

Exhibit 3

Civitas, LLC – ERA 2 Program Scope of Services

Civitas, LLC (“Civitas”) will provide technical, compliance, and operational support to the City of Jacksonville (“COJ”) in the distribution of Emergency Rental Assistance 2 Program (the “ERA 2 Program”) grant funds provided to COJ by U.S. Department of Treasury in accordance with the American Rescue Plan Act (the “ARP Act”). Civitas will review and update policies and procedures for effective implementation of the ERA 2 Program and serve as COJ’s authorized subcontractor for use of the Neighborly software platform for administration of the ERA 2 Program and distribution of the ERA 2 Program funds. Civitas will coordinate with the Duval County Clerk of Court to establish a process to assist tenants who are facing eviction and will coordinate referrals to Continuum of Care partners in the event of eviction or other displacement where payment of ERA 2 Program funds isn’t an effective solution. Civitas will establish a hotline for applicants to request paper applications, in-person assistance, and telephone assistance. Civitas will provide adequate staffing to complete initial reviews of applications received for ERA 2 Program funding within 3 business days from the submission of an application and to complete final reviews within 3 business days from the determination of eligibility. Additionally, Civitas will provide necessary finance staff to coordinate distribution of ERA 2 Program funds on a daily basis, as well as provide case management staff in person in Duval County when determined necessary by COJ in its sole discretion. Finally, Civitas will provide assistance for all reporting and audits by federal or local officials, or as may be required by the U.S. Department of Treasury or in accordance with the ARP Act, and will be available to provide progress updates and briefings upon request.

Fee Schedule

Civitas will receive a project management (administrative) fee for delivery of the ERA 2 Program and distribution of the ERA 2 Program funds in accordance with the ARP Act as a flat fee of \$2,312,944.01, which represents 7.5% of the total amount of ERA 2 Program funds awarded to COJ for the ERA 2 Program. Should the U.S. Department of Treasury increase or decrease the total amount of COJ’s award of ERA 2 Program funds, Civitas’ fee will also be adjusted accordingly. At no time shall Civitas’s fee exceed 7.5% of the total amount of the ERA 2 Program funding awarded to COJ. The project management fee shall be broken down into monthly installments during the period of performance commencing September 1, 2021 through September 30, 2022. Monthly payments will be \$177,918.77, payable in arrears, with the exception of an initial payment for the period of September 1, 2021 through September 30, 2021 which may be paid in advance. In the event the ERA 2 Program Funds appropriated for direct financial assistance to eligible households be fully disbursed before September 30, 2022, the COJ will release any unpaid portion of the management fee as a lump sum final payment.