



# Managing Multiple CDBG-DR Grants

**2019 CDBG-DR Problem Solving Clinic**

**Kansas City – Overland Park | July 30 – August 1, 2019**

# Welcome and Speakers

- Session Objectives
  - Identify challenges facing grantees who are managing multiple CDBG-DR grants
  - Share strategies that these multiple CDBG-DR grantees have found effective
- Facilitator: Sue Southon, ICF
- Speakers:
  - Joe Boyes, South Carolina
  - Jeff Haley, Louisiana
  - Heather Lagrone, Texas



# Agenda

- Discuss the challenges associated with managing multiple grants at once and talk about strategies to address those challenges, including:
  - Program design
  - Regulations and alternative requirements
  - Capacity
  - Tracking timelines and expenditures
  - Balancing competing priorities
- Discuss other challenges and strategies



# Introduction



# Program Design Considerations

- Multiple grants and implementing similar programs concurrently
- Similar (or same) impacted areas
- Disasters close together in time



# Program Design - Solutions

- Keep it simple (don't design programs that exceeds your capacity)
- Consider a stream lined damage assessment
- Software is KEY-KEY-KEY (plan and design ahead)
- Always remember compliance and close-out in your initial design
- Consider Critical Design, Decisions, Documents - upfront
- Remember every disaster is different, tailor your program design in ways that work for your specific recovery needs  
(ONE SIZE DOES NOT FIT ALL)



# Questions/Comments



# Regulations and Alternative Requirements





# Regs and Requirements Challenges

- Avoiding duplication of benefits across multiple disasters
- Waivers not applicable across CDBG-DR appropriations
- Ensuring national objective requirements are met
- Applicants non-compliance of previous grant requirements (NCOMP; Flood Insurance)
- Availability of data – getting it and keeping it current



# Regs & Requirements -- Solutions

- Software solutions
  - Cost estimating
  - Applicant tracking for previous program compliance
  - Subrecipient tracking across grants
  - Design considerations that accommodate multiple activity types
  - Choose software program(s) that can be easily updated as needed
- Coordinated efforts with other grantees on critical issues
- Discuss ideas and issues with your HUD grant manager as early as possible (e.g. potential need for waivers, request TA, etc.)



# Questions/Comments



# Capacity Challenges



# Capacity Challenges

- Capacity of grantee and subrecipients to carry out multiple programs
- Finding and retaining staff with program knowledge and experience
- Subrecipient staffing
- Supply of qualified contractors
- Demands of training, TA and subrecipient monitoring



# Capacity Challenges - Solutions

- Use of General Revenue funding
- Staff deployment
  - Training curriculum for grantee new hires and existing staff
  - Oversight and training of subrecipients
  - Monitoring and compliance
- Grants management
  - Use of outside vendor(s)
  - State-developed software
- Early implementation decisions (direct vs. subrecipient)
- Relationships with HUD staff



# Questions/Comments



# Tracking Timelines and Expenditures





# Tracking Timelines & Expenditures: Challenges

- Keeping both tranches of same allocation and grants from different allocations separate
- Financial tracking to ensure timely expenditure of funds
- Funds request processing
- Maintaining separate projections – financial and metric
- DRGR reporting
- Large grants with 6-year expenditure deadlines
- Ensuring subrecipients stay on track with grantee deadlines



# Tracking Timelines & Expenditures -- Solutions

- Software programs to support grant programmatic and financial management
- Budgetary monitoring
- Vendor requirements
- Standardization of forms and procedures
- Always have a Plan B



# Questions/Comments



# Balancing Competing Priorities



# Balancing Competing Priorities: Challenges

- Maximizing resources to serve the most people while adhering to MID requirements
- Decisions regarding allocation of funds
- Decisions regarding selection of subrecipients
- Decisions regarding selection of contractors



# Balancing Competing Priorities -- Solutions

- Contractor management
- Capacity assessments
- Subrecipient management
- Maximizing efficiencies through allocation strategies



# Questions/Comments



**Thank you!**

**Questions?**

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