Single Family Rehabilitation & Reconstruction Programs

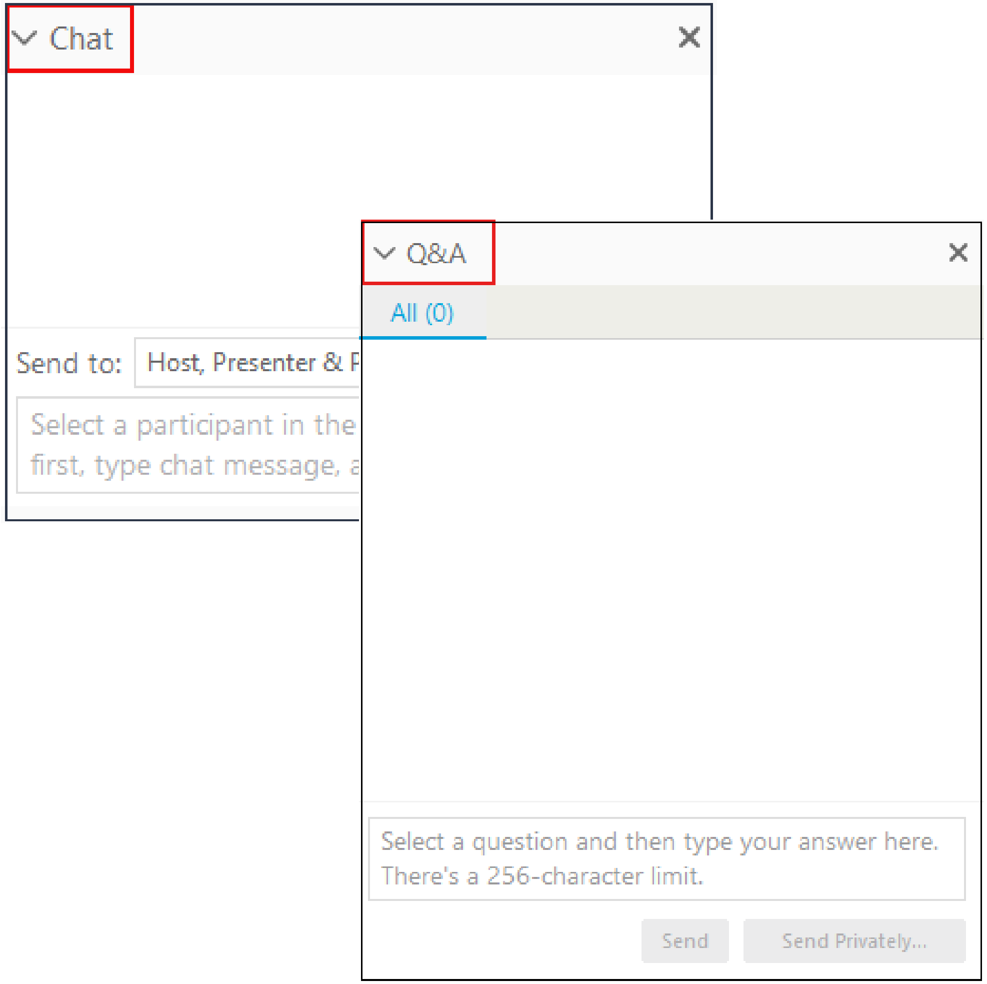
2020 CDBG-DR and CDBG-MIT Webinar Series

Webinar Instructions

- PowerPoint and webinar recording will be available on the HUD Exchange
- Participants in ‘listen only’ mode
- Submit content related questions in Q&A box on right side of screen
- For technical issues, request assistance through the Chat box

Technical Issues? Questions?

- Chat
  - Please submit any technical issues via the Chat box
  - Send the message to the Host
  - Host will work directly with you to resolve those issues
- Q&A
  - Please submit any content related questions via the Q&A box
  - Send to Host, Presenter and Panelists



Single Family Rehabilitation & Reconstruction Programs

2020 CDBG-DR and CDBG-MIT Webinar Series

Session Overview and Introductions

Bonnie Newcomb, HUD

Session Overview and Introductions

- Session Overview
  - Elements of Single-Family Rehabilitation & Reconstruction Programs
    - Program Design and Launch
    - Intake, Eligibility, and Award
    - Construction
    - Closeout
  - Q&A
- Introductions
  - Bonnie Newcomb, HUD
  - Sue Southon, ICF
  - Kelly Price, ICF

How experienced are you with large scale housing rehabilitation/reconstruction programs?

A. Very experienced
B. Somewhat experienced
C. Experience with small rehab programs only
D. No experience

Single Family Rehabilitation & Reconstruction Programs Overview

Sue Southon

Introduction

- Rehab/reconstruction programs can be an essential long-term recovery component when a community has a large proportion of damaged single-family (1-4) properties whose units are:
  - Largely owned by underinsured or uninsured low- to moderate-income households
- Grantees need to develop rehab program policy and procedures to ensure the program is conducted to the CDBG-DR/MIT regulations & standards
  - Grantees have many decisions to make when establishing their program that will impact how they implement their program

Steps in a Single-Family Rehabilitation & Reconstruction Programs

Program Design and Launch

↓

Intake, Eligibility, and Award

↓

Construction

↓

Closeout

Program Design and Launch

Step 1: Program Design → Step 2: Policies & Procedures → Step 3: Identify contractors/ subrecipients → Step 4: Community Outreach

Environmental Tier 1's should be completed during initial program design and launch.

Financial, data, and general program management process get established during initial program design and launch.

Intake, Eligibility and Award

Step 5: Application Intake → Step 6: QA/QC of Files & Documentation → Step 7: Eligibility Determination → Step 8: Environmental Review → Step 9: Damage Inspection (WIP & Remaining Scope) → Step 10: Duplication of Benefits Analysis → Step 11: Award Determination → Step 12: Award Closing & Subrogation Agreement Signing

Construction

Step 13: Construction/Construction Management → Step 14: C of O

Closeout

Step 15: Grant Reconciliation and Closeout

Program Design and Launch

Program Design and Launch

Program Design and Launch

Step 1: Program Design → Step 2: Policies & Procedures → Step 3: Identify contractors/ subrecipients → Step 4: Community Outreach

Environmental Tier 1's should be completed during initial program design and launch.

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Program Design Considerations

- Who will you serve?
    - Income
        - Just LMI
        - LMI first then 81-120% AMI
    - Other priorities
        - Elderly
        - People with disabilities
        - Families with children
- Will you establish program caps?
    - How to determine
    - Different for rehab versus reconstruction
    - Threshold for rehab versus recon

Program Design Considerations (continued)

- Will you allow for reimbursement?
- Is assistance structured as a grant or forgivable loan?
  - If a forgivable loan, what are the conditions (other than subrogation) on receipt of assistance?
  - Hardship exclusion
- What model will you use for construction?
  - Program-managed
  - Applicant-managed
  - Hybrid – applicant selected; program managed

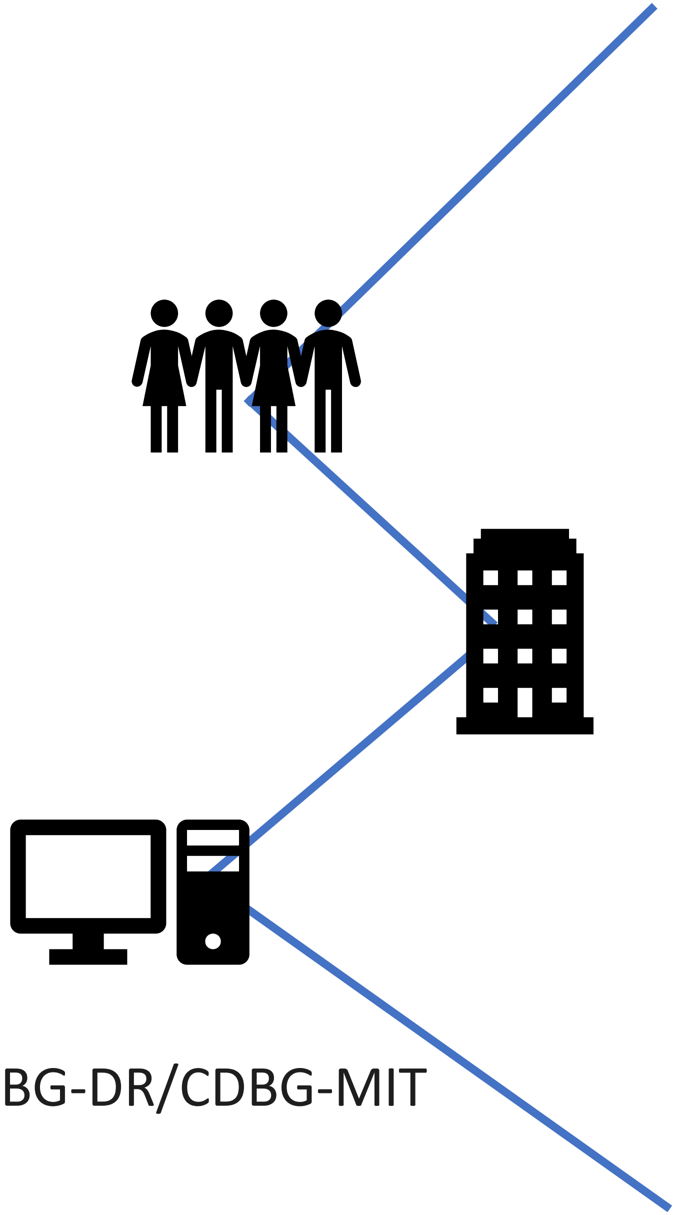
Some of these decisions may be incorporated into you Action Plan program description.

Importance of Written Policies & Procedures

- Document that describes in detail how program will be implemented
  - Outreach procedures
  - Intake requirements & documentation
  - Eligibility determination & duplication of benefits (DOB) documentation
  - Compliance with cross-cutting federal regulations (Environmental review, URA, Section 3, flood insurance)
  - Construction inspection procedures & coordination
  - Award requirements
  - Construction standards & process
  - Construction oversight
  - Financial management processes & procedures incl. processing draw requests, escrow accounts, etc.
  - Grant reconciliation & final closeout

This is a living document and must be updated as policies and procedures change with implementation.

Assess your Capacity and Experience



- Staff Capacity
  - Determine staff needed at each stage of the program
    - New grantees typically need to build their existing capacity
    - Use the CDBG-DR Staffing Analysis Tool (HUD Exchange)
  - Evaluate training needed for positions & stages of the program
  - Brainstorm program surges, bottlenecks & options for addressing
- Infrastructure & real estate needs
  - Office space for expanded staff and contractors
  - Intake centers
  - Equipment & technology infrastructure
  - Website requirements
- Systems & processes
  - Evaluate current internal systems capacities and how to scale to CDBG-DR/CDBG-MIT requirements
  - Grants management systems are critical to success

Identify Needed Staffing, Partners & Vendors/Contractors

- Identify specific roles that need to be filled & the quantity
  - Full time positions vs part time positions
  - Specialized expertise needed (e.g., environmental review, relocation, Section 3)
- Develop strategies for staffing up during hiring process
  - Consider use of staffing firms as interim solution to staff up programs
  - Bring in short term expertise (contract or term employees)
  - Ensure ability to expand and contract based on need & status of program
- Get to know potential partners
  - State agencies, housing authorities, nonprofits, Community Development Financial Institutions (CDFIs), Housing Counseling Agencies (HCAs), developers & other for-profit companies

Determine your Approach to Meeting Capacity Needs

1. **Direct Implementation Model**
   - Grantee implements program directly with internal staff and hires additional staff as needed
2. **Partnership Model**
   - Grantee partners with other government agencies, subrecipients, and contractors
3. **Method of Distribution Model**
   - Grantee provides funding to local governments to carry out program
4. **Hybrid Model**
   - Mix of above

	Benefits	Considerations
1. DIRECT IMPLEMENTATION MODEL	• Closely oversee all activities • Funding controlled at all stages of process • All decisions are centralized • Increased program consistency and delivery • Less time spent on coordination and consensus building	• May have limited internal resources including staff, space, and program expertise • Difficulty hiring staff given the temporary nature of the program • Fiscal realities may prevent grantee from obtaining sufficient staff and related resources to implement program
2. & 3. PARTNERSHIP & METHOD OF DISTRIBUTION MODEL	• Less internal hires • Choose the best partners to implement activities, projects, and/or programs with proven experience and expertise • Leverage the local governments' existing processes and systems instead of creating new ones	• Address a greater risk of noncompliance and/or inconsistent policies/procedures and put in place sufficient oversight controls • Assess a local government's capacity and expertise in carrying out programs and activities • Inconsistencies among a grantee's regional recovery efforts when decisions are made locally

After what you have heard, what model do you think will best suit your program?

A. Direct Implementation Model

B. Partnership Model

C. Method of Distribution Model

D. Hybrid Model

Environmental Review- Tier 1

- Tiered Review process is typically used for rehab/recon programs to comply with Part 58 Environmental Review requirements
  - Two-stage process of evaluating the impact of the rehab/recon activities within a defined geographic area & timeframe but where the specific sites & activities are not yet known
    - Release of funds is obtained at the Tier 1 review completion
    - Tier 2 checklists are completed once sites and conditions are known
  - Tier 1 typically done early in the process prior to the opening of intake for the program
    - As part of this process, recommend obtaining a programmatic agreement with State Historic Preservation Office (SHPO)

- More info at: https://www.hudexchange.info/programs/environmental-review/tiered-environmental-reviews/

Initial Steps for Grant Administration

- Financial Management
  - Assess capacity of current systems and implement plans to expand capacity
  - Track pre-award costs
  - Track ALL staff and subcontractor activities that can be determined to be EXEMPT and charged as Activity Delivery Costs and Administrative costs as appropriate

Initial Steps for Grant Administration (continued)

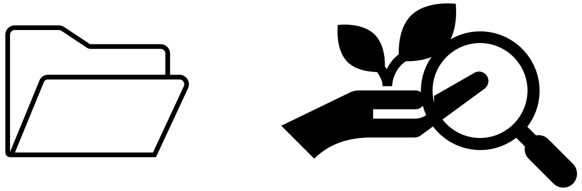
- Procurement and Contracting
  - Pay close attention to procurement process and follow 2 CRF Part 200.318-326 (or State rules that are at least as stringent)
  - Develop contract type consistent with service you want:
    - Professional services – Time & Materials
    - Intake, construction management – Fixed price, task driven
- Data Management
  - Secure data sharing agreements with SBA, FEMA, NFIP and private insurance carriers
  - DRGR

Financial Management- Allocating Costs

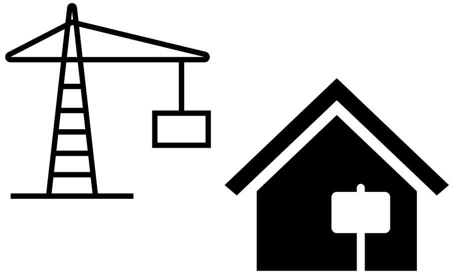
Grant Administrative Costs (GACs)	Costs that grantees must incur to administer or manage a CDBG-DR grant (monitoring, training, financial management, reporting)
Activity Delivery Costs (ADCs)	Costs incurred by grantees or subrecipients to facilitate the development of specific projects or programs
Activity Costs	Actual costs to acquire, rehabilitate or construct project or provide assistance

Allocating Costs Examples

- Each program should have its own budget that will include:
  - Activity Delivery Costs (ADCs)
    - Intake
    - Environmental review
    - Construction management, including inspections, scope development
    - Case management services (post intake)



  - Activity costs
    - Construction
    - Relocation costs (both voluntary and involuntary)



Procurement

- Grantees must demonstrate that their processes promote “full and open competition” and include a price or cost analysis in advance of each procurement
- Cities and counties are required to follow 2 CFR 200
- State grantees have three options:
  - Adopt 2 CFR 200.318 through 200.326 for itself and its subrecipients
  - Follow its own procurement requirements and establish requirements for subrecipients (including full and open competition and a cost or price analysis in both cases), in accordance with 24 CFR 570.489(g)
  - Adopt 2 CFR 200.317, meaning that it will follow its own State procurement policies (including a cost or price analysis), but impose 2 CFR 200.318 through 200.326 on its subrecipients

Contract Requirements

At a minimum, contracts must include:

A description of services to be provided

Additional Contract Considerations:

- **Fixed Fee Contracts:**
  - List & description of specific deliverables
  - Frequency/due date for each deliverable
- **Time/Material Contracts:**
  - List of staff/positions who will perform each task
  - Estimated time to perform the task
  - Hourly rate of each employee
  - Other costs that may be added

Cost Considerations

- Additional considerations for contracted professional services:
  - Professional Service Costs (2 CFR 200.459)
  - Determining allowability of costs:
    - Are the services needed?
    - Could the grantee have done the services in-house?
    - Is it cost effective to contract vs. in-house with existing or additional staff?
    - Is the contractor qualified?
    - Are the costs appropriate for the services being provided?
    - Is the contract adequate?
    - Is the contract form appropriate for the service (fixed or unit price, time & materials)

Documentation

Contractor invoices must include the following (at minimum):

Fixed Fee Contracts:

- Description of each task
- Calculation of costs due:
    - Unit cost X Number of Units = Extended Cost; OR
    - % of Task Completed (based on progress/benchmarks)
- Documentation to support each “deliverable”
    - *NOTE: Tasks/Deliverables must be well defined.*
- Any other documentation that may have been required

Time/Material Contracts:

- Amount billed for each task
- Staff Name X Number of Hours = Extended Costs
- Timesheets for contractor staff
- Itemized list of any additional costs (with supporting documents)
- Any other documentation that may have been required under the conditions of the contract

Budget and Capacity Considerations

- Budget should project LMI expenditures throughout life of program to ensure LMI targets are met
  - Track expenditures and burn rates
  - Track cost per applicant
  - Track projected relocation costs
- Financial management system needs capacity to turn construction draw requests around quickly
- Escrow accounts

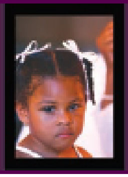
Data Management

- Identify the system of record the program will use
  - For intake of applications
  - To track progress of applicant from intake, eligibility, DOB, scope determination, grant signing, construction, closeout
  - Using a system with end to end applicant tracking allows for management of client flow through system
  - Helps identify bottlenecks throughout process
  - Useful in creating program dashboards that can be used as management tools
- Establish protocols for management including:
  - Naming conventions for files and documents
  - Protection of PII within system
- Establish public information interface
  - Publish comprehensive website
  - Provide access to application status throughout program

Develop and Implement an Outreach & Marketing Plan

- Determine effective communication channels
  - Follow Citizens Participation Plan – updated to comply with CDBG-DR or CDBG-MIT requirements.
  - Pay special attention to vulnerable populations and hard-to-reach groups that have experienced disaster impacts
  - Examples of information delivery channels: social media, newspapers, TV and radio public service announcements, public information sessions at neighborhood meetings, public interest groups, blogs etc.

I Speak ...


ARABIC	أنا أتحدث اللغة العربية
ARMENIAN	Ես խոսում եմ հայերեն
BENGALI	আমী বংলা কথা বোলতে পারী
BOSNIAN	Ja govorim bosanski
BULGARIAN	Аз говоря български
BURMESE	ကျွန်တော်/ကျွန်မ မြန်မာ လို ပြောတတ် ပါတယ်
CAMBODIAN	ខ្ញុំនិយាយភាសាខ្មែរ
CANTONESE (Chinese)	我講廣東話 我讲广东话
CROATIAN	Govorim hrvatski
CZECH	Mluvím česky
DUTCH	Ik spreek het Nederlands
FARSI (Persian)	من فارسی صحبت می کنم
FRENCH	Je parle français
FRENCH CREOLE (Haitian Creole)	M pale kreyòl ayisyen
GERMAN	Ich spreche Deutsch
GREEK	Μιλώ τα ελληνικά
GUJARATI	હું ગુજરાતી બોલું છું
HEBREW	אני מדבר עברית
HINDI	मैं हिंदी बोलता हूँ ।
HMONG	Kuv has lug Moob
HUNGARIAN	Beszélek magyarul
ITALIAN	Parlo italiano
JAPANESE	私は日本語を話す
KOREAN	한국어 합니다
LAOTIAN	ຂ້ອຍປາກພາສາລາວ
LITHUANIAN	Að kalbu lietuviškai
MANDARIN (Chinese)	我講國語 我讲国语/普通话
NORWEGIAN	Jeg snakker norsk
POLISH	Mówi´ po polsku
PORTUGUESE	Eu falo português do Brasil (Brasil) Eu falo português de Portugal (Portugal)
PUNJABI	ਮੈਂ ਪੰਜਾਬੀ ਬੋਲਦਾ/ਬੋਲਦੀ ਹਾਂ।
ROMANIAN	Vorbesc româneşte
RUSSIAN	Я говорю по-русски
SERBIAN	Ја говорим српски
SLOVAK	Hovorím po slovensky
SPANISH	Yo hablo español
SWAHILI	Ninaongea Kiswahili
SWEDISH	Jag talar svenska
TAGALOG	Marunong akong mag-Tagalog
THAI	พูดภาษาไทย
TURKISH	Türkçe konuşurum
UKRAINIAN	Я розмовляю українською мовою
URDU	میں اردو بولتا ہوں
VIETNAMESE	Tôi nói tiếng Việt
YORUBA	Mo nso Yooba

* **Registrars should use this tool to guide patients in identifying their spoken language when they do not speak English at all.**

SOURCE: Adapted from the State of Ohio's Office of Criminal Justice Services and recommended by the US Department of Health and Human Services - Office of Civil Rights for use by healthcare facilities

Am I Reaching my Intended Population?

- Use ArcGIS to track applicants
  - Use storm impact data layered with demographic data from the American Community Survey (ACS)
  - Identify/ track targeted areas by populating applicant’s address into the system
  - Assess the breakdown of applicant's location and LMI
    - If applicant pool isn’t meeting LMI requirements implement effective outreach techniques

Intake, Eligibility and Award

Intake, Eligibility and Award

Intake, Eligibility and Award

Step 5: Application Intake → Step 6: QA/QC of Files & Documentation → Step 7: Eligibility Determination → Step 8: Environmental Review → Step 9: Damage Inspection (WIP & Remaining Scope) → Step 10: Duplication of Benefits Analysis → Step 11: Award Determination → Step 12: Award Closing & Subrogation Agreement Signing

Application Intake

- Develop electronic intake application that captures all the required information from an applicant to determine eligibility
  - Create application and any required forms
    - Assistance received and repairs made
    - Right of Entry
    - Stop Work Notice
    - Name Affidavit
    - Lead paint disclosure (if built prior to 1978)

Application Intake

- Make sure whomever is conducting intake understands your program requirements & expectations such as:
  - Complete, legible documents
  - All required forms signed by appropriate parties
- Compile & digitize intake application forms, require documents be scanned and uploaded as PDFs
- Ensure application certification & Federal Register language related to fraud, waste and abuse, is on required documents
- Determine timeline/deadlines for application intake process

Application Intake (continued)

- Assess application pool throughout intake process to determine if your targeted population is being reached and any bottlenecks in the process
- Intake workers should receive thorough and ongoing training from program staff on customer service, empathy, and program requirements

Eligibility Review

- Grantees will need to refer to their program policies & procedures for the specific documentation they accept from applicants
  - Applicant Eligibility
    - Income Eligibility
    - Proof of Ownership
    - Proof of Principle Residency
    - Proof of Occupancy
    - Property Tax Status
    - Benefits received and repairs made (if form sufficiently detailed, receipts not necessary)
  - Property Eligibility (received prior federal assistance & failed to obtain, maintain flood insurance, floodway)

Documentation Required to Support Eligibility

- Applicant Eligibility
  - Income Eligibility
    - IRS 1040, Part 5
    - [HUD Exchange Income Calculator]
  - Proof of Ownership
    - Copy of a valid deed of trust/warranty deed or notarized affidavit & approved supporting documents

CPD Income Eligibility Calculator and Income Limits

Welcome to CPD's Income Eligibility Calculator, an interactive tool that makes determining the income eligibility and assistance amounts for beneficiaries of CPD programs as easy as 1-2-3. Simply enter the requested data and this calculator will work behind the scenes to generate a summary of results for each beneficiary. You should then print out the summary and include it as part of the beneficiary's file.

The calculator currently performs income eligibility and assistance amount calculations for the following HUD CPD programs:

- Brownfield Economic Development Initiative (BEDI)
- Community Development Block Grant Program (CDBG)
- CDBG Disaster Recovery Assistance
- Emergency Solutions Grants (ESG)
- HOME Investment Partnerships Program (HOME)
- Housing Opportunities for Persons With AIDS (HOPWA)
- Housing Trust Fund (HTF)
- Neighborhood Stabilization Program (NSP)
- Section 108 Loan Guarantee Program
- Self-Help Homeownership Opportunity (SHOP)

Start Calculating Income

Start a new calculation or complete a previous calculation

Go To My Dashboard

Related Materials

- New COVID-19 HOME Sample Self-Certification Form
- Income Eligibility Calculator User Manual (PDF)
- CDBG Income Limits
- ESG Income Limits
- HOME Income Limits
- HTF Income Limits
- HOPWA Income Limits
- NSP Income Limits
- Using the Income Calculator to Determine Annual Income Webinar Materials
- Using the Income Calculator for Rental and TBRA Programs Webinar Materials

Documentation Required to Support Eligibility (cont.)

- Property Eligibility
  - Not a second home (check FR notice for rules)– currently & at the time of disaster
    - Homestead exemption at time of disaster & current
    - Tax return year of storm with damaged property address, homeowner's insurance declaration page at time of storm
  - Property Tax Status
    - Applicant must provide documentation that property taxes are current, have an approved payment plan or qualify for an exemption under current laws
  - Occupancy at time of storm
    - Homestead exemption at time of disaster & current
    - Voter registration or photo ID that was current at time of storm

Assistance Provided & Expenditures

- Collect information on assistance received
  - Use primary verification when available (FEMA letter, SBA loan documents, insurance adjusters report or claim denial, letter from charity)
  - Verify with data feeds from FEMA, SBA, NFIP
  - Be sure to check for reduction or cancelation of SBA loan, forced mortgage payoffs, etc.
- Collect applicant information on how assistance was used
  - FEMA allows repair funds to be used to provide temporary repairs and housing (may not be non-duplicative)
  - Funding for repairs not covered in program can also be considered non-duplicative
  - Use detailed form to collect repair information if receipts not collected

Environmental Review- Tier 2

- ER Tier 2 checklist completion
  - Tier 2 checklist is developed as part of the Tier 1 ER based on which statutory and regulatory areas could not be fully analyzed until the address & conditions are known
  - Determine who will complete the Tier 2 checklists for each prospective awardee (program staff or procured environmental firm)
    - Recommend QA/QC review of a sampling of Tier 2s to ensure compliance
    - Coordinate Tier 2 completion with intake & construction components of the program

- Also may need lead & asbestos inspections & reports
  - Mold assessments may also be appropriate
  - Coordinate with intake & construction components of the program to ensure results are communicated and addressed properly

Damage Inspections

- Usually done by firm contracted specifically for this work
- Inspectors assess:
  - Work in Place – using form filled out by applicant, receipts if available
  - Remaining repairs needed – report involves both specifications for repairs and cost estimates for the work
- Verified by QA/QC process – program staff and/or construction management firm

Duplication of Benefits (DOB) Analysis

- DOB Process
  - Use repair information provided by applicant in verifying existence and cost of repairs during “work in place” inspection
  - Assess remaining unmet need (scope of work and estimated cost to repair)
  - Identify total assistance available to the applicant
    - Identify and deduct from that assistance, funds used for repairs and other allowable costs to determine remaining DOB

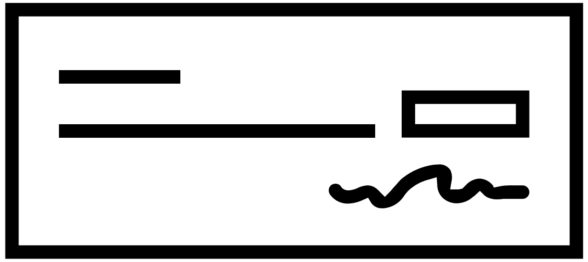
Duplication of Benefits (DOB) Analysis (continued)

- Determine award
  - Estimated cost to repair – DOB = award (or program cap)
  - May require DOB to be placed in escrow prior to construction start
  - Want to make sure that the home can obtain Certificate of Occupancy (CO) based on all funding available
- Critical process – Grantees should stand up DOB validation team
- Reassess unmet need when necessary

******Upcoming Training on DOB on September 22, 2020*

Award Determination

- Many applicants do not understand how prior assistance received is factored into the award determination process
  - Calculation needs to be transparent
  - Chart describing the process and how calculation made is helpful
- Develop written agreement in compliance with program standards
- Ensure that applicant understands scope of work to be done signs off on that scope



Closing

- Establish consistent closing procedure & checklist
  - Ensure participant's understanding of program obligations
  - Coordinate the draw down & escrow of funds with the closing
- Intake workers explain the documents and program requirements to the applicant
  - Award determination
  - Subrogation & recapture requirements
  - Rules and responsibilities associated with the construction process
- Intake workers maintain relationship with applicant throughout construction to answer questions, provide updates

Construction

Construction

Construction

Step 13: Construction/Construction Management → Step 14: C of O

Contractor Selection

- Multiple models:
  1. Program managed
  2. Applicant managed
  3. Applicant selected with program oversight
- Each has pros and cons that should be evaluated when establishing your program

Contractor Selection (continued)

Program Managed	Applicant Managed	Applicant Selected with Program Oversight
• Must procure group of contractors based on RFQ • Projects bid individually • Contractor relationship is with the program • Slower but less risky than other models	• Applicant has or finds own contractor • Contractor agrees to scope approved by program and costs • Contract is between contractor and applicant • Program reimburses applicant based on approved inspections and draw requests • Most risky	• Applicant has own contractor • Contractor agrees to scope and costs • Enters into three-party contract with applicant and program • Program controls inspections, draw requests and approvals

What model do you think is best suited for your program?

A. Program managed

B. Applicant managed

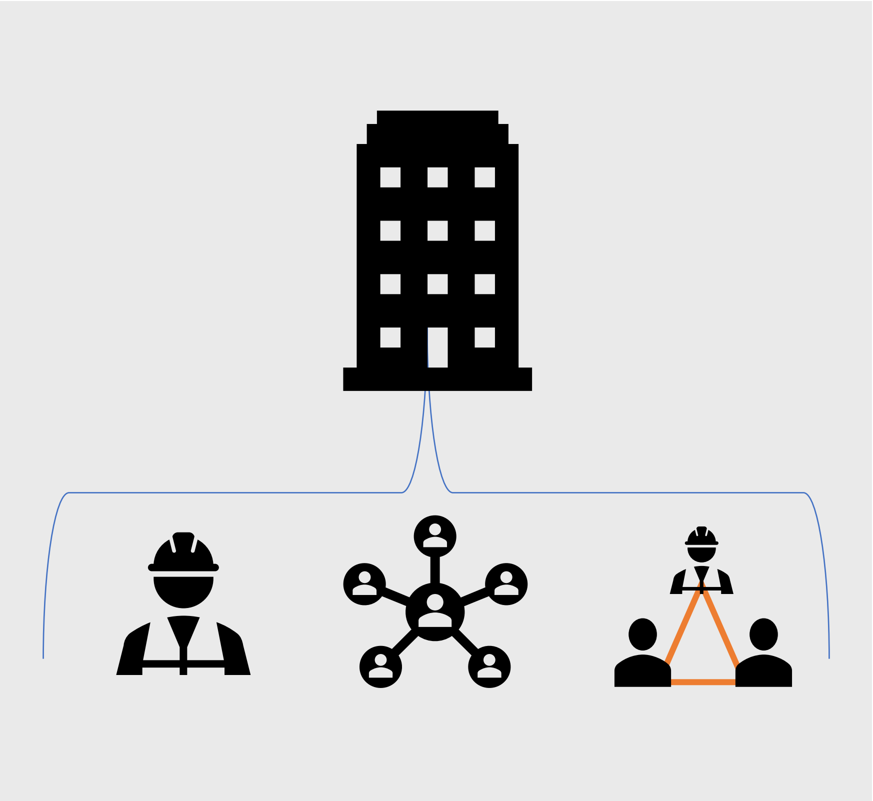
C. Applicant selected with program oversight

Cost Verification

- Project costs funded with CDBG-DR/MIT must be necessary and reasonable
- Grantees are required to describe the controls that their programs will utilize to ensure construction costs are reasonable and consistent with market costs for the time and place of construction
- Methods typically used by grantees to verify construction costs:
  - Independent, qualified third-party architect
  - Construction manager
  - Cost estimator
- Just securing construction bids is NOT sufficient in the absence of third-party verification
- Policy & procedure must also apply to any change orders

Construction Process

- Construction management firm procured by program to oversee contractors & construction process
  - Payment based on unit costs
    - Damage assessment
    - WIP and scope development
    - Contractor vetting
    - Construction draw inspection
    - Final inspection



Construction Process (continued)

- Programs typically have staff that supervises & oversees construction management firm(s) to ensure compliance
  - Construction standards for program
  - Green building standards
  - Lead and asbestos abatement/remediation and clearance
  - Elevation requirements
  - Other resilience & mitigation considerations
- Oversee draws and final inspections
  - Sign-off on draw requests
  - QA/QC for construction work
- Warranties & liens

Closeout

Closeout

Closeout

Step 15: Grant Reconciliation and Closeout

Closeout

- Closeout of applicant file
  - Final grant reconciliation
    - Verification of flood insurance
    - Identification of additional assistance
      - E.g. ICC or private insurance payout
  - Grant conditions that require monitoring
    - E.g. Forgivable loan
  - Verification that all required information is in the file
- Closeout of grant
  - All activities have been completed in program
- File retention

Q&A

Resources

Resources

- HUD Exchange CDBG-DR page: https://www.hudexchange.info/programs/cdbg-dr/
- HUD Exchange CDBG-MIT page: https://www.hudexchange.info/programs/cdbg-mit/
- Disaster Recovery Homeowner Rehab Program Design Implementation Toolkit: https://www.hudexchange.info/programs/cdbg-dr/toolkits/program-implementation/
  - *This toolkit links to 8 Homeowner Rehabilitation Implementation Tools*
- CDBG-DR Policy Guidance for Grantees: https://www.hudexchange.info/resource/5873/cdbg-dr-policy-guidance-for-grantees/

Upcoming Trainings

Effective Affordable Rental Housing Programs including Combining CDBG-DR/CDBG-MIT with LIHTCs	Aug. 27, 2020 2:00 - 3:30 PM EDT
Managing and Monitoring Subrecipients	Sept. 3, 2020 2:00 - 3:30 PM EDT
Sustainable and Resilient Communities Through Solid Waste Investments and Best Practices After a Disaster	Sept. 10, 2020 2:00 - 3:30 PM EDT
DRGR Workshop for Disaster Recovery	Sept. 15, 2020 2:00 - 3:30 PM EDT
Developing Your Infrastructure Projects – from Procurement to Closeout	Sept. 17, 2020 2:00 - 3:30 PM EDT
Duplication of Benefits: Understanding and Applying the Requirements	Sept. 22, 2020 2:00 - 3:30 PM EDT
Effective Regional Coordination and Engagement Approaches	Sept. 24, 2020 2:00 - 3:30 PM EDT

Thank you!

- Questions
- Contact Info
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