Program Operations

Note: each grantee will likely have multiple operations teams, depending on the range of recovery activities it has chosen to undertake based on the needs assessment.

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<th>ROLE</th>
<th>Design, implement, and manage individual CDBG-DR activities. Provide services to beneficiaries to foster their recovery.</th>
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| CRITICAL RESPONSIBILITIES | • Apply applicable technical expertise to program design and implementation.  
• Manage the delivery of recovery services to households, landlords, businesses, local governments, and other partners.  
• Ensure effective, timely, and compliant program operations.  
• Document and report program activity status and outcomes.  
• Adapt programs as needs change or hurdles are determined. |

PRE-AWARD TASKS

1. **Needs and initial program design**: Coordinate with Grants Management and Policy staff to assess depth, type, and location of needs within the given activity type (e.g., housing rehabilitation, infrastructure, business assistance, buy-outs).
2. **Program options**: Assess options and models for program design. Reach out to similar program activity staff at other CDBG-DR grantees to understand what works and learn about various program administration approaches. Evaluate local program opportunities and constraints.
3. **Regulatory framework**: Review and build expertise in the CDBG-DR and crosscutting Federal requirements for applicable activity types.

PLANNING/PROGRAM DESIGN TASKS

1. **Action plan**: Work with Policy staff to develop sections of the Action Plan related to the applicable activity type. Contribute to public comment responses for applicable activity types.
2. **Program design**: Coordinate with Grants Management and Policy and Planning staff to design the applicable CDBG-DR housing, economic development, infrastructure, and/or services program that address unmet needs identified in Action Plan. Consider issues such as: level and type of assistance; beneficiary eligibility; implementation timeline; LMI targeting; applicant outreach methods including outreach to Limited English Proficient (LEP) individuals; ensuring program access to all persons impacted by the disaster; application processing approaches; construction management (as applicable); and need for staff and expertise.
3. **Waivers**: When required for program design or implementation, work with Policy and Planning and HUD to write and submit waiver requests to HUD. Coordinate with grantee legal staff as needed for interpretations of State/local law.
4. **Policies and procedures**: Work with Policy staff to develop detailed written flowcharts, processes, and policies for programs and projects.
5. **Staffing**: In concert with the Grants Management staff and based on the chosen organizational model, determine level and types of staffing needs for that specific program activity. Work with Human Resources staff to identify and hire necessary staff.

https://www.hudexchange.info/programs/cdbg-dr/toolkits/program-launch/
Resources to develop job descriptions and hiring requisitions and assign, interview, and hire these staff.

7. **Contracted administrators or experts:** If contractors will be used, work with Contract Management staff to develop RFP, procure firms, and execute contracts.

8. **Subrecipients:** If nonprofit or public subrecipients will manage the program activity, work with Contract Management staff to develop NOFA, select awardees, and execute subrecipient agreements.

9. **Staff and contractor/subrecipient training:** Work with Training and TA staff to build applicable staff skills and convey program design and expectations to staff, contractors, and subrecipients.

10. **Program outreach:** Coordinate with Communications staff to determine appropriate approaches to engage potential program beneficiaries and solicit program applications.

**OPERATIONS TASKS**

1. **Manage programs:** Implement and manage program activities according to the agreed upon procedures, ensuring outcomes and timelines are achieved. If deficiencies are determined, propose suggested changes to program design or procedures. Upon approval from Grants Management (when the change is significant), implement process changes and track revisions. If the grantee has chosen to allow subrecipients or contractors to administer the activity, actively monitor and manage their implementation of all of the tasks outlined below.

2. **Application:** Create beneficiary applications, collecting the information outlined in program policies and procedures. Stand up and operate call center and/or intake centers to handle questions and help process applications for beneficiaries (as needed depending on activity types and program design).

3. **Access:** Provide language translation and interpretation services in accordance with Language Access Plan to all applicants and interested parties. Ensure all services and facilities are accessible to persons with disabilities.

4. **Applicant coordination:** Develop adequate procedures to inform applicants of the status of their applications for recovery assistance at all phases, indicate methods of communication, ensure accessibility and privacy of applicant information, indicate the frequency of applicant status updates, and identify which personnel or unit is responsible. Work with Communications team to ensure regular and appropriate outreach to potential beneficiaries, applicants, local towns, the media, etc.

5. **Eligibility review:** Review all applications for tie to the disaster event, duplication of benefits, eligibility, consistency with program requirements, property title, failure to maintain NFIP (when applicable), and needs. Determine appropriate level of assistance, which may require onsite inspections for some activity types.

6. **Environmental review:** Ensure that every project/activity undergoes the appropriate level of environmental review and receives clearance and Authorization to Use Grant Funds (AUGF) prior to expending any funds.

7. **Beneficiary agreement:** Execute a written agreement with each beneficiary outlining the scope of work and program requirements. Consider whether subrogation agreements, land covenants, deed restrictions, or legal recordation of the agreement are needed.
8. **Construction management**: Depending on program type and local laws, procure construction contractors (not applicable under all situations). Review appraisal, architectural, engineering, and construction documents, as applicable. Ensure that construction projects are carried out in accordance with Davis-Bacon and Section 3 rules and requirements.

9. **Other Federal requirements**: Ensure compliance with all other crosscutting Federal requirements, including but not limited to: Uniform Relocation Act, Fair Housing and Equal Opportunity, Lead-Based Paint, and One-for-One Unit replacement (if applicable).

10. **Coordination**: Develop mechanisms for coordinating with other local, regional, and nonprofit planning and funding efforts to ensure consistency and complementary actions such as working groups and monthly meetings.

**REPORTING, COMPLIANCE, MONITORING, AND CLOSEOUT TASKS**

1. **QPR and other HUD reporting**: Work with Finance, Compliance, and Policy functions to submit information for Quarterly Progress Reports.

2. **Documentation and record-keeping**: In partnership with IT and Data Systems and Compliance and Monitoring staff, create system for maintaining all documents and information related to individual project and activity files.

3. **Monitoring**: Respond to HUD monitoring and HUD OIG audits and adapt program activity based on HUD concerns.

4. **Individual and program activity closeout**: Track when household projects are complete and ensure final financial reconciliation (ensure no recapture is needed). Close out individual files and program files once all activities are complete.