

CITY OF FORT LAUDERDALE  
HOUSING AND COMMUNITY DEVELOPMENT



# CDBG-DR

## FINANCIAL MANAGEMENT AND GRANT COMPLIANCE CERTIFICATION

October 10, 2025





# Table of Contents

Introduction..... 1

Financial Management Controls.....2

    Single Audit .....2

    Annual Comprehensive Financial Report (ACFR) .....2

Procurement Policies and Procedures .....2

    Federal Regulations and Fort Lauderdale Procurement Crosswalk.....3

Additional Policies and Procedures ..... 6

    Conflict of Interest .....6

    Suspension and Debarment.....7

    Timely Expenditure of Funds .....7

    Program Income .....8

    Duplication of Benefits.....9

    Detecting Fraud, Waste, and Abuse of Funds..... 10

    Maintaining a Comprehensive CDBG-DR Website..... 11

Capacity Assessment..... 12

Preliminary Assessment ..... 12

Timeline of Addressing Capacity Gaps ..... 13

Staffing Analysis ..... 14

    Organizational Chart..... 14

    Key Staffing Roles and Descriptions ..... 15

    Training and Technical Assistance..... 19

Appendix A: City Organizational Chart..... 21

Appendix B: Single Audit Report ..... 22

Appendix C: Annual Comprehensive Financial Report (ACFR) ..... 22

Appendix E: Fort Lauderdale Procurement Manual ..... 23

Appendix E: Detailed Staffing Analysis ..... 23





## Introduction

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In December 2024, the U.S. Department of Housing and Urban Development (HUD) recognized the extent of Fort Lauderdale's unmet recovery needs from the April 12, 2023 flood by announcing a direct allocation of \$88,051,000 in Community Development Block Grant – Disaster Recovery (CDBG-DR) funds to Fort Lauderdale. These funds include an unmet needs allocation of \$76,566,000 and another \$11,485,000 set aside for mitigation activities.

To receive a grant agreement and gain access to this funding allocation, the City of Fort Lauderdale must complete the first two phases of the CDBG-DR life cycle and submit documents to HUD for approval.

- Phase one involves the submission of an action plan, which is a community-driven description of the programs, activities, and allocations that the grantee intends to implement with their CDBG-DR funding.
- Phase two involves fulfilling the financial management and grant compliance certification requirements as outlined by HUD. These requirements are met through the submission of policies, procedures, and/or backup documentation related to the following:
  - › Proficient financial management controls
  - › Procurement policies and procedures
  - › Maintaining a comprehensive disaster recovery website
  - › Detecting fraud, waste, and abuse
  - › Preventing the duplication of benefits
  - › Ensuring timely expenditures
  - › Capacity assessment and staffing analysis

This document will address the financial management and grant compliance certification requirements referenced above. The City will notify HUD of any substantial policy or procedural changes throughout the life cycle of the grant.



## Financial Management Controls

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The City of Fort Lauderdale has effective financial management systems and internal procedures in place. To showcase this, the City is providing its latest single audit and annual comprehensive financial report (ACFR). Any weaknesses or deficiencies identified will be highlighted in the following sections, along with information on the measures the City has implemented to address them.

### Single Audit

The City of Fort Lauderdale's most recent single audit was for Fiscal Year (FY) 2024, which ended on September 30, 2024. The single audit can be found at <https://www.fortlauderdale.gov/government/departments-a-h/finance/financial-information-reports>. The schedule of findings information can be found beginning on page 12 of the single audit. The City of Fort Lauderdale confirms that it has no open monitoring or HUD Office of Inspector General (OIG) audit findings related to any Community Planning and Development (CPD) Program. All prior reviews have been closed and corrective actions implemented. The City has established internal controls, including a reporting calendar, staff training, and strengthened oversight procedures, to ensure timely, accurate, and compliant reporting. These corrective measures provide assurance that similar issues will not recur.

### Annual Comprehensive Financial Report (ACFR)

The Annual Comprehensive Financial Report (ACFR) for the City of Fort Lauderdale is for the fiscal year that ended on September 30, 2024. This report provides combined financial statements, revenue and expenditure reports, and other financial reports.

The ACFR can be found at <https://www.fortlauderdale.gov/government/departments-a-h/finance/financial-information-reports>.

## Procurement Policies and Procedures

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The Procurement Manual outlines the City of Fort Lauderdale's procurement policies and processes. The manual provides a standard outline of the principles, policies, and practices that



agents of Fort Lauderdale are to use in performing all purchasing procedures to ensure compliance with all local, state, and federal laws related to government procurement. In addition to compliance, the manual promotes the ideals of cost effectiveness and open competition. The Procurement Manual can be found on the City's website at <https://www.fortlauderdale.gov/government/departments-i-z/procurement-services>.

## Federal Regulations and Fort Lauderdale Procurement Crosswalk

Fort Lauderdale is committed to maintaining proficient procurement processes that are consistent with the applicable procurement standards identified in 2 CFR 200.318 through 200.327 and in 2 CFR 200.214. The following table provides a crosswalk between the applicable federal requirements and where they are addressed in our Purchasing Policies and Procurement Manual.

**Table 1: Federal Regulations and Fort Lauderdale Procurement Manual Crosswalk**

Regulation Section	Short Title of Regulation	Purchasing Policies Manual Reference
2 CFR 200.214	Suspension and Debarment	Pages 76, 81–82
2 CFR 200.318(a)	General Procurement Standards	Pages 11–81
2 CFR 200.318(c)	Conflict of Interest Provisions	Pages 40, 50, 98,
2 CFR 200.318(f)	Use of Excess and Surplus Federal Property	Pages 91–95
2 CFR 200.318(i)	Maintaining Records	Pages 42, 52, 57, 81, 95–96
2 CFR 200.319	Competition	Page 11, 28, 30, 31, 39, 61, 72–75
2 CFR 200.320	Procurement Methods	Pages 28–32, 37–39
2 CFR 200.321	Contracting with Small Businesses	Page 89–91,
2 CFR 200.322	Domestic Preferences for Procurements	Page 35, 87–89
2 CFR 200.324	Contract Cost and Price	Pages 17, 42, 51
2 CFR 200.325	Federal Agency Or Pass-Through Entity Review	Pages 75, 81, Appendix
2 CFR 200.326	Bonding Requirements	Pages 71–72
2 CFR 200.327	Contract Provisions	Page 23



When property or services are purchased using funds derived from a federal grant or agreement (whether direct to the City or "pass-through" from another entity such as the State), the City is required to and will follow the Federal procurement standards in the *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, 2 C.F.R. Sections 200.214 and 200.318 through 200.327.

All City procurement policies as described in this manual apply to federal purchases as long as they do not conflict with the federal procurement standards. In the event of a conflict in procurement, the City should always follow the more stringent of the requirements based upon federal, state, or local guidance.

Departments should ensure that federal grant requirements do not prohibit the use of previously awarded vendors. The following additional policies shall apply:

## **Contracts**

The City will clearly state the period of performance or date of completion in all contracts. The City's legal representative is responsible for reviewing and approving contracts and ensuring legal sufficiency; any necessary time considerations are identified and clearly stated. Fort Lauderdale will incorporate performance requirements and liquidated damages into each procured contract (excluding general management consulting services from the liquidated damages aspect).

## **Oversight and Administration**

The City is responsible for all outcomes related to the grant, including oversight, policy development, and financial management. Any consultant assistance related to these areas will be in an augmentive and an advisory capacity, with the County retaining control and responsibility.

## **Independent Cost Estimate (ICE)**

The Uniform Guidance requires that grant recipients prepare an independent cost estimate (ICE) before receiving bids or proposals for any procurements in excess of the simplified acquisition threshold. This estimate serves as the basis for reserving funds during acquisition planning, comparing costs or prices proposed by offerors, and determining price reasonableness. There is no set standard; rather, recipients or subrecipients must consider the particular facts of each procurement transaction in determining the method and degree of analysis. Records of the ICE must be maintained in the grant file in accordance with any



applicable retention policies.<sup>1</sup> Completion of the ICE form is the responsibility of the requesting department or division and should be submitted to Purchasing with the other required documents, such as Solicitation checklists and Exception forms.

## CDBG-DR as Non-Federal Match

Universal Notice section III.B.7.b states that "grantees can adopt the procurement policies and procedures that satisfy the other Federal agency's requirements to promote consistency and seamlessly leverage their funding, so long as they meet other cross-cutting requirements that apply to the CDBG-DR funds. Grantees must identify which procurement policies and procedures will apply and keep any decision document in their files."

The City will ensure that any potential project requesting CDBG-DR funds as non-federal match will meet the requirements below:

- Project meets a HUD national objective
- Project meets applicable CDBG-DR funding requirements
- CDBG-DR funds are used for the actual costs incurred for the assisted project
- Costs incurred are eligible uses

Any alternative procurement policies and procedures considered for consistency or efficiency will be vetted to ensure the requirements above are still met. If the City of Fort Lauderdale moves forward with any alternative procurement provisions to accommodate another agency, a written statement justifying the decision for consistency or efficiency will be prepared. The written statement will include a verification that all CDBG-DR requirements are still being met.

**Equipment:** Management and disposition of equipment purchased with funds deriving from Federal grants shall be in accordance with 2 C.F.R. Section 200.313. All property acquired must be used for federally authorized purposes until project funding ceases or until the property is no longer needed for the project and shall not be encumbered without approval of the federal awarding agency. Property will be managed and disposed of as follows:

1. Property records will be maintained that include a description of all federally funded equipment, a serial number, the source of funding and the associated Federal Award Identification Number (FAIN), record of title, the date of acquisition, the cost, the percentage of federal participation in the purchase, the property location, use and condition, and the ultimate disposition of the property. A physical inventory of the property will be taken, and the results reconciled once every two (2) years.

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<sup>1</sup> Reference 2 CFR 200.324.



2. The City's existing and customary property control system will be utilized to ensure against loss, damage, or theft.
3. The City will provide the equivalent insurance coverage for real property and equipment acquired or improved with federal funds as provided to property owned by non-federal entities. 2 CFR 200.310.
4. Property authorized for sale shall be sold in a manner that ensures the highest possible return.
5. Surplus property no longer needed for its original purpose may be used for other federally supported activities.
6. The City may sell or otherwise dispose of federally funded equipment with a current fair market value under \$5,000 in accordance with its customary surplus property processes.
7. The City will request permission from the federal granting entity prior to disposal of equipment with a current fair market value over \$5,000.

## **Additional Policies and Procedures**

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### **Conflict of Interest**

1. The City's policy provides the framework and standards of conduct that govern the administration of (CDBG-DR) funds. It establishes clear rules for identifying, disclosing, and addressing conflicts of interest to ensure compliance with federal requirements under 24 CFR 570.489 and the Universal Notice.
2. All City of Fort Lauderdale employees, officers, agents, consultants, elected/appointed officials, volunteers, subrecipients, contractors, and vendors are subject to this policy when participating in CDBG-DR or other federally funded activities administered by the City.
3. The City of Fort Lauderdale (the City) maintains written standards of conduct to prevent real or apparent conflicts of interest, ensure impartial decision-making, protect program integrity, and comply with federal requirements for CDBG-DR and other federally assisted activities. Programs must avoid, neutralize, or mitigate actual or potential conflicts of interest to prevent an unfair competitive advantage or the existence of conflicting roles that might impair the performance of the Subrecipient Agreement or impact the integrity of the procurement process.
4. Conflict of interest disclosures, determinations, recusals, mitigation plans, exception requests/approvals, System of Award Management (SAM )checks, and training rosters must be retained in the official files for the period required by the grant terms and City retention schedule (no less than the HUD-specified retention period after closeout).
5. Violations may lead to removal from duty assignments, disciplinary action up to termination, suspension/termination of contracts or subawards, repayment/disallowance of costs, recovery actions, and referral to HUD OIG or other authorities.



## Suspension and Debarment

1. The City is subject to the debarment and suspension regulations implementing Executive Orders 12549 and 12689, 2 CFR. Part 180 per 2 CFR 200.213.
2. As a subsection of the Conflict of Interest policy, the City and subrecipients must verify that contractors, subrecipients, and principals are not suspended or debarred prior to award and at reasonable intervals during performance (e.g., semi-annually), typically via SAM.gov. Evidence of suspension or debarment verification will be maintained in the recordkeeping system.
3. Contract and subaward documents must include the required suspension/debarment clauses and flow down to lower tiers.

## Timely Expenditure of Funds

The City of Fort Lauderdale is committed to ensuring that all CDBG-DR funds are expended in a timely and compliant manner consistent with HUD requirements. This includes tracking and documenting expenditures of the City and its subrecipients, properly managing program income, reprogramming stalled funds, and projecting expenditures to ensure full disbursement within the required period. The City intends to expend funds within the timeframe allowed by HUD: all CDBG-DR funds must be expended within six years of HUD's grant agreement (obligation) date.

To ensure timely expenditure of funds, the City will establish milestones and an expenditure schedule for each program. Regular internal reports will track spending against the timeline, and any slow-moving activities will be evaluated for reallocation to ensure compliance with HUD's timely performance requirements. HUD may recapture funds not expended by the deadline, unless an extension is granted. The City's procedures include quarterly reviews of progress and prompt corrective actions if delays occur, fulfilling the requirement for adequate procedures to ensure timely expenditure.

The Timely Expenditure of Funds policy applies to all CDBG-DR funds awarded to the City of Fort Lauderdale under the HUD grant agreements and extends to:

- All City departments and divisions administering CDBG-DR programs;
- Subrecipients, contractors, consultants, and vendors engaged in carrying out CDBG-DR-funded programs or activities;
- All activities identified in the City's CDBG-DR Action Plan(s);
- All program income generated during the performance period of the CDBG-DR grant.



The City intends to implement the following measures to ensure timely and compliant expenditure of CDBG-DR funds:

- Prepare a quarterly expenditure projection schedule and milestones for each activity at the time of Action Plan entry in DRGR and upon obligation of funds.
- Enter projections into DRGR and reflect them in the QPRs and Action Plan, as needed.
- Include associated outcomes in projections where required by HUD (e.g., number of units, persons served).
- Publish or make available to the public the proposed vs. actual quarterly projections (e.g., via the City website).
- Maintain a centralized financial system or ledger that captures all expenditures and reconciles with subrecipient financial reports, disbursements, and payroll records.
- Require subrecipients to submit monthly financial and performance reports with supporting documentation.
- Post QPRs and actual vs. projected expenditure reports, where appropriate, to the City's recovery website for transparency.
- Conduct risk assessments for each activity, including a review of the timeliness of expenditures and subrecipient performance, to determine the frequency and type of monitoring to be conducted.
- Evaluate activities identified as stalled or underperforming (e.g., more than six months behind schedule or projections indicate infeasibility to expend by the deadline) for reallocation.
- Track and reflect all reprogrammed amounts in expenditure projections."

## Program Income

Program income (PI) for CDBG-DR is defined within 24 CFR 570.500(a) and the Federal Register Notice allocating such funding to the City of Fort Lauderdale. Generally, PI is gross income that exceeds \$35,000, is received in a single calendar year by the City or a subrecipient, and is generated from activities funded in whole or in part with CDBG-DR funds. When PI is generated by an activity that is partially funded with CDBG-DR, the income must be prorated to reflect the percentage of the total funding comprised of CDBG-DR and/or CDBG-MIT funds.

The City will ensure that all PI generated by CDBG-DR activities is properly tracked, reported, and used in accordance with federal requirements. Procedures apply to income received directly by the City as well as by subrecipients and include:



- Maintenance of a centralized Program Income Register by the City's Finance Department.
- Documentation of the following in the register:
  - › Source of funds (e.g., loan repayments, lease payments, sale of property);
  - › Amount and date of receipt;
  - › Activity or program that generated the income;
  - › Disbursements and balances; and
  - › DRGR transaction references.
- Quarterly updates and reconciliation of the register with DRGR entries.
- Substantial disbursement of program income prior to drawing new CDBG-DR funds from the U.S. Treasury, unless HUD authorizes revolving funds.
- Use of program income only for eligible CDBG-DR activities in compliance with applicable rules, eligibility criteria, and national objectives.
- Prioritization of program income expenditure in financial management systems.
- Corrective actions for failure to properly account for program income, which may include additional reporting, technical assistance, withholding of funds, or repayment of ineligible costs.

## Duplication of Benefits

The Duplication of Benefits (DOB) policy establishes the framework by which the City of Fort Lauderdale (City) will ensure compliance with the Stafford Act and HUD requirements to prevent Duplication of Benefits (DOB) in the use of (CDBG-DR) funds. The policy outlines the procedures for identifying and verifying all sources of disaster assistance received by applicants, calculating unmet needs, and ensuring that CDBG-DR funds are only used to address eligible costs not already covered by other funding sources. Through consistent screening, documentation, and monitoring, the City will safeguard federal funds, protect program integrity, and ensure fair and equitable assistance to beneficiaries.

The DOB policy applies to all CDBG-DR programs administered by the City, including housing, infrastructure, economic development, and public service activities. It applies to all applications for assistance (households, businesses, nonprofits) and City departments or subrecipients that carry out projects.

The City will take the following actions:



- Establish and apply a uniform DOB evaluation process for all programs and applicants before committing CDBG-DR funds.
- Require applicants to disclose all forms of disaster assistance received or available from FEMA, SBA, insurance, USACE, and other federal, state, local, or charitable sources.
- Determine unmet need before committing funds by subtracting other assistance reasonably available for the same purpose.
- Require all beneficiaries to sign a Subrogation Agreement (repayment agreement), which includes HUD's required fraud warning language.
- Confirm that CDBG-DR funds are not used for activities reimbursable by FEMA or USACE.
- Use the best, most recent available data from FEMA, SBA, insurance companies, and other sources before awarding assistance.
- Monitor compliance with subrogation agreements for a period commensurate with risk (generally up to three years after award for homeowner and business programs, or until project closeout for infrastructure).

## Detecting Fraud, Waste, and Abuse of Funds

The City of Fort Lauderdale is committed to safeguarding CDBG-DR funds from misuse by ensuring that fraud, waste, and abuse are prevented, detected, and addressed quickly. Pursuant to 83 FR 40314, the City implements measures to raise awareness and prevent fraud, waste, abuse, or mismanagement and other irregularities in all programs administered with CDBG-DR funds. The City also encourages individuals who are aware of or suspect any conduct or activity that may be considered an act of fraud, waste, abuse, or mismanagement regarding the CDBG-DR Program to report such acts to the CDBG-DR Internal Audit Office, directly to the Office of Inspector General (OIG) at HUD, or to any local or federal law enforcement agency.

The City will:

- Implement applicant verification procedures, including documentation review, third-party checks, and site visits.
- Assess subrecipient capacity prior to awarding any funds, evaluating staffing, internal controls, prior experience, and audit history. Each subrecipient is assigned a risk level, and a monitoring schedule is developed based on the subrecipient's risk.
- Monitor all entities administering CDBG-DR funds, including subrecipients, contractors, and other program participants. High-risk entities are monitored quarterly, and others are



monitored annually. The monitoring covers financial management, procurement, performance, eligibility, environmental, and compliance requirements.

- Refer all credible allegations of fraud, waste, or abuse to the HUD OIG Fraud Hotline and cooperate fully with investigations.
- Ensure City staff and subrecipients attend HUD OIG fraud training when offered.
- Provide beneficiaries with information about fraud risks, contractor scams, and complaint channels, and assist them if fraud occurs (including reassessment for supplemental CDBG-DR assistance where unmet needs arise).

## Maintaining a Comprehensive CDBG-DR Website

The City is committed to transparency in the use of disaster recovery funds. To that end, the City will maintain a dedicated public-facing webpage containing all HUD-required documents. This ensures the public has timely, accurate, and accessible information regarding the administration and performance of CDBG-DR funded programs.

It is the City's policy to:

- Maintain a dedicated public webpage for CDBG-DR activities, separate from general City webpages.
- Post all documents required by HUD under Section III.B.8 of the Universal Notice, including:
  - › Administrative Action Plan (if applicable)
  - › Approved Action Plan (and all amendments)
  - › Each DRGR-generated Quarterly Performance Report
  - › Current Citizen Participation Plan
  - › Projections of expenditures and program outcomes
  - › Procurement policies and procedures
  - › Program-specific policies and procedures
  - › All contracts to be paid with CDBG-DR funds, as defined in 2 CFR 200.1 (including subrecipient agreements)
  - › A summary describing the services or goods currently being procured, including procurement phase (e.g., solicitation, evaluation, award)
  - › Exception: Contracts and procurement actions that do not exceed the micro-purchase threshold (2 CFR 200.67) are not required to be posted



- Ensure that all documents are available on the website in formats that are accessible to persons with disabilities and consistent with the City's Limited English Proficiency (LEP) plan.
- Update the website at least quarterly and within three (3) business days of any key HUD approval (e.g., Action Plan or amendment approval, QPR posting).
- Provide the public with clear instructions on how to submit inquiries, comments, or complaints related to CDBG-DR.
- Maintain an auditable record of all website postings and updates for HUD monitoring purposes.

## Capacity Assessment

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The City of Fort Lauderdale recognizes that effective CDBG-DR program implementation requires dedicated internal staffing and strong partnerships. This Capacity Assessment is intended to identify potential gaps and guide decision-making as the City establishes its CDBG-DR staffing model.

The City acknowledges that staffing may evolve over time as needs and priorities shift. However, it is important to establish the lead department responsible from the beginning.

To ensure clear leadership and accountability, the City's Community Services Department will administer and oversee the CDBG-DR grant award. The department operates under the oversight of the Assistant City Manager, who reports directly to the City Manager. While staffing will evolve as the program progresses, the City has acted quickly to identify and establish key personnel to administer the CDBG-DR award. Key staff members—particularly those in the financial management and procurement section, such as the Office of Management and Budget, Finance, and Procurement Services—have prior experience with HUD CDBG and will allocate time to CDBG-DR tasks as needed.

## Preliminary Assessment

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The City of Fort Lauderdale has determined that it has sufficient staffing, systems, and expertise in place to initially administer its CDBG-DR allocation in compliance with HUD requirements. The City does not anticipate capacity gaps, because experienced personnel have been identified across key departments:



- Finance and Human Resources
- Procurement Services
- Information Technology Services
- Community Services, including Housing & Community Development
- Development Services
- Public Works
- and Transportation Services

Each staff member has clearly defined roles and responsibilities to ensure effective program delivery, fiscal accountability, and adherence to federal regulations.

City staff are familiar with DRGR and use it to access funds, track performance, and prepare reports. To address any future capacity hires, the City will require new hires to attend DRGR training when offered and ensure that team managers and existing staff stay current with their training as applicable.

To strengthen capacity further, the City will utilize the technical assistance and implementation consulting services of Innovative Emergency Management (IEM), a nationally recognized leader in disaster recovery and federal grant management. IEM's specialized expertise will complement the City's internal resources by providing training, program design support, and technical guidance to ensure efficient and compliant administration of CDBG-DR funding.

## **Timeline of Addressing Capacity Gaps**

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Through the combination of internal staffing and external technical support, the City of Fort Lauderdale has established a robust framework to carry out its CDBG-DR recovery efforts without risk of noncompliance. The City will re-assess staffing needs as CDBG-DR programs reach new milestones or when workloads increase or shift.

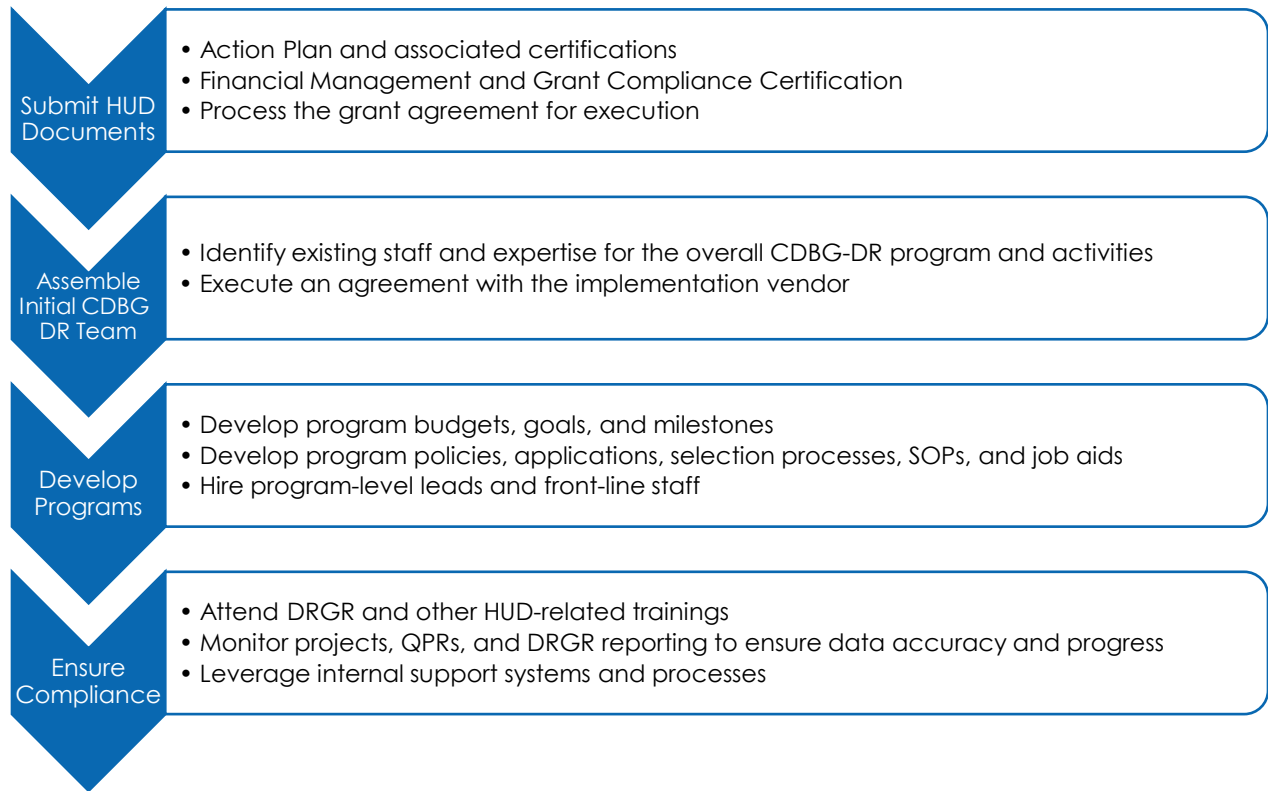


Figure 1: Framework for CDBG-DR General Operations

## Staffing Analysis

The City of Fort Lauderdale's CDBG-DR structure and personnel may evolve throughout the life cycle of the grant. This section outlines the initial proposed structure, position responsibilities, and how training and technical assistance will be provided.

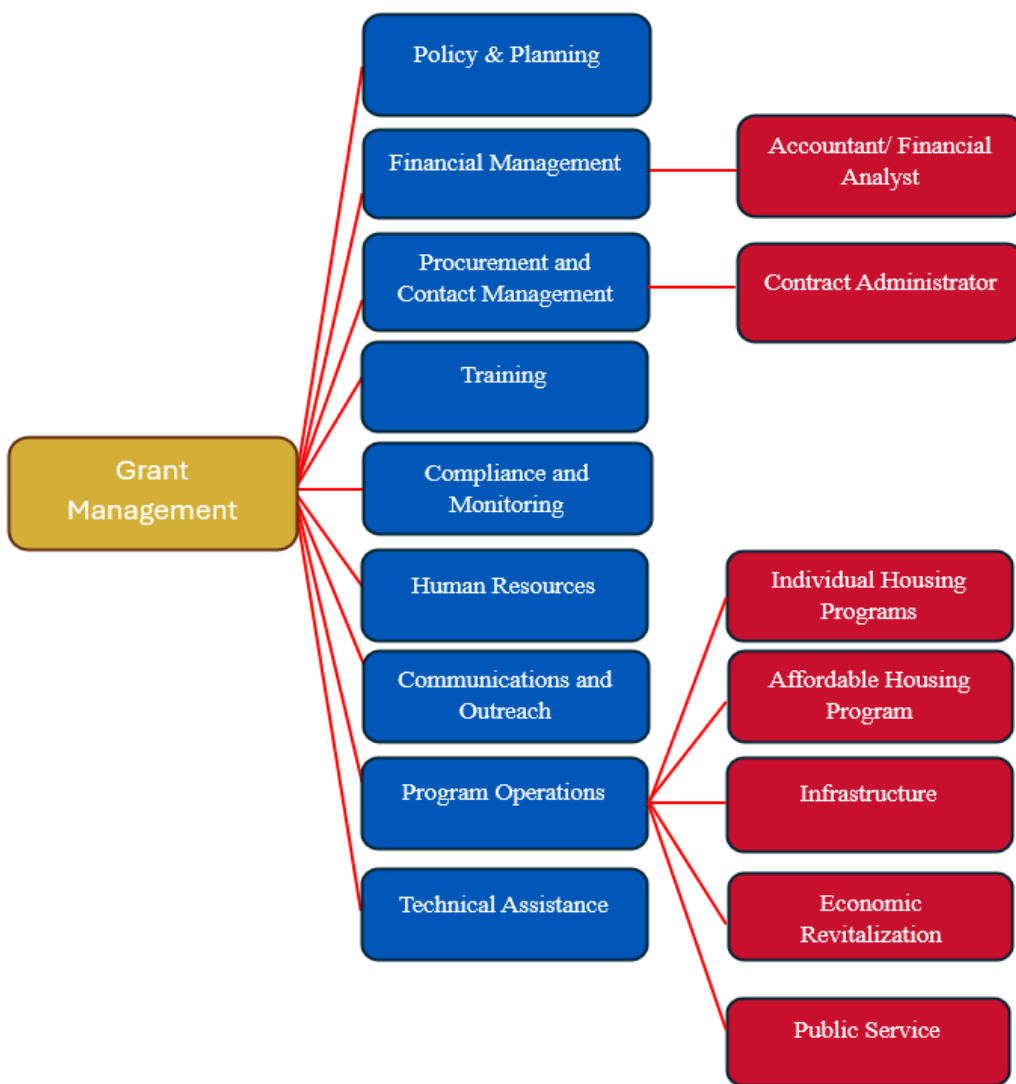
## Organizational Chart

Although the team responsible for implementing and administering the CDBG-DR funding is the Community Services Department, other City departments and divisions will play crucial supporting roles and assist in meeting each of the financial management and grant compliance certification requirements.



## Key Staffing Roles and Descriptions

Program managers will be trained and become proficient in environmental reviews, Section 3 compliance, URA, Section 104(d) of the HCDA, CDBG acquisition and relocation, and fair housing. Other supporting City departments will use their expertise in these areas to ensure proper oversight and compliance; for example, the Procurement Services will ensure efficient





and compliant procurement, and Development Services will assist with environmental reviews and compliance.

The City will enhance its internal capacity by leveraging the technical assistance and implementation support of IEM. IEM will provide expert guidance and hands-on support across all key roles, including financial management, procurement, data systems and reporting, compliance and monitoring, program operations, policy and planning, training, human resources, and communications. Their expertise in disaster recovery and federal grant management will complement the City staff capacity by offering technical assistance, developing tools and procedures, and supporting implementation. Through this partnership, IEM will serve as both a technical advisor and a capacity-building resource (see Appendix 1 for full roles, responsibilities, and appointed staff).

Below, we have identified City staff who will maintain responsibility for the oversight and compliance as it relates to these key functions:

- **Program Managers**

- › **Individual Housing Program Manager** – Porshia Garcia

Oversee programs that provide homeowner rehabilitation, reconstruction, or reimbursement; this includes developing the program guidelines and overseeing the program outreach, application design, and processes. Ensures eligibility determinations, duplication of benefits (DOB) reviews, environmental compliance, and quality construction standards. Supervises case managers and coordinates with contractors.

- › **Affordable Housing Program Manager** – Olivette Carter

Manages funding for multifamily development, rehabilitation, and affordable rental housing programs. Coordinates with developers, nonprofit housing providers, and subrecipients. Reviews financing structures, ensures compliance with affordability requirements, monitors long-term affordability restrictions, monitors performance, and creates and monitors tracking of deliverables for project reporting.

- › **Infrastructure Program Manager** – Brad Kaine

Leads planning, design, and construction of CDBG-DR funded infrastructure projects, such as drainage, water/wastewater, and streets. Coordinates with public works and engineering teams. Ensures compliance with environmental review (24 CFR Part 58), procurement rules, and Davis-Bacon wage requirements.

- › **Economic Revitalization Program Manager** – Daphnee Sainvil

Administers small business loan/grant programs, workforce initiatives, and commercial revitalization efforts. Ensure programs address unmet needs and promote economic



recovery. Works with local businesses, chambers of commerce, and nonprofits. Ensures compliance with HUD national objectives. Oversee and monitor performance and creates and monitors tracking of deliverables for project reporting.

› **Public Service Program Manager** – Olivette Carter

Oversees CDBG-DR funded public service programs, such as case management, housing counseling, or disaster recovery outreach. Coordinates with nonprofit service providers and subrecipients. Ensures activities are eligible, reasonable, and compliant with CDBG-DR requirements. Oversees and monitors performance and creates and monitors tracking of deliverables for project reporting.

• **Procurement Officers** – Glenn Marcos and Yesenia Pascual

Administers procurement processes in compliance with 2 CFR 200.317–200.326 and City procurement policies. Develops solicitations, evaluates bids, ensures cost reasonableness, and maintains contract records. Conducts debarment and licensing checks prior to award.

• **Contract Administrator** – Lynn Solomon

Manages contract execution, amendments, and closeouts.

• **Section 3 and Labor Compliance** – Jonathan Rogers and Danielle Sterling

Tracks contractor performance and compliance with contract terms, including Section 3, MWBE, Davis-Bacon and labor standards requirements.

• **Acquisition/Relocation (URA and Section 104(d) of the HCDA) Compliance** – Rachel Williams and Olivette Carter

• **Fair Housing/AFFH, LEP, ADA/504 Compliance** – Matthew Cobb

Environmental Compliance - Rachel Williams and Olivette Carter

In addition to the aforementioned responsibilities from the Financial Management and Grant Compliance Checklist, we have identified City staff who will maintain other key roles throughout the life cycle of the grant:

• **Grant Manager** – Rachel Williams

Serves as the primary administrator of the City's Community Development Block Grant–Disaster Recovery (CDBG-DR) award. Maintains overall program coordination, compliance, and performance. Ensures that all activities are designed, implemented, and monitored in accordance with HUD regulations, federal statutes, and local policies.

• **Policy & Planning** – Aricka Johnson



Develops, updates, and coordinates policies and plans necessary to ensure the City's successful implementation of CDBG-DR programs. Provides strategic planning support, ensures alignment with HUD requirements and federal regulations, and assists in the preparation of Action Plans, amendments, and program guidelines.

- **Finance Manager** – Sandia Barrett-Lee

Oversee all financial aspects of the CDBG-DR program, including budgeting, fund drawdowns in DRGR, financial reporting, and cash management. Ensures compliance with 2 CFR 200, HUD financial standards, and Generally Accepted Accounting Principles (GAAP). Conducts internal controls, segregation of duties, and financial risk assessments.

- **Accountant / Financial Analyst** – Melkeya Horne

Processes invoices, reconciles accounts, reviews source documentation for eligibility, and prepares financial reports. Supports audits and ensures compliance with cost principles.

- **Training Coordinator** – Olivette Carter

Oversees the design, approval, and implementation of training programs to ensure City staff, subrecipients, and contractors are equipped with the knowledge and skills to administer CDBG-DR funds effectively. While the City will retain authority over approving training curricula, the Coordinator will collaborate closely with IEM to deliver high-quality, HUD-compliant training.

- **Compliance and Monitoring Officers** – Olivette Carter and Matthew Cobb

Conducts risk assessments, monitors visits, and performs desk reviews of subrecipients, contractors, and beneficiaries. Monitors compliance with HUD regulations, program policies, and cross-cutting requirements, such as fair housing, environmental, and labor standards. Drafts monitoring reports, tracks findings, and ensures corrective actions are resolved.

- **Human Resources** – Jerome Post

Supports all personnel functions associated with CDBG-DR program implementation. Ensures that staffing capacity meets program demands, by overseeing recruitment, onboarding, training compliance, and performance management of staff assigned to the disaster recovery effort.

- **Communications & Outreach Coordinator** – Ashley Doussard

Manages public information, community engagement, and transparency activities for the City's CDBG-DR programs. This includes maintaining the City's CDBG-DR website as the central hub for transparency, ensuring timely posting of HUD-required documents, and providing clear, accessible communication to the public and stakeholders.

- **Staff Augmentation – Implementation Vendor**



› **Case Management**

Case Managers and Application Intake Processors will be provided through the City's partnership with the Implementation Vendor, IEM, ensuring experienced personnel are available to support recovery efforts. Under the Program, IEM's case managers will work directly with individuals and families affected by the disaster, assisting applicants with intake, documentation requirements, project updates, and serving as the primary point of contact throughout the process. This approach leverages IEM's specialized expertise in disaster recovery case management while maintaining City oversight.

As program activities increase, additional staff augmentation needs may be addressed, which could include but are not limited to:

- › Project managers
- › Inspectors
- › Eligibility specialists
- › Housing recovery manager
- › Program coordinators

## Training and Technical Assistance

The City of Fort Lauderdale will request technical assistance through the HUD Office of Disaster Recovery. Staff will participate in training videos and webinars available on the HUD Exchange. In addition, the City will leverage the training and technical assistance resources of IEM to strengthen staff capacity and ensure best practices in CDBG-DR program delivery.

All new hires secured for the planned CDBG-DR projects will be trained by existing City staff, available CDBG-DR sessions, HUD Exchange webinars and videos, as well as IEM-led technical assistance sessions. New hires will be required to attend ethics training, review relevant CDBG-DR policy documents, and participate in ongoing training. The City will provide education and training as well as share regular information with contractors, eligible nonprofit organizations, and subrecipients.

The City will evaluate the specific training needs of each subrecipient and consider their prior experience with HUD or other federally funded programs along with their understanding of the CDBG-DR requirements. Training will be developed based on staff needs and delivered through multiple formats, including in-person, virtual, and hybrid sessions conducted by knowledgeable trainers and IEM professionals. Training materials will cover all aspects of CDBG-DR, including



program regulations, compliance requirements, financial management, reporting, and eligible activities.



## Appendix A: City Organizational Chart

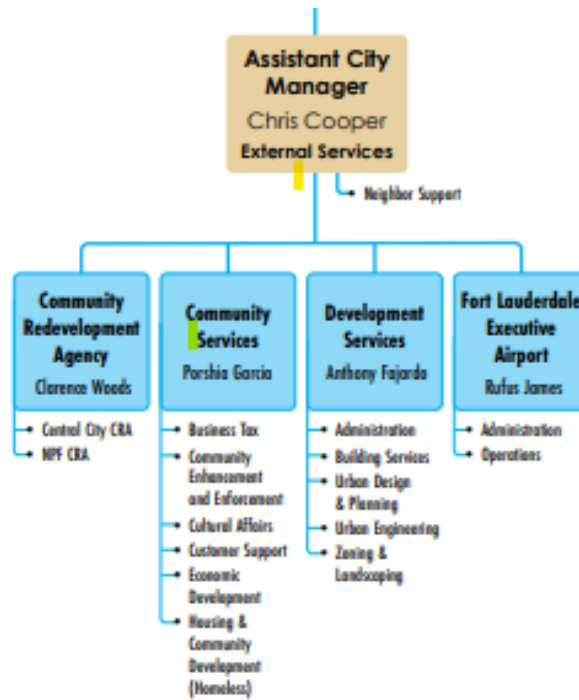
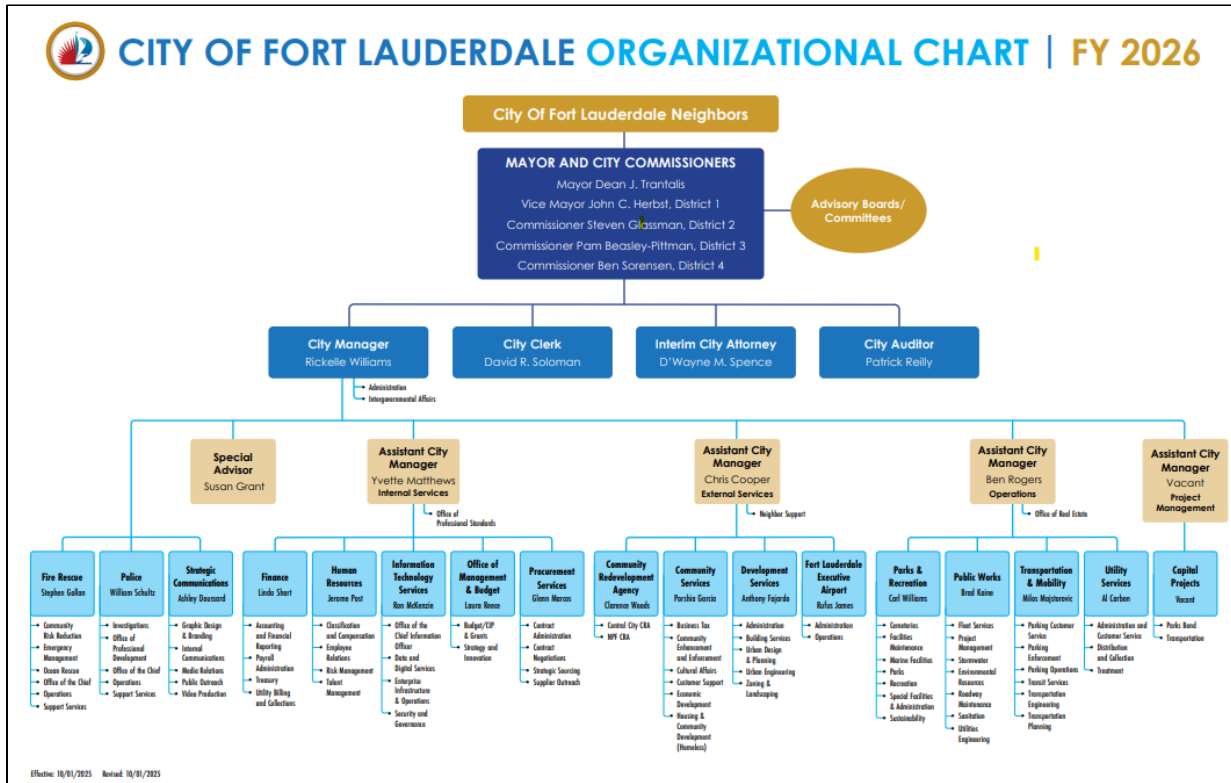


Figure 3: Focused Organizational Chart of Department Administering CDBG-DR Funding



## Appendix B: Single Audit Report

Please see the following link for an electronic version of our Single Audit Report: <https://www.fortlauderdale.gov/government/departments-a-h/finance/financial-information-reports>. The schedule of findings information begins on page 12 of the single audit.

## Appendix C: Annual Comprehensive Financial Report (ACFR)

Please see the following link for an electronic version of the Annual Comprehensive Financial Report (ACFR): <https://www.fortlauderdale.gov/government/departments-a-h/finance/financial-information-reports>.



## Appendix E: Fort Lauderdale Procurement Manual

Please see the City's Procurement Manual, available at:  
<https://www.fortlauderdale.gov/government/departments-i-z/procurement-services>.

## Appendix F: Detailed Staffing Analysis

Roles and Responsibilities	Responsible Entity	Staff Names
<b>Grants Management</b>		<b>Rachel Williams, Olivette Carter, Tameka Mcgibbon, Danielle Murray</b>
Develop a detailed timeline and track progress towards reaching milestones.	IEM/City	Rachel Williams, Olivette Carter
Risk Management/Internal Controls: Manage and assess risk, including evaluating risk of proposed program changes; own the risk register; approve mitigation plans; ensure segregation of duties.	City	Matthew Cobb
Risk Management/Internal Controls: Identify risks, propose mitigations, implement control activities, and maintain evidence.	IEM	
Coordinate ongoing communication with agency, political leadership, and partners; review external outreach efforts.	City	Rachel Williams, Olivette Carter
Complaints, Appeals, Fraud, Waste, and Abuse: Approve policies; adjudicate escalated appeals, and refer suspected fraud to the IG/State.	City	Jerome Post
Complaints, Appeals, Fraud, Waste, and Abuse: Implement procedures for addressing; intake Complaints, Appeals, and Fraud/Waste/Abuse; log, track, and investigate; prepare case files and recommendations; address complaints and appeals	City	Jerome Post



Roles and Responsibilities	Responsible Entity	Staff Names
<b>Policy &amp; Planning</b>		<b>Aricka Johnson, Proshia Garcia, Rachel Williams</b>
Adopt Program Structure: Set policy direction; approve program policies and procedures and any amendments, waivers, and exceptions.	City	Rachel Williams, Olivette Carter
Adopt Program Structure: Draft policies and procedures, perform policy analysis, update policy based on regulatory guidance, and maintain version control.	IEM	
Complete and make updates as needed to the unmet needs assessment and the Action Plan.	IEM	
Seek policy interpretations and draft waiver requests.	IEM	
Section 3: Write Section 3 Plan.	City	Jonathan Rogers, Matthew Cobb
Language Access Plan: Review and update the Action Plan.	City	Rachel Williams, Olivette Carter
Develop and implement procedures to avoid duplication of benefits.	IEM	
Serve as CDBG-DR regulatory expert to all staff.	IEM	
<b>Financial Management</b>		<b>Sandia Barrett-Lee, Melkeya Horne, Danielle Murray</b>
Grant Budgeting, Cost Categories, and Obligations: Approve budget and amendments, and adopt cost allocation plan and policy.	City	Sandria Barrett-Lee, Melkeya Horne, Rachel Williams, Olivette Carter
Grant Budgeting, Cost Categories, and Obligations: Prepare budget scenarios, map activities to cost categories, and track budgets and variances.	IEM	
Create tracking systems and evaluate expenditure rates.	City	Sandria Barrett-Lee, Melkeya Horne, Rachel Williams, Olivette Carter



<b>Roles and Responsibilities</b>	<b>Responsible Entity</b>	<b>Staff Names</b>
Provide guidance/technical assistance/subject matter expertise on tracking and categorizing costs.	IEM	
Develop financial policies and procedures.	City	Sandria Barrett-Lee, Melkeya Horne, Rachel Williams, Olivette Carter
Set up and manage DRGR, including expenditures and receipts.	City	Deneice Graham, Jonathan Rogers
Draw and Cash Management (DRGR): Approve draw packages, certify in DRGR, ensure separation of preparer and approver.	City	Sandria Barrett-Lee, Melkeya Horne, Rachel Williams, Olivette Carter
Draw and Cash Management (DRGR): Assemble supporting documents, reconcile to ERP, and prepare QPR-ready reports.	IEM	
Payment Processing: Approve payments; verify compliance checklist; issue Form 1099/1099-G as required.	City	Sandria Barrett-Lee, Melkeya Horne, Rachel Williams, Olivette Carter
Payment Processing: Compile payment packets; perform quality checks; submit for processing..	IEM	
Program Income Tracking and Reuse: Approve Program Income policies and reuse plan; report in DRGR.	City	Sandria Barrett-Lee, Melkeya Horne, Rachel Williams, Olivette Carter
Program Income Tracking and Reuse: Identify Program Income sources; track and document; propose reuse plans..	IEM	
Ensure annual audits are conducted and filed.	City	Sandria Barrett-Lee, Melkeya Horne, Rachel Williams, Olivette Carter
Respond to HUD financial monitoring and audit findings.	City	Sandria Barrett-Lee, Melkeya Horne, Rachel Williams, Olivette Carter
<b>Procurement and Contract Management</b>		<b>Glenn Marcos</b>
Procurement Planning: Adopt procurement policy, and approve solicitations and contract awards.	City	Yesenia Pascual
Procurement Planning: Draft procurement policy; draft scopes/independent cost estimates; prepare	IEM	



<b>Roles and Responsibilities</b>	<b>Responsible Entity</b>	<b>Staff Names</b>
RFP/ITB; perform evaluation support; perform debarment/SAM/conflict of interest checks.		
Contract Administration and Change Management: Execute contracts, and approve change orders and claims.	City	Lynn Solomon, Olivette Carter, Rachel Williams, Jonathan Rogers
Contract Administration and Change Management: Monitor deliverables, maintain contract files, and perform price/cost analysis for modifications.	IEM	
Davis-Bacon and Labor Standards: Adopt and ensure provisions for wage decision in bid documents, contracts, and subcontracts.	City	Jonathan Rogers, Lynn Solomon
Davis-Bacon and Labor Standards: Monitor wage determinations in bid documents, contracts, and subcontracts.	IEM and City	Deneice Graham, Jonathna Rogers
Maintain a contract registry, and review contractor agreements and practices to ensure compliance with all federal rules and requirements.	City	Yesenia Pascual
Prepare contracts with contractors and agreements with subrecipients.	City	Lynn Solomon
Verify bonds/insurance.	City	Yesenia Pascual, Linda Short, Akilah Grant
Draft necessary partner agreements.	City	Lynn Solomon
Complete HUD-required contracts reporting.	City	Rachel Williams, Olivette Carter
<b>Data Systems and Reporting</b>		<b>Berry Moise</b>
System of record selection and integration: Approve system architecture, and enforce security standards, single sign-on/multi-factor authentication, and access recertification.	City	Rachel Williams, Olivette Carter
System of record selection and integration: Configure workflows, data dictionaries, and user stories; conduct user acceptance testing and training.	City	Jennifer Peters
DOB Checks (FEMA/SBA/insurance): Data sharing agreements; approve matching rules and exception handling.	City	Rachel Williams, Olivette Carter, Berry Moise



Roles and Responsibilities	Responsible Entity	Staff Names
DOB Checks (FEMA/SBA/insurance): Secure ingestion; deduplicate; match; calculate; maintain audit trail.	City	Danielle Sterling
GIS: geocoding; parcel joins; LMISD/floodplain overlays; public dashboards; approve publication standards; accessibility; branding.	City	Rachel Williams, Olivette Carter, Berry Moise, Lucia Hogan
GIS: geocoding; parcel joins; LMISD/floodplain overlays; public dashboards; build maps/portals; Section 50-ready embeds; inspector routing.	City	Mark Hagerty, Jennifer Peter, Rollin Maycumber
Records Retention, FOIA/state public records: Adopt retention schedule; legal holds; final disposition	City	David Soloman, Casandra Brown, Berry Moise
Records Retention, FOIA/state public records: Metadata, naming conventions; export packages; redactions	City	Casandra Brown, Danielle Sterling
Develop reporting functions that track status of the program and collect information necessary for HUD reporting including Quarterly Performance Reports	IEM	
Create and maintain the CDBG-DR website	City	Rachel Williams, Olivette Carter, Danielle Sterling, Berry Moise
Monitor system functions	City	Berry Moise
Oversee DRGR and IT system interfaces	City	Deneice Graham, Danielle Sterling
Distribute periodic status reports based on information in the IT system	IEM	
Quarterly Performance Reports (QPR) data and narratives: Approve narratives; certify submissions	City	Deneice Graham, Danielle Sterling
Quarterly Performance Reports (QPR) data and narratives: Aggregate data; draft narratives; coordinate with program leads	IEM	Olivette Carter, Deneice Graham
<b>Training</b>		<b>Rachel Williams, Olivette Carter</b>
Training/Change Management: Approve training curricula; mandate training; track completion	City	Rachel Williams, Olivette Carter, Porshia Garcia



<b>Roles and Responsibilities</b>	<b>Responsible Entity</b>	<b>Staff Names</b>
Training/Change Management: Create curricula and update training and technical assistance plans	IEM	
Training/Change Management: Deliver training and refresher sessions	IEM	
Training/Change Management: Create job aids for various functions and program staff	IEM	
<b>Compliance and Monitoring</b>		<b>Rachel Williams, Olivette Carter, Matthew Cobb, Porshia Garcia</b>
Develop compliance and monitoring policies and procedures	City/IEM	
Subrecipient Oversight: Approve monitoring plan and criteria; approve Corrective Action Plans	City	Rachel Williams, Olivette Carter
Subrecipient Oversight: Draft monitoring plan; perform desk/onsite reviews; issue CAPs and follow-ups	IEM	
Davis-Bacon and Labor Standards Review: Approve enforcement actions; coordinate with HUD/State; maintain records	City	Jonathan Rogers, Danielle Sterling
Davis-Bacon and Labor Standards: Monitor wage determinations; certified payroll reviews; interviews; restitution tracking	IEM	
Section 3: Adopt Section 3 Plan; approve goals; certify reports	City	Jonathan Rogers, Danielle Sterling
Section 3: Contractor outreach; worker/business certifications; data collection	IEM	
Fair Housing/AFFH, LEP, ADA/504 compliance: Adopt policies; approve language access plan; certify reports.	City	Matthew Cobb
Fair Housing/AFFH, LEP, ADA/504 compliance: Outreach; translation; accommodation tracking; fair housing referrals	IEM	
Risk-based Monitoring of Subrecipients/Contractors: Approve plan; lead or co-lead high-risk reviews; issue enforcement actions	City	Rachel Williams, Olivette Carter



<b>Roles and Responsibilities</b>	<b>Responsible Entity</b>	<b>Staff Names</b>
Risk-based Monitoring of Subrecipients/Contractors: Perform sampling; test controls; compile findings; track CAPs; quality assurance reviews	IEM	
Audits (Single Audit, HUD/OIG/State audit support): Own responses; approve CAPs; official correspondence	City	Sandria Barrett-Lee, Melkeya Horne, Rachel Williams, Olivette Carter
Audits (Single Audit, HUD/OIG/State audit support): Prepare binders; evidence pulls; walkthroughs; draft responses	IEM	
Environmental Reviews: Part 58 reviews and Section 106; Responsible Entity signs FONSI/ROFAs; consults with SHPO/Tribes as needed	City	Rachel Williams, Olivette Carter
Environmental Reviews: Part 58 reviews and Section 106; prepare ERRs; environmental determinations; public notices; comment logs	IEM	IEM, Rachel Williams, Porshia Garcia
URA- Acquisition/Buyout/Relocation compliance: Approve program design; sign GINs/Notices; approve offers/appeals	City	Rachel Williams, Olivette Carter
URA- Acquisition/Buyout/Relocation compliance: Prepare notices; advisory services; benefits calculations; claims processing	IEM/ City	Olivette Carter, Rachel Williams
Review all subrecipient and contract agreements and tools	City	Lynn Solomon
Review the required annual financial audits	City	Sandria Barrett-Lee, Melkeya Horne
Prepare for external monitoring	City/IEM	Sandria Barrett-Lee, Melkeya Horne, Rachel Williams, Olivette Carter
Investigate allegations of potential fraud	City/IEM	Rachel Williams, Olivette Carter, Matthew Cobb
Develop the closeout CDBG-DR process for the program	IEM	
Respond to HUD monitoring and audit concerns	City	Rachel Williams, Olivette Carter
Affordability/recapture monitoring, post-closeout	City	Rachel Williams, Olivette Carter



<b>Roles and Responsibilities</b>	<b>Responsible Entity</b>	<b>Staff Names</b>
<b>Human Resources</b>		
		<b>Jerome Post</b>
Draft job descriptions for all new positions.	City	Jody Blake, Rachel Williams, Olivette Carter
Recruit and interview staff for the program.	City	Jody Blake, Rachel Williams, Olivette Carter
Conduct ongoing hiring and orientation sessions.	City	Jody Blake, Rachel Williams, Olivette Carter
Oversee the performance review process.	City	
Ensure compliance with applicable labor laws, Section 3, and conflict of interest disclosure requirements.	City	Jonathan Rogers, Rachel Williams, Olivette Carter, Matthew Cobb, Lynn Solomon
<b>Communications and Outreach</b>		
		<b>Ashley Doussard</b>
Develop a detailed communications plan.	City/IEM	Ashley Doussard
Develop a public engagement approach.	City/IEM	Ashley Doussard
Advertise the availability of the Action Plan and solicit feedback.	City/IEM	Ashley Doussard
Develop and maintain content for the public-facing website, including summarizing recovery program status.	City	Ashley Doussard, Rachel Williams, Olivette Carter
Develop a Language Access Plan.	City	Ashley Doussard, Matthew Cobb, Rachel Williams, Olivette Carter
Facilitate citizen outreach and engagement.	IEM	
Serve as the point of contact for all media inquiries about the program.	City	Ashley Doussard, Rachel Williams, Olivette Carter
Serve as the grantee's primary point of contact for the receipt of Freedom of Information Act requests for materials.	City	David Soloman, Casandra Brown
<b>Program Operations: Individual Housing Programs</b>		
		<b>Porshia Garcia</b>
Intake and Eligibility: Approve eligibility policy and thresholds; adjudicate exceptions.	City	Rachel Williams, Olivette Carter



Roles and Responsibilities	Responsible Entity	Staff Names
Intake and Eligibility: Develop eligibility policy and thresholds; prepare exceptions.	IEM	
Intake and Eligibility: Operate intake; income/ownership verification; DOB review and subrogation agreements; NFIP compliance; environmental review; prepare approval package; notifications and communications.	IEM	
Scope and Construction: Approve scope of work (SOW) building standards; approve contractor pools.	City	Rachel Williams, Olivette Carter, Brad Kaine
Scope and Construction: Conduct damage assessments; develop scopes, estimates/cost reasonableness; assess feasibility; manage change orders; conduct progress and final inspections.	IEM	
Scope and Construction: Execute written SOWs, award/escrow agreements, lien/recapture documents, and release conditions with each beneficiary.	IEM/ City	Rachel and IEM
Labor and Section 3: Policy approval; enforcement.	City	Jonathan Rogers
Labor and Section 3: Collect certified payrolls; interviews; worker/business tracking.	IEM	
Reimbursement: Approve policies; sign approvals; make reimbursement payments.	City	Rachel Williams, Olivette Carter
Reimbursement: Document review; cost reasonableness; DOB review; payment packets.	IEM	
Acquisition & Relocation - Define process, priorities, offers, and redevelopment rules: Approve policy; model offers; outreach; conduct environmental screens; monitor acquisition and relocation.	City	Olivette Carter
Acquisition & Relocation - Define process, priorities, offers, and redevelopment rules: Draft policy; model offers; outreach; conduct environmental screens.	IEM	
Acquisition & Relocation - Casework: Advisory services, valuation/appraisal, title and closings: Coordinate appraisals; closing packets; relocation benefits.	IEM	



Roles and Responsibilities	Responsible Entity	Staff Names
Home Repair/Reimbursement: Develop detailed written flowcharts, processes, and application forms for implementing the program.	IEM	
Procure construction contractors and ensure that construction projects are carried out in accordance with Davis-Bacon and Section 3 rules and requirements, as applicable.	City	Yesenia Pascual
Monitoring construction contractors and ensure that construction projects are carried out in accordance with all policies and requirements, as applicable.	IEM	
Retention of case file information and documents in the system of record.	IEM	
Submit information for Quarterly Progress Reports.	IEM	
DRGR draw preparation/supporting documents.	City	Melkeya Horne, Deneice Graham
<b>Program Operations: Affordable Housing Program</b>		
Develop detailed written flowcharts, processes, and application forms for implementing the program.	IEM	
Manage and implement program activities according to agreed-upon procedures.	IEM	
Project Selection- NOFA/RFP design: Approve scoring, thresholds, and awards.	City	Rachel Williams , Olivette Carter
Project Selection- NOFA/RFP design: Draft NOFA; pre-application; underwriting screens; environmental triggers.	IEM	
Project Financing- Financial feasibility, gap analysis, cost reasonableness: Approve terms; issue award letters.	City	Rachel Williams , Olivette Carter
Project Financing- Financial feasibility, gap analysis, cost reasonableness: Model pro-formas; review sources/uses; subsidy layering; cross-funding alignment.	IEM	
Development Agreement- draft and execute loan/grant agreement, covenants, affordability	City	Rachel Williams , Olivette Carter



<b>Roles and Responsibilities</b>	<b>Responsible Entity</b>	<b>Staff Names</b>
period: Negotiate and execute agreements; record covenants.		
Development Agreement- draft and execute loan/grant agreement, covenants, affordability period: Provide term sheets; template agreements; track closing checklists.	IEM	
Construction Oversight- Davis-Bacon, Section 3, inspections, draw approvals: Approve draws; ensure compliance.	City	Rachel Williams , Olivette Carter
Construction Oversight- Davis-Bacon, Section 3, inspections, draw approvals: Review pay apps; certified payrolls; field inspections; change orders.	IEM	
Lease-up Compliance: income certifications; affordability monitoring: Approve monitoring schedules; enforce findings.	City	Rachel Williams , Olivette Carter
Lease-up Compliance: income certifications; affordability monitoring: Sample tenant files; verify income/rent limits; annual reports.	IEM	
Acquisition & Relocation - Define process, priorities, offers, and redevelopment rules: Approve policy; model offers; outreach; conduct environment screens; monitor acquisition and relocation.	City	Rachel Williams , Olivette Carter
Acquisition & Relocation - Define process, priorities, offers, and redevelopment rules: Draft policy; model offers; outreach; conduct environment screens.	IEM	
Acquisition & Relocation - Casework: Advisory services, valuation/appraisal, title and closings: Coordinate appraisals; closing packets; relocation benefits.	IEM	
Complete environmental reviews.	IEM	
Submit information for Quarterly Progress Reports.	IEM	
Create and maintain a system for all documents and information related to the program.	IEM	
TOTAL		



Roles and Responsibilities	Responsible Entity	Staff Names
<b>Program Operations: Infrastructure</b>		
Develop detailed written flowcharts, processes, and application forms for implementing the program.	IEM	
Project Development- Prioritization, feasibility, and environmental: Approve capital improvement projects list; sign-off on environmental determinations.	City	Brad Kaine
Project Development- Prioritization, feasibility, and environmental: Develop scopes; cost estimates; environmental documents; schedule baselines.	IEM	
Community Public Facilities Program Project Selection- NOFA/RFP design: Approve scoring, thresholds, and project selection and awards.	City	Brad Kaine
Community Public Facilities Program Project Selection- NOFA/RFP design: Draft NOFA; pre-application; capacity screens; environmental triggers; provide recommendations.	IEM	
Community Public Facilities Program Agreement-draft and execute subrecipient grant agreement, affordability/compliance period: Negotiate and execute agreements.	City	Brad Kaine
Acquisition & Relocation - Adopt process, priorities, offers, and redevelopment rules: Approve policy; model offers; outreach; conduct environment screens; monitor acquisition and relocation.	City	Olivette Carter
Acquisition & Relocation - Define process, priorities, offers, and redevelopment rules: Draft policy; model offers; outreach; conduct environment screens.	IEM	
Relocation Casework- advisory services, valuation/appraisal, title and closings: Coordinate appraisals; closing packets; relocation benefits.	IEM	
Construction- Procurement, construction management, QA Testing, pay apps: Award contracts; approve change orders and pay apps.	City	Brad Kaine
Construction- Procurement, construction management, QA Testing, pay apps: Bid support;	IEM	



<b>Roles and Responsibilities</b>	<b>Responsible Entity</b>	<b>Staff Names</b>
construction oversight; materials testing; Davis-Bacon/Section 3 tracking.		
Develop and execute infrastructure agreements/MOUs/contracts.	City	Lynn Solomon
Submit information for Quarterly Progress Reports.	IEM	
Create and maintain a system for all documents and information related to the program.	IEM	
TOTAL		
<b>Program Operations: Economic Revitalization</b>		
Program Design- Grant/forgivable loan policy, eligible uses, underwriting criteria: Adopt policy; approve awards above thresholds.	City	Rachel Williams , Olivette Carter, Daphnee Sainvil
Program Design- Grant/forgivable loan policy, eligible uses, underwriting criteria: Intake; underwriting; verify documents; recommend awards.	IEM	
Compliance: Job creation/retention tracking; national objective compliance: Approve monitoring plan; enforce claw backs, if needed.	City	Rachel Williams , Olivette Carter
Compliance: Job creation/retention tracking; national objective compliance: Collect evidence; site visits; job counts; income certifications.	IEM	
TA and Reimbursement: Approve reimbursements; execute agreements.	City	Rachel Williams , Olivette Carter
TA and Reimbursement: Document eligibility; cost reasonableness; payment packages.	IEM	
Develop detailed written flowcharts, processes, and application forms for implementing the program.	IEM	
Develop and execute contracts.	City	Lynn Solomon, Porshia Garcia
Review all businesses for eligibility.	IEM	
Submit information for Quarterly Progress Reports.	IEM	
Create and maintain a system for all documents and information related to the program.	IEM	



Roles and Responsibilities	Responsible Entity	Staff Names
<b>Program Operations: Public Service</b>		
Program Setup - Define eligible services, providers, outcomes, and subrecipient agreements: Approve scopes and outcomes; execute subrecipient agreements.	City	Rachel Williams , Olivette Carter
Program Setup- Define eligible services, providers, outcomes, and subrecipient agreements: Draft scopes; performance measures; intake forms; training for providers.	IEM	
Public Services Programs Project Selection- NOFA/RFP design: Approve scoring, thresholds, and project selection and awards.	City	Rachel Williams , Olivette Carter
Public Services Programs Project Selection- NOFA/RFP design: Draft NOFA; pre-application; capacity screens; provide recommendations.	IEM	
Operations: Monitor providers; approve invoices and outcomes.	City	Rachel Williams , Olivette Carter
Operations: Develop tools; train on data entry; review documentation for reimbursement.	IEM	
Develop detailed written flowcharts, processes, and application forms for implementing the program.	IEM	
Develop and execute subrecipient agreements.	City	Lynn Solomon
Submit information for Quarterly Progress Reports.	IEM	
Create and maintain a system for all documents and information related to the program.	IEM	