



STATE OF NORTH CAROLINA  
OFFICE OF STATE BUDGET AND MANAGEMENT



Employment First State for Individuals with Disabilities

ROY COOPER  
GOVERNOR

CHARLES PERUSSE  
STATE BUDGET DIRECTOR

September 30, 2022

MEMORANDUM

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

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

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](mailto: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 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 on 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. Lastly, 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.

### **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 – August 2022**

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 <sup>1</sup>	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 <sup>2</sup>	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 <sup>3</sup>	535,195.25
August 2022	25	298,179.31	30,837.46	329,016.77

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

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

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

**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
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	Time-limited Time-limited Time-limited	CRF	168,626.56

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
		216573	Temporary (4/19/2021 – 12/10/2021) Temporary (4/19/2021 – 12/10/2021)		
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
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

## **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**

In 2021, NCPRO completed the following activities by federal fund type and activity.

### **American Rescue Plan Act Coronavirus State and Local Fiscal Recovery Funds (ARPA/CSLFRF):**

The staff of the NC Pandemic Recovery Office completed the following activities, functions and assignments related to American Rescue Plan Act CSLFRF funding during the Jan. 2021 – Dec. 2021 time period:

- Led OSBM efforts to summarize the provisions of the American Rescue Plan and its State impact and worked with OSBM to begin implementing the provisions of HB 196/SL 2021-3.
- Developed guidance, database structures, and contracting processes for the 525 Non-Entitlement Units (NEUs) allotted to receive Local Fiscal Recovery Funds (LFRF), as well as launching a robust improvement of 28 website pages (in addition to our current Coronavirus Relief Fund-related information) by providing timely ARP-specific materials.
- Worked with 14 partner organizations to host a training and question and answer session about ARPA and LFRF with over 1,000 registered attendees.
- As of October 20, 2021, \$342,638,945.92 has been disbursed to 521 of 525 NEUs for their first tranche of Local Federal Relief Funds (LFRF), which equates to 99% of all NC recipients eligible for LFRF that have been processed and paid since US Treasury first released the Interim Final Rule on May 17, 2021.
- In conjunction with the Office of the Governor, helped establish a State Agency Pandemic Recovery Stakeholder group and held two ARPA State Fiscal Recovery Fund (SFRF) Interagency meetings in December 2021 with State Agencies regarding SFRF information, guidance, and processes.
- Hosted or facilitated more than 46 virtual or in-person meetings or trainings facilitated state-wide to assist stakeholders and partners with ARPA.

### **Coronavirus Relief Funds (CRF):**

The staff of the NC Pandemic Recovery Office has completed the following activities, functions and assignments related to Coronavirus Relief funding during the Jan. 2021 – Dec. 2021 time period:

- Processed CRF reimbursement requests, provided extensive technical assistance and guidance for CRF, as well as completed ongoing federal and state monthly reporting requirements to the U.S. Treasury and NC General Assembly.
- From January-December 2021, \$280,765,703.77 has been disbursed to CRF recipients.
- Created the proactive monitoring strategy of developing a grant manual which helped NC recipients better understand how to interpret federal guidance/reporting as well as North Carolina's reporting requirements.
- In compliance with federal and state reporting requirements, compiled and confirmed a list of all CRF recipients who have completely expended their funds and contacted those recipients to notify them that their reporting responsibilities for CRF are concluded.
- Developed a close-out tracking system for CRF recipients to ensure remaining funds are spent or returned by the allotted deadlines.

### **GEER/EANS, ERA & HAF Funding:**

The staff of the NC Pandemic Recovery Office has completed the following activities, functions and assignments related to the Governor's Emergency Education Relief funding, Emergency Assistance for Nonpublic Schools funding, and Homeowners Assistance funding during the Jan. 2021 – Dec. 2021 time period:

- Conducted analysis, prepared recommendations, and helped Governor Cooper's office finalize the Governor's Emergency Education Relief (GEER) allocations from GEER I and GEER II funds as well as developed subaward documentation and performance measures for GEER funding.
- Coordinated the set-up of interagency projects funded by GEER, including Longleaf Commitment, Longleaf Complete, and the Education Recovery Dashboard.
- Worked with the NC Department of Public Instruction (NCDPI) to start-up and provide oversight for the Emergency Assistance for Non-public Schools (EANS) I program and EANS II program.
- Worked with the NC Office of Recovery and Resiliency (NCORR) on the start-up and implementation of the Emergency Rental Assistance (ERA) program.
- Began working with the NC Housing Finance Agency to prepare for implementation of the Homeowner Assistance Fund (HAF) Program in early 2022.

### **Auditing to Ensure Compliance of Federal Relief Funds:**

The staff of the NC Pandemic Recovery Office has completed the following activities, functions and assignments to ensure compliance of federal relief funds during the Jan. 2021 – Dec. 2021 time period:

- Monitored CRF, Emergency Rental Assistance Funds (ERA), and Governor's Emergency Education Relief Funds (GEER) to ensure compliance with applicable federal and state regulations related to funding programs, including Uniform Guidance and the Cash Management Improvement Act.
- Completed twelve audit reports during the months of May, June, and August.
- (The Preliminary Financial Audit report and the Single Audit Compliance report conducted by the State Auditor had no findings.)
- Completed the FY21 Annual Audit Report.



## Transparent Strategy and Data Analytics:

The staff of the NC Pandemic Recovery Office has completed the following activities, functions and assignments to ensure that a transparent outreach strategy and data analytics plan was in place during the Jan. 2021 – Dec. 2021 time period:

- Worked in partnership with the NC Government Data Analytics Center (GDAC) and SAS Institute to create an internal online dashboard to track the NC Economy and its recovery efforts.
- Began development of NC Community Pulse Survey to collect, analyze, and publish county- and regional level data on the impacts of the pandemic and progress toward recovery. Expected to launch early 2022.
- Continually tracked all federal relief funds (to date over \$83 billion) provided to NC and analyzed the impacts, as well as identified remaining gaps in recovery.
- Created an interactive map for [NCPRO.nc.gov](https://ncpro.nc.gov) that represents \$24.1 billion out of over \$50 billion in federal COVID relief funds allocated to North Carolina in 2020.
- Led several presentations and workshops with state and local education leaders on the various sources of \$10B in federal funds to support recovery efforts in early learning, K-12, and postsecondary education.
- Developed a template for county and regional profiles of education-related COVID-19 funds received for early learning, K-12, and postsecondary educational entities.
- Worked with OSBM to develop Governor's ARPA budget with recommendations to assist families most impacted by the pandemic, upgrade our infrastructure, prepare our workforce, promote business development and innovation, and position our government to serve.
- Worked with other agencies to understand the impacts of the pandemic on businesses, arts and cultural organizations, childcare providers, education systems, communities, families, and individuals.
- Developed and continued to publish the [Monthly Economic Update](#) to track the economic recovery of North Carolina.
- Developed a [monthly newsletter](#) to provide updates related to NCPRO staff's work with pandemic relief funding, recipients across the state, and more as well as updates on the economic recovery of NC, Emergency Rental Assistance and other housing program updates, pandemic relief fund success stories across the state, current opportunities, and more.
- Developed new approaches to technical assistance and written guidance for CRF and CSLFRF recipients, including infographics synthesizing and explaining key issues, as well as PROtalks – YouTube videos walking recipients through close-out and reporting processes.
- Worked in partnership with the NC Department of Information Technology (NCDIT) to build out a standalone website for NCPRO at [NCPRO.nc.gov](https://ncpro.nc.gov).

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

Function		Activities
<b>Grants Management</b>	<b>Grants Administration</b>	<ul style="list-style-type: none"> <li>• Provided guidance to agencies and subrecipients on the appropriations and uses of SFRF</li> <li>• Met with state agencies and local stakeholder groups</li> <li>• Worked on processes and procedures for distributing and monitoring SFRF</li> <li>• Worked with our data team to develop and begin to implement our grants management system</li> <li>• Participated and assisted coordinating the meeting with the Tribes and Urban Organizations regarding SFRF</li> <li>• Attend weekly meetings between DOA and NCPRO to discuss Tribes and Urban Organizations subject matter</li> <li>• Met with recipients to discuss ARPA SFRF and answer questions</li> <li>• Reviewed completed templates from recipients regarding their SFRF</li> <li>• Worked with Legal to draft Memorandum of Understanding for SFRF recipients</li> <li>• Met with representatives of state agencies, Indian tribes/organizations and local stakeholder groups to discuss eligible uses and contracting processes for SFRF projects.</li> <li>• Developed internal procedures for contracting with state and non-state entities receiving SFRF dollars.</li> <li>• Developed Master Tracker for SFRF projects to aid in monitoring distribution of funds to recipient entities.</li> <li>• Worked with US Treasury to finalize NEU reporting for first tranche of funding.</li> <li>• Worked with the Data Management Team to integrate SFRF MOUs into PANGRAM, the data management system and began funds distribution to SFRF recipients.</li> <li>• Began preparation of Memorandums of Understanding (MOUs) for state and non-state recipients of SFRF funding and distribution of funds in accordance with the 2021 budget bill and subsequent technical correction bills.</li> <li>• Provided continuing guidance and assistance to SFRF agencies and subrecipients regarding eligible uses and administrative requirements.</li> <li>• Continued to provide technical assistance and monitor the progress of agencies implementing the GEER/EANS, Homeowner Assistance Fund (HAF), and Emergency Rental Assistance (ERA) Programs.</li> <li>• Began the development of processes and procedures for distributing and monitoring SFRF funding and procedures for use of the established grant management system known as PANGRAM.</li> <li>• Continued regular meetings with state agencies and local stakeholder groups to facilitate consistent communication during the implementation of the SFRF Program.</li> <li>• Assisted with NEUs that reached out with questions pertaining to them reporting to US Treasury and sending copies of their signed Award/Contract.</li> <li>• Continued meetings with representatives of state agencies, Indian tribes/organizations and local stakeholder groups to discuss eligible uses and contracting processes for SFRF projects.</li> <li>• Provided project-specific technical assistance for SFRF projects.</li> <li>• Refined internal procedures for contracting with state and non-state entities receiving SFRF dollars.</li> <li>• Continued preparation and execution of award agreements with state and non-state entities for SFRF projects.</li> <li>• Maintained Master Tracker Smartsheet for SFRF projects to aid in monitoring distribution of funds to recipient entities.</li> </ul>

		<ul style="list-style-type: none"> <li>• Worked with NEUs (Non-Entitlement Units) and US Treasury to complete NEU reporting for first tranche of funding due April 30, 2022.</li> <li>• Worked with the Reporting Team to prepare the state’s Quarterly SFRF Report due to US Treasury on April 30, 2022.</li> <li>• Worked with the Data Management Team to integrate SFRF MOUs into PANGRAM, the data management system and begin funds distribution to SFRF recipients.</li> <li>• Completed Grants Management Training provided by a qualified 3rd party vendor.</li> <li>• Continued meetings with representatives of state agencies, Indian tribes/organizations and local stakeholder groups to discuss eligible uses and contracting processes for SFRF projects.</li> <li>• Provided project-specific technical assistance for SFRF projects.</li> <li>• Refined internal procedures for contracting with state and non-state entities receiving SFRF dollars.</li> <li>• Continued preparation and execution of award agreements with state and non-state entities for SFRF projects.</li> <li>• Provided some assistance with preparation for distribution of NEUs (Non-Entitlement Units) second tranche of LFRF funding.</li> <li>• Refined internal procedures for contracting with state and non-state entities receiving SFRF dollars.</li> <li>• Maintained Master Tracker Smartsheet for SFRF projects to aid in monitoring distribution of funds to recipient entities.</li> <li>• Provided project-specific technical assistance for SFRF projects particularly in preparation for successful monthly expense report submission.</li> <li>• Worked with the Reporting Team to review initial project program and expense reports for the state’s Quarterly SFRF Report due to US Treasury on July 31, 2022.</li> <li>• Began planning subrecipient monitoring training session for state agencies.</li> <li>• Continued regular meetings with state agencies and local stakeholder groups to facilitate consistent communication during the implementation of the SFRF Program.</li> <li>• Continued meetings with Indian tribes/urban organizations to discuss eligible uses and contracting processes for SFRF projects.</li> <li>• Continued to provide technical assistance and monitor the progress of agencies implementing the GEER/EANS, Homeowner Assistance Fund (HAF), and Emergency Rental Assistance (ERA) Programs.</li> </ul>
	<b>Data Management</b>	<ul style="list-style-type: none"> <li>• Submitted CRF US Treasury 2021 Q4 Report</li> <li>• GEER agreements transfer to NCPRO PANGRAM, NCDPI payment request was handled and paid via NCAS in PANGRAM</li> <li>• All grant managers started creating SFRF agreement in PANGRAM</li> <li>• Privacy Threshold Analysis and DIT Exception forms for TATLASSIAN JIRA cloud-based software subscription service and outlook plug-in for projects management/issues tracking were submitted and approved by DIT. Ready to make the purchase.</li> <li>• Transferring the ArcGIS Online project finished by NCSU student intern into OSBM ArcGIS Online account</li> <li>• Providing technical supports and solutions for CRF closeout process, daily script process to copy files from ShareFile to SharePoint</li> <li>• Provided technical support to other NCPRO Teams</li> <li>• PANGRAM database management and support</li> <li>• New SFRF agreements creation in PANGRAM</li> <li>• New PANGRAM recipient registration and agency account registration</li> <li>• NCDPI GEER payment in PANGRAM</li> </ul>

		<ul style="list-style-type: none"> <li>• Working flow process for Statewide Premium Pay</li> <li>• Guidance and support for NC State University GIS intern</li> <li>• Facilitated PANGRAM Payment Requests training to State Agency recipient users</li> <li>• Provided technical support and solutions for CRF closeout process; including a daily script process to copy files from ShareFile to SharePoint</li> <li>• Assisted team with CRF 2022 Quarter 1 Report preparation</li> <li>• Researched SnagIt software evaluation and license purchase</li> <li>• SmartSheet management and technical support</li> <li>• NCPRO Enterprise Database solution, software installation and license purchase</li> <li>• Provided technical support and solutions for CRF closeout process, including daily script process to copy files from ShareFile to SharePoint</li> <li>• Provided a PANGRAM expense reports training, support and troubleshooting for users</li> <li>• Creating Python scripts to process Excel files and data to merge and split</li> <li>• Oracle Enterprise Database installation and testing which included importing Excel data, creating tables and building a relational SFRF database</li> <li>• Update the weekly Master PANGRAM Report to show the most updated grants data</li> <li>• Collaborate with Policy and Communications team members to elaborate the visualizations of funding information on the NCPRO website</li> </ul>
<p><b>Policy, Strategy &amp; Reporting</b></p>	<p><b>Policy &amp; Strategy</b></p>	<ul style="list-style-type: none"> <li>• Published monthly economic update (recurring)</li> <li>• Managed implementation of EDA ARPA Statewide Planning Grant, including development of research programs to enhance use of data in recovery planning</li> <li>• Supported interagency SFRF implementation working group</li> <li>• Supported Governor's office and OSBM with GEER-program planning</li> <li>• Developing economic recovery data dashboard</li> <li>• Responded to internal and external requests for data related to North Carolina's economic recovery and overall COVID-19 relief aid funds</li> <li>• Initiated and/or continued research efforts on the impact of the pandemic on topics such as business loans, food insecurity, health workforce, aging North Carolinians, etc.</li> <li>• Developed new data tools to analyze flow of \$109 billion in federal COVID-19 relief aid</li> <li>• Continued analyzing and updating data for county funding map</li> <li>• Continued development of Community Pulse Survey to assess trends related to pandemic's impact and economic recovery at local/regional level</li> <li>• Presented on the use of data in recovery efforts at Association for Education Finance and Policy and North Carolina Association of Research in Education</li> <li>• Engaged with external stakeholder groups to share information about NC pandemic recovery and learn about ongoing challenges facing various communities across the state</li> <li>• Launched the NC Community Engagement Survey</li> <li>• Developed and published comprehensive SFRF Reporting Handbook</li> <li>• Analyzed new US Treasury Reporting &amp; Compliance guidance</li> <li>• Conducted June iteration of the Community Engagement Survey</li> <li>• Continued development of data dashboard tracking COVID-19 funding and economic recovery indicators</li> <li>• Supported NCPRO on matters responding to external information requests</li> <li>• Provided more than 6 hours of technical assistance sessions with state agencies related to SFRF reporting</li> </ul>

		<ul style="list-style-type: none"> <li>• Published NCPRO data dashboards tracking \$110 billion in COVID-19 aid, SFRF and CRF allocations, economic data related to pandemic recovery, and partnered research.</li> <li>• Published data analysis from the NC Community Engagement Survey</li> <li>• Continued data collection and analysis for the NC Community Engagement Survey</li> <li>• Published revised data dashboard tools for economic recovery indicators</li> <li>• Published monthly economic analysis</li> <li>• Supported planning and data analysis for NC League of Municipalities ARP Tour event series</li> <li>• Participated in an event about health workforce in eastern NC</li> </ul>
	<p><b>Performance Measures &amp; Reporting</b></p>	<ul style="list-style-type: none"> <li>• Completed Monthly CRF report to the General Assembly</li> <li>• Compiled information on funding provided to non-entitlement units funded with LFRF</li> <li>• Develop performance measures reporting strategy for SFRF</li> <li>• Held meetings with direct recipients of SFRF to discuss project plans and funding guidelines</li> <li>• Collected and reviewed project plans from over 150 SFRF recipients</li> <li>• Began developing project inventory for SFRF projects</li> <li>• Compiled and submitted Quarterly SFRF report to US Treasury</li> <li>• Began developing performance measures reporting strategy for ARPA</li> <li>• Developed project inventory for SFRF projects</li> <li>• Prepared and submitted SFRF Recovery Plan on behalf of State to U.S. Treasury</li> <li>• Submitted semiannual report to EDA</li> <li>• Submitted quarterly Projects &amp; Expenditures report to US Treasury for State Fiscal Recovery Funds (all activities prior to March 30, 2022)</li> <li>• Prepared and submitted Annual Performance Report to U.S. Department of Education on GEER I and GEER II funds</li> <li>• Prepared and submitted quarterly legislative SFRF report</li> <li>• Prepared and submitted quarterly Projects &amp; Expenditures SFRF report to US Treasury</li> <li>• Prepared and submitted annual SFRF Recovery Plan Performance Report to US Treasury</li> <li>• Developed, updated, and published SFRF reporting guidance</li> <li>• Revised SFRF reporting guidance and templates based on updated US Treasury guidance</li> <li>• Held SFRF reporting office hours</li> </ul>
<p><b>General Counsel</b></p>		<ul style="list-style-type: none"> <li>• Worked with external consultant on organizational and situational assessment; preliminary benchmarking with other states; funds flow model</li> <li>• Reviewed Treasury Final Rule on SLFRF</li> <li>• State agency stakeholder meetings on SFRF</li> <li>• Local government stakeholder meetings on SFRF/LFRF</li> <li>• Completion of draft MOU for state administering agencies</li> <li>• Analysis of Davis-Bacon and work conditions questions</li> <li>• Discussed CRF closeout procurement issue</li> <li>• Discussed DOA ReToolNC funding and program design</li> <li>• Discussed DOR Business Recovery Grants</li> <li>• Discussed procurement questions with DEQ</li> <li>• Status checks on rental assistance programs</li> <li>• Training on state grant reporting requirements</li> </ul>

- Internal audit meetings and issue resolution
- Worked with external consultants on organization structure and staffing, auditing and monitoring, and expenditure categories and reporting
- Worked through internal business processes
- Drafted and reviewed MOUs
- Interagency discussions on MOUs
- Worked through various individual agency grant issues
- Worked through Federal Financial Accountability and Transparency Act issues
- Researching and negotiating special edits requested to MOUs and Agreements
- Worked with outside consultant on standard operations documentation
- Negotiated corporate formation data access with Secretary of State
- Participated in UNC SOG 'learning community' program
- Engage with CRF recipient on single audit compliance within corporate structure
- Researched statutes applicable to state tribes and unincorporated nonprofits
- Researched, responded to, and discussed miscellaneous legal issues around implementation and compliance
- Refined Award Agreement documentation with non-state agencies
- Refined MOU documentation with state agencies
- Drafted beneficiary award agreement template
- Met with State Auditors for performance audit
- Meetings with local government stakeholders
- Meetings with state agency stakeholders
- Met with individual agencies to discuss and finalize draft documentation
- Met with Gov Ops staff
- Meetings with NCORR staff
- Meetings with outside consultant to advance work on operating procedures
- Extended contract performance timeline for outside consultant
- Consulted on beneficiary/subrecipient distinctions
- Consulted on state compliance supplement
- Analyzed new Treasury FAQs and impact on operations and duties for revenue replacement
- Facilitated work sessions with outside consultants on finalizing grant management risk assessment, monitoring and other procedures, document review
- Review of compliance of state procurement policies with federal regulations
- Work on EDA Tourism Grant documentation
- Review documentation procedure for SFRF/COOP allocations
- Consult on affordable housing procurement compliance issues
- Review new federal 2022 Compliance Supplement
- Consult on variety of compliance and interpretation questions
- Review of federal compliance in state procurement terms and conditions
- Review of issues related to second tranche LFRF payment to NEUs
- Review of miscellaneous CRF closeout issues
- Review of forgivable loan constraints using SFRF for affordable housing
- Work on EDA Planning and EDA Tourism Grants documentation
- Work on applicability of Uniform Guidance on for-profit entities, different federal agencies' rules
- Meeting with UNC SOG for grant rules office hours
- Work on NCPRO beneficiary subaward documentation
- Work on ERA amendment documentation

	<ul style="list-style-type: none"> <li>• DUNS/UEI transition issues</li> <li>• Indirect cost issues</li> <li>• Review of final deliverables/documentation from external consultant</li> <li>• Review regulation of grants to corporations</li> <li>• Review de minimis cost applicability</li> <li>• Prepare documentation for EDA tourism</li> <li>• Consult on mitigation of conflicts of interest</li> <li>• Review of beneficiary status for two local governments</li> <li>• Prepare ERA amendment</li> <li>• Review of NEU second tranche reporting to NCGA</li> <li>• Prepare documentation for NCIOM</li> <li>• Review of SEFA reporting issues</li> <li>• Review of obligations re interest on NEU funds</li> <li>• Review of issues with Tribe documentation</li> <li>• Review and consultations on impact of updated Treasury Revenue Loss FAQs</li> <li>• Review of salary adjustment controls for federally funded positions</li> <li>• Consultations on local governments awarded state revenue replacement funds</li> <li>• Review of request for planning consultant proposal</li> <li>• Consultation on CRF closeout regarding subrecipients' inventory of PPE</li> <li>• Consultations on EDA Tourism contracts and interagency agreements</li> </ul>
<p style="text-align: center;"><b>Business Operations</b></p>	<ul style="list-style-type: none"> <li>• Processed a payment for \$100,000,000.00 to NCORR for Emergency Rental Assistance Funds-II (ERA-II)</li> <li>• Processed payments for 6 recipients for \$27,856,098.46 under ERA 1</li> <li>• Processed payments for GEER I (Governor's Emergency Education Relief Funds) funds for 6 awards in the amount of \$3,944,582.85</li> <li>• Reviewed and processed payments for GEER II funds for 5 awards in the amount of \$285,416.20</li> <li>• Created monthly bank reconciliations for November for CRF, ARP, ERA and GEER Funds.</li> <li>• Helped to review and aggregate C-2 forms for CRF close-out purposes.</li> <li>• Continued joining meetings for PANGRAM system implementation.</li> <li>• Monitored ShareFile for manual downloads for supporting documents.</li> <li>• Communicated with OSBM finance team and CRF recipients to record CRF refunds properly.</li> <li>• Joined new employee trainings held by OSBM.</li> <li>• Processed payments for 4 recipients for \$28,287,512.43 under Emergency Rental Assistance Funds (ERA 1)</li> <li>• Processed a payment for \$79,088,575.78 to NCORR for Emergency Rental Assistance Funds-II (ERA-II)</li> <li>• Processed payments for GEER I (Governor's Emergency Education Relief Funds) funds for 7 awards in the amount of \$6,129,322.30</li> <li>• Reviewed and processed payments for GEER II funds for 4 awards in the amount of \$410,954.85</li> <li>• Created monthly bank reconciliations for January for CRF, ARP, ERA and GEER Funds.</li> <li>• Assisted Grant Administration team for CRF close-out purposes.</li> <li>• Processed payments for 3 recipients for \$10,305,399.35 under Emergency Rental Assistance Funds (ERA 1).</li> <li>• Processed payments for 2 recipients for \$7,231,103.60 under Emergency Rental Assistance Funds-II (ERA-II).</li> </ul>



- Processed payments for GEER I (Governor’s Emergency Education Relief Funds) funds for 8 awards in the amount of \$5,823,198.66.
- Reviewed and processed payments for GEER II funds for 6 awards in the amount of \$1,768,379.37.
- Processed payments to 26 state agencies and universities under State Fiscal Recovery Funds (SFRF) in the amount of \$175,948,127.89.
- Created monthly bank reconciliations for February for CRF, NEU, ERA, SFRF and GEER Funds.
- Met with grant managers multiple times for PANGRAM account setups, agreement entries and approval processes.
- Approved agreements and payment requests through PANGRAM.
- Processed payments for 2 recipients for \$7,344,548.44 under Emergency Rental Assistance Funds (ERA 1)
- Processed payments for GEER I (Governor’s Emergency Education Relief Funds) funds for 7 awards in the amount of \$4,163,016.95
- Reviewed and processed payments for GEER II funds for 4 awards in the amount of \$360,950.72
- Processed payments to 12 state agencies and universities under State Fiscal Recovery Funds (SFRF) in the amount of \$149,721,003.69
- Created monthly bank reconciliations for March 2022 for CRF, NEU, ERA, SFRF and GEER Funds.
- Processed payment for 1 recipient for \$1,500,000 under Emergency Rental Assistance Funds (ERA I)
- Processed payment for 1 recipient for \$8,207,060.02 under ERA II
- Reviewed and processed payments for GEER I (Governor’s Emergency Education Relief Funds) funds for 6 awards in the amount of \$4,038,857.60
- Reviewed and processed payments for GEER II funds for 6 awards in the amount of \$689,667.93
- Processed payments to 8 state agencies, 6 universities and colleges and 1 local government under State Fiscal Recovery Funds (SFRF) in the amount of \$53,842,057.27
- Created monthly bank reconciliations for April 2022 for CRF, LFRF, ERA, SFRF and GEER Funds.
- Communicated with OSBM finance team and CRF recipients to record CRF refunds properly.
- Joined the meetings we held with new and existing GEER recipients for accounting and reporting guidance.
- Met with State Auditors to provide information and documents.
- Processed payments for 2 recipients for \$5,919,799.81 under Emergency Rental Assistance Funds (ERA I)
- Processed payment for 1 recipient for \$3,154,537.76 under ERA II
- Reviewed and processed payments for GEER I (Governor’s Emergency Education Relief Funds) funds for 5 awards in the amount of \$5,998,563.63
- Reviewed and processed payments for GEER II funds for 6 awards in the amount of \$1,013,565.69
- Processed payments 14 recipients under State Fiscal Recovery Funds (SFRF) in the amount of \$87,196,692.40
- Created monthly bank reconciliations for May 2022 for CRF, LFRF, ERA, SFRF and GEER Funds
- Worked with Non-Entitlement Units (NEUs) and OSBM finance team to update NEUs’ vendor and banking information.



	<ul style="list-style-type: none"> <li>• Prepared a SmartSheet for NEU second tranche payments.</li> <li>• Processed payment for 1 recipient for \$974,163.85 under Emergency Rental Assistance Funds (ERA I)</li> <li>• Processed payment for 2 recipients for \$10,266,141.92 under ERA II</li> <li>• Reviewed and processed payments for GEER I (Governor’s Emergency Education Relief Funds) funds for 6 awards in the amount of \$9,554,910.67</li> <li>• Reviewed and processed payments for GEER II funds for 6 awards in the amount of \$1,252,633.08</li> <li>• Processed payments to 10 state agencies, 16 universities and colleges under State Fiscal Recovery Funds (SFRF) in the amount of \$54,240,635.78</li> <li>• Created monthly bank reconciliations for June 2022 for CRF, LFRF, ERA, SFRF and GEER Funds.</li> <li>• Processed payment for 1 recipient for \$974,163.85 under ERA I</li> <li>• Processed payment for 1 recipient for \$4,731,806.63 under ERA II</li> <li>• Reviewed and processed payments for GEER I (Governor’s Emergency Education Relief Funds) funds for 6 awards in the amount of \$1,863,483.36</li> <li>• Reviewed and processed payments for GEER II funds for 2 awards in the amount of \$116,424.66</li> <li>• Processed payments to 13 state agencies and 14 universities and colleges under State Fiscal Recovery Funds (SFRF) in the amount of \$30,702,908.32</li> <li>• Processed payments to 8 local governments under second tranche of Non-Entitlement Units of Local Governments (NEUs) payments in the amount of \$1,004,006.53</li> <li>• Created monthly bank reconciliations for CRF and ARPA.</li> <li>• Met with State Auditors to provide information and documents. Provided guidance about the processes and procedures for SFRF funds and PANGRAM approvals.</li> <li>• Determined the expenditure amounts for NCPRO grants to report on the SEFA for OSBM.</li> <li>• Assisted OSBM with the financial statement reporting for NCPRO grants.</li> <li>• Created a SEFA Frequently Asked Questions document.</li> <li>• Obtained payment information for NCPRO grants for Governor’s report.</li> </ul>
<p style="text-align: center;"><b>Auditing</b></p>	<ul style="list-style-type: none"> <li>• Started consulting review for subrecipient monitoring of ARPA funding.</li> <li>• Continued with audits of CRF program.</li> <li>• Replied to request for documents from Office of State Auditor.</li> <li>• Continue to develop tools and templates to audit GEER funding.</li> <li>• Completed one final audit report for CRF.</li> <li>• Three interns joined the staff.</li> <li>• Completed one CRF audit.</li> <li>• Attended Fraud Summit.</li> <li>• Attended IIA District Conference.</li> <li>• Completed an additional CRF Audit.</li> <li>• Completed CRF Audit.</li> <li>• Continued compliance audits for GEER.</li> <li>• Continued to perform annual risk assessment to develop FY23 audit plan.</li> </ul>
<p style="text-align: center;"><b>Communications</b></p>	<ul style="list-style-type: none"> <li>• Redacted 40 documents for a public records request</li> <li>• Created a survey form to gather contact information for the Community Pulse Survey</li> <li>• Initiated an internal working group for creating a dashboard for the NCPRO website</li> </ul>

	<ul style="list-style-type: none"> <li>• Put together a document of NCPRO accomplishments for 2021 for use by the Governor’s Office</li> <li>• Redacted 50 documents for a public records request</li> <li>• Assisted with formatting the drafted Memorandum of Understanding for SFRF recipients and completing trial runs for mail merging project information into the MOUs</li> <li>• Attended Digital Commons lunch and learn regarding Drupal information and new functions of the platform</li> <li>• Created a new website page for ncpro.nc.gov for SFRF information for State Recognized Tribes and Associations</li> <li>• Continued to update the NCPRO website to ensure all information is up to date and pertinent</li> <li>• Published an internal newsletter to boost morale among NCPRO staff</li> <li>• Attended and helped facilitate biweekly Local Pandemic Recovery Stakeholder meetings</li> <li>• Attended and helped facilitate biweekly ARPA SFRF Interagency meetings</li> <li>• Gathered existing process documentation to begin creating a complete and cohesive funds process document</li> <li>• Redacted 223 documents for a public records request.</li> <li>• Organized a spreadsheet for Grants Managers to enter SFRF recipient information and upon request, began mail merging necessary information into the recipients' MOUs.</li> <li>• Sent mail merged MOUs to appropriate Grants Managers.</li> <li>• Received Level 1 Approver access in PANGRAM to assist with Level 1 approvals for SFRF award agreements.</li> <li>• Worked with Data Management to begin drafting a PANGRAM External User Guide.</li> <li>• Finalized PANGRAM External User Guide and uploaded it to the NCPRO website.</li> <li>• Assisted with overseeing CRF Quarterly Report project</li> <li>• Gathered appropriate documents for an Office of State Auditor request</li> <li>• Drafted and sent out a press release about the NC Community Engagement Survey</li> <li>• Created draft website pages for pandemic funding and economic data dashboards</li> <li>• Published and sent out Spring 2022 Highlights E-Newsletter</li> <li>• PANGRAM External User Guide updates</li> <li>• Published Standard Operating Procedures and Monitoring Handbook for State Fiscal Recovery Funds on the NCPRO website</li> <li>• Sent out an email to NEU recipients to inform them about their second tranche payment of Local Fiscal Recovery Funds and other necessary information</li> <li>• Launched the Data Dashboards on the NCPRO website for COVID-19 Funding Data, Economic Data and NC Community Engagement Survey Data</li> <li>• Met with NCDHHS Division of Services for the Deaf and Hard of Hearing Accessibility Resources Coordinator to partner on an infographic project related to accessibility</li> <li>• Created a SmartSheet tracker for ARPA COOP</li> <li>• Planned and executed a restructuring of NCPRO’s SharePoint folders and files</li> <li>• Worked with Policy, Strategy &amp; Reporting team to update website data dashboard visualizations from PowerBI to Tableau</li> <li>• Assisted with planning a two-day training for SFRF recipients</li> <li>• Updated ARPA COOP memo with additional recipient information and signatures</li> <li>• Created a website page for the NC Community Engagement Survey information and data</li> </ul>
<b>CRF Closeout</b>	<ul style="list-style-type: none"> <li>• Assisted hospitals, nonprofits, and counties in the CRF close-out process.</li> </ul>

- Met with several nonprofit recipients regarding their CRF outstanding balance.
- Provided guidance and technical assistance via phone, email and Teams meetings. Monitored CRF expenditures and validated supporting documents.
- Assisted with State Auditors request for CRF supporting documents for selected hospitals, counties, and state agencies.
- Finalized the recalculation of Attachment C-2s for the NC Assisted Living Association (NCALA) and North Carolina Senior Living Association (NCSLA) to support the closure of their five (5) agreements.
- Met with North Carolina Healthcare Foundation (NCHCF) to address issue with their PPE vendor.
- As of 2/28/22 all hospitals are consider having a zero balance; 7 nonprofits, 26 counties and 2 Universities remain with an outstanding balance.
- Met with state agencies, nonprofits and counties regarding outstanding CRF balances.
- Legislative reports received from NCSLA (114-06) and NCALA (114-07).
- Worked on CRF report to the General Assembly and assisted with gathering numbers for the February report through December expenditures.
- Coordinated the request and provision of supporting documentation for the State Auditor's single audit from DHHS and 1 hospital.
- Provided DOA with agreement number to use CRF redeployed funds for Rapid Test Kits
- Coordinated the request and provision of supporting documentation for the State Auditor's single audit from DPS, Community Colleges, and Commerce
- Followed up with DOA regarding NCPRO internal audit findings of \$72K in unallowable costs at Council for Women and Youth Involvement.
- Followed up with DPS, Commerce, and DOA to return unused CRF funds.
- Received and reviewed CRF Single Audit reports and documentation from hospitals required to complete their close-out.
- As of 3/31/22, only 14 counties remained with an outstanding balance.
- Submitted CRF Monthly report to the General Assembly.
- Participated in meetings with UNC System Office, NC Community Health Center Association, NC Policy Collaboratory, and Old North State Medical Society to discuss their close-out status.
- Coordinated CRF refund from NCSEAA
- Coordinated CRF reallocation of funds to Dept of State Treasurer (State Health Plan)
- Initiated CRF reallocation of funds to Department of Agriculture
- Held single audit training with NCPRO internal staff.
- Met with Dept of Agriculture regarding CRF reallocation to food banks
- Met with OSBM regarding DPS closeout
- Initiated review of NCPRO internal audit and audit response from DOA Council for Women.
- Closed out all 15 CRF awards to DHHS. Remaining balance of \$5.5 million was returned to OSBM.
- Worked with Dept of Commerce (Division of Employment Security) to return \$49,975,906.10 in CRF funds.
- Met with US Treasury to discuss reporting and return of funds for Rapid Recovery Loan Program. NCPRO and Golden LEAF answered questions and submitted follow-up information. Awaiting further instruction from US Treasury on how to report and return funds.

	<ul style="list-style-type: none"><li>• Provided technical assistance to the Department of Agriculture for food bank reporting.</li><li>• Assisted with NC General Assembly CRF Report</li><li>• Met with Golden Leaf to discuss CRF closeout</li><li>• Reviewed C-2 reports for three food banks regarding reallocation to NC DA&amp;CS</li><li>• Submitted CRF closeout data for the Governor’s report</li><li>• Assisted DPI in identifying agreements pertaining to CRF closeout</li><li>• Participated in CRF audit control walkthrough and provided State auditors with CRF payment sample data</li><li>• Reviewed SBE closeout</li></ul>
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