the operational review of Smartsheet. • Continuing the operational review of Smartsheet. • Begin compliance reviews for SFRF.
Communications	<ul style="list-style-type: none"> • Assisted Reporting with the process and gathering of information for NCPRO’s portion of the Governor’s Accomplishment Report for July-December 2022 • Finalized the External Communications Plan for 2023 • Assist with agendas and materials for ARPA SFRF Interagency Meetings and Local Pandemic Recovery Stakeholder Meetings (recurring) • Launched planning, assignments and tasks for a March 2023 COVID-19/Funding/NCPRO anniversary media blast. • Scheduled and held meetings with Grants Management and Policy, Strategy and Reporting staff to document individual fund processes. • Worked with Policy, Strategy and Reporting to draft a proposal for an NCPRO internship program. • Launched an NCPRO Diversity Committee to recognize and celebrate the diversity of staff, North Carolinians and all people.

Function	Activities
	<ul style="list-style-type: none"> • Worked with Deloitte Consulting to establish additional MeasureUp Workshop dates, times and groups for state agencies to learn about and work on performance measures for SFRF projects. • Conducted interviews with multiple agencies, groups and individuals for Stories of Recovery and Resilience series (recurring) • Published Longleaf Commitment Grant Builds Futures under the Stories of Recovery and Resilience series. • Assisted Deloitte Consulting with the NCDACS virtual MeasureUp Workshop • Facilitated meetings with Grants Managers to document internal grant/fund processes. • Attended a webinar on Managing Public Records for State Agency Employees • Managed Deloitte MeasureUp Workshop registration, informational emails, workshop logistics and attended the 6 workshops over 3 days. • Finalized the March 2023 COVID-19/Funding information. • Published the SFRF Tracker Dashboard on the NCPRO website. • Historically Black Colleges and Universities Support Students story. • Published and sent March 2023 external newsletter. • Updated the NEU LFRF reporting infographic to reflect the April 2023 reporting deadline. • Discussed best ways to collect SFRF success stories alongside the closeout process. • Attended Digital Commons webinar to learn about current and upcoming updates to Drupal and website management. • Published YMCAs Nurture Mind & Body with ARPA Grants story. • Published Researchers Seek COVID-19 Learning Loss Solutions story. • Interviewed and videoed for Community Engagement Survey promo; published the promo video across channels. • Attended the Rural Summit with an exhibitor booth to share the impact of the Community Engagement Survey and to provide more information to get involved. • Published new SFRF tracking dashboards on the NCPRO website. • Interviewed Manna Food Bank in Western NC for a comprehensive story on food banks across the state and their impacts. • Participated in Grant Closeout Process meetings. • Attended County Wide Convening on ARPA (Upper Coastal Plain COG) • Created and published an infographic for the April 2023 reporting deadline for Local Fiscal Recovery Funds • Edited and formatted the updated SOPs for State Fiscal Recovery Funds • Attended the 2023 Rural Summit in Charlotte and participated in a focus group. • Participated in internal meetings to develop the KPI Intake Survey for SFRF recipients. • Attended the North Carolina Community Foundation Affiliate Forum • Published Food Banks Invest in Food and Beyond story. • Conducted an interview with NCHFA for a story on 10,000 homeowners assisted through the Homeowner Assistance Fund (HAF) • Conducted interviews with Battleship NC, Stokes Housing, and the Transportation Museum • Participated in Google Analytics 4 training • Completed Communications Risk Assessment for internal audit • Finalized NCPRO Internship Handbook and supporting documents for internal use • Attended a webinar about social media strategy for government communications • Drafted talking point for Local Fiscal Recovery Fund data collection

Function	Activities
	<ul style="list-style-type: none"> • Participated in KPI collection meetings and assisted with KPI Intake Survey Trainings • Conducted an interview with DNCR • Conducted an NCACC video shoot • Published NC Homeowner Assistance fund Provides Relief story • Published North Carolina Safeguards History during Pandemic story
<p style="text-align: center;">CRF Closeout</p>	<ul style="list-style-type: none"> • Coordinated late CRF refund payments (with Joy) from State Board of Elections/Halifax County, DOI, Commerce/NC Biotech Center, UNC System Office/Livingstone College • Coordinated response (with Joy) to auditors related to 2021 single audit regarding CRF sample transactions from DNCR, DOA, DPS, DOI, OSBM, OSA • Provided input related to CRF Performance Audit related to the notification to State agencies that they (e.g., DPI, etc.) were responsible for subrecipient monitoring. • Provided technical assistance to Dept of Agriculture regarding audit questions from food banks. • Provided technical assistance (with Jon) to NC Community Health Center Association regarding equipment purchased with CRF funds. • State audit CRF performance - researched NCPRO communications to DPI over responsibilities of its subrecipients • NCPRO IA audit - researched Edgecombe County's response to audit and provided to management. • EAGLE – Researched final payment to NCHCFA and provided initial response to OSBM auditor. • Assisted answering NCCHCA external auditor's confirmation request. • Followed up with DPS (\$37K in COOP funds) and Campbell U. (\$6K) regarding their notification of possible grant funds return. • Referred DHHS to Grants Administration Director and Legal regarding a NCDOJ investigation of a hospital that was provided CRF funds by NCHF. • Reviewed Campbell University's notice of possible return of CRF funds and determined they did not have to return CRF funds after a review of prior C-2 reports indicated sufficient expense had been reported. • Reported to Grants Administration Director that DPS's subrecipient, Mission Ministries Alliance in Marion, had not submitted expense reports to justify \$37K in CRF COOP funds. DPS had given the Alliance final notice • Coordinated review of several NCORR subrecipients' undocumented CRF COOP grant fund balances. • Addressed question on YMCA single audit. • Answered NC Community Health Centers question on whether or not NCPRO required timesheets to be included with monthly expenditures.