State of New Mexico Fire and Flood Recovery

Community Development Block Grant – Disaster Recovery Program Guide

New Mexico Department of
Homeland Security and Emergency Management

Updated as of June 16, 2025

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Program Changes and Updates

Action	Affected Section	Date
Version 1 - Approval	Entire document	

1.0 Introduction

The State of New Mexico, through its Department of Homeland Security and Emergency Management (DHSEM), is the recipient of $4,131,000 in Community Development Block Grant for Disaster Recovery (CDBG-DR) funds to support long-term recovery following the 2022 Hermit's Peak/Calf Canyon wildfires and subsequent flooding (DR-4652-NM New Mexico Wildfires Flooding, Mudflows and Straight-line Winds).

To translate that award into direct, on-the-ground assistance, DHSEM is launching a Building Resiliency Center (BRC) in Las Vegas, New Mexico, which is located in the U.S. Department of Housing and Urban Development (HUD) identified Most Impacted and Distressed (MID) area of San Miguel County. The BRC will serve as a one-stop resource for homeowners and renters in San Miguel and Mora Counties, providing permitting support, contractor vetting, case management, and resilient-rebuild guidance.

2.0 Program Guide

2.1 Purpose of this Guide

The purpose of this guide is to provide a clear, consistent operational framework for the Building Resiliency Center (BRC) serving San Miguel and Mora Counties. As the first recovery-focused center of its kind in New Mexico, the BRC plays a critical role in connecting disaster-impacted residents with the technical, regulatory, and financial resources needed to rebuild safer, stronger, and more sustainably.

This guide is intended to:

- Define the scope of BRC services and who is eligible to receive them;
- Standardize day-to-day procedures for client intake, service delivery, documentation, and referrals;
- Ensure compliance with CDBG-DR regulations, including duplication of benefits (DOB), national objectives, and program tie-back to the disaster;
- Facilitate interagency coordination between state, local, federal, and nonprofit partners providing services within or alongside the BRC;
- Support staff training by documenting operational expectations and providing ready-to-use checklists, tools, and workflows.

By following the processes outlined in this guide, BRC staff and partners can work together to provide high-quality, equitable, and compliant support to the residents most affected by DR-4652-NM.

2.2 Program Guide Audience

This Program Guide is intended for a broad range of stakeholders involved in the successful delivery of services at the New Mexico Building Resiliency Center (BRC). It serves as both a training tool and a day-to-day reference manual for:

- *BRC Staff and Supervisors* - Individuals responsible for intake, case management, permitting support, resource navigation, and general operations. This guide outlines workflows, documentation standards, client service expectations, and coordination protocols.
- *Local Planning & Zoning Departments* - Staff in Mora and San Miguel Counties—along with relevant city or tribal jurisdictions—who will coordinate with the BRC to support homeowners and contractors in navigating local permitting processes, understanding planning and zoning requirements, and preparing code-compliant rebuild applications. All reviews, approvals, and enforcement actions will remain the responsibility of the applicable city, county, or tribal authority.
- *State and Federal Partners* - Agencies such as DHSEM, the New Mexico Regulation and Licensing Department (RLD), Federal Emergency Management Agency (FEMA), U. S. Department of Agriculture (USDA), Small Business Administration (SBA), and others who may deliver co-located services, accept referrals, or support clients through aligned recovery programs. This guide helps external partners understand how and when their support is integrated into the BRC process.
- *Nonprofit & Community Partners* - Organizations assisting with housing, legal aid, mental health, or recovery case management. These partners may refer clients to the BRC or receive referrals from it, and this guide ensures they are informed about the scope and structure of BRC operations.
- *Licensed Contractors and Technical Service Providers* - Builders, engineers, and mitigation professionals who interface with clients seeking vetted, code-compliant services. This guide outlines what clients are being told to look for and what documentation is expected for permit readiness.

Each group may use the guide differently, but all share a common goal: delivering coordinated, transparent, and effective disaster recovery services to New Mexicans impacted by DR-4652-NM.

2.3 Program Overview

The Building Resiliency Center (BRC) is a disaster recovery support hub established through the State of New Mexico's Community Development Block Grant – Disaster Recovery (CDBG-DR) grant for DR-4652-NM. Its mission is to provide direct, accessible, and coordinated services to individuals and families whose homes were damaged or destroyed by the Hermit's Peak/Calf Canyon Fire and the resulting floods in San Miguel and Mora Counties.

Funded by the U.S. Department of Housing and Urban Development (HUD) through the CDBG-DR program, the BRC is designed to remove barriers to rebuilding by offering a centralized, community-based location where residents can receive personalized guidance, technical assistance, and support navigating complex processes such as permitting, contractor vetting, funding applications, and resilient design.

The BRC also acts as a coordination point for state, local, and federal partners involved in long-term recovery. By housing multiple services under one roof, the BRC reduces the burden on disaster survivors to navigate siloed systems, especially in rural and under-resourced communities.

Table 1: Program Structure and Focus Areas

Disaster Tie-Back	All services delivered through the BRC must address an unmet need that stems from the specific disaster event (DR-4652-NM). Clients must provide documentation (such as FEMA registrations, damage photos, or insurance denials) to establish eligibility.
National Objective Compliance	Per HUD regulations, the BRC must ensure that at least 70% of program funds benefit low- and moderate-income (LMI) individuals or households. San Miguel and Mora Counties have LMI rates of over 50%, qualifying the program to use an area benefit approach.
Equitable Access	Services must be delivered in a way that is accessible to non-English speakers, persons with disabilities, undocumented residents, and other vulnerable groups. Bilingual and ADA-compliant service delivery is a core expectation.
Resilience and Code Compliance	The BRC does more than help people rebuild—it helps them rebuild better. Clients are encouraged and supported to incorporate wildfire and flood mitigation into every aspect of their rebuild plan. This includes guidance on fire-resistant materials, defensible space, elevation in flood zones, and site planning strategies that comply with modern safety codes.
Interagency Coordination	The BRC is designed to work in tandem with other recovery programs, including FEMA, the Hermit's Peak/Calf Canyon Fire Assistance Act, USDA Rural Housing programs, SBA disaster loans, and local permitting agencies. Its role is not to duplicate those services but to connect residents with them and help them navigate the process more efficiently.

2.4 Program Objectives

The Building Resiliency Center (BRC) was created to serve as a high-impact, community-based solution for long-term disaster recovery. Its objectives are rooted in HUD CDBG-DR program requirements and tailored to address the unique challenges faced by wildfire- and flood-impacted communities in New Mexico.

Key Program Objectives:

1. *Accelerate Rebuilding Timelines* - Support residents in navigating required planning approvals and state-issued construction permits. By coordinating with

local Planning and Zoning departments for site and land use approvals, and with CID/RLD for construction permitting, the BRC helps reduce bureaucratic hurdles and streamline the overall rebuilding process.

2. *Integrate Resilience into Every Rebuild* - Ensure that homes are not just rebuilt but rebuilt better. The BRC educates residents and builders on strategies for mitigating future wildfire and flood risks, including defensible space, elevation above base flood elevation, fire-resistant construction materials, and adherence to updated codes.
3. *Bridge Financial Gaps* - Assist residents in identifying and accessing multiple sources of recovery funding—such as FEMA Individual Assistance, SBA loans, HPCC Fire Assistance, USDA Rural Housing, and insurance—to fully finance their rebuild or repair. The BRC serves as a navigator, helping clients combine these sources while avoiding duplication of benefits.
4. *Target Support to the Most Vulnerable* - Ensure that at least 70% of all CDBG-DR funding serves low- and moderate-income (LMI) individuals and families, as required by HUD. The BRC will proactively prioritize outreach and tailored support to renters, elderly homeowners, individuals with disabilities, and those with limited English proficiency.
5. *Reduce Administrative Burden on Local Jurisdictions* - Augment capacity by assisting residents with permit readiness, documentation preparation, and coordination with relevant authorities, including CID/RLD and local utility departments (e.g., septic, wells). This allows permitting and inspection agencies to focus on enforcement and oversight, while BRC staff provide front-end support to help residents navigate the correct permitting pathways.
6. *Enhance Transparency and Program Integrity* - Maintain strong compliance with federal rules related to duplication of benefits, procurement, and eligibility through consistent documentation, standardized checklists, and regular coordination with DHSEM and other state/federal entities.

2.5 BRC Services Snapshot

The Building Resiliency Center operates as a one-stop hub where disaster-impacted residents can receive both technical and personalized support. The service areas in ***Table 2*** below represent the core functions of the BRC:

Table 2: New Mexico BRC Service Snapshot

Service Area	Description
Case Management & Resource Referrals	In partnership with DHSEM's Disaster Case Management Program, clients are assigned case managers who provide holistic recovery support, including referrals to mental health, legal aid, housing, and workforce programs.

Service Area	Description
Planning & Zoning Support	Staff assist with parcel lookups, zoning requirements, permitting checklists, application readiness, and routing to appropriate authorities. Clients are supported in preparing complete and code-compliant packets.
Resilient Rebuilding Station	Clients receive non-regulatory guidance on best practices for fire- and flood-resilient construction. Educational materials include defensible space planning, prioritizing Wildland Urban Interface (WUI) strategies as recommended by FEMA/NFPA, and prioritizing IBHS Wildfire Prepared Home™ concepts as they facilitate access to insurance under the New Mexico Fair Access to Insurance Requirements (FAIR) Plan. Clients will also receive general information about foundation design for flood-prone zones, with a focus on elevating homes where required, and optimizing site layout for resilience. All permitting and code compliance questions are referred to CID/RLD.
Financial Navigation	Support includes help with FEMA, SBA, HPCC, USDA, and insurance-related applications. Staff screen for eligibility, assist with paperwork, and connect clients with funding programs that complement—but do not duplicate—CDBG-DR.
Contractor Vetting & Bid Review	BRC staff assist clients in identifying licensed and approved contractors using RLD, NCNMEDD, and DCM databases. Staff also review construction bids for reasonableness and alignment with the scope of work.
Mapping & Technical Resource Access	Residents and builders can access floodplain maps, WUI boundaries, and zoning overlays through ArcGIS and other tools. BRC staff are trained to assist clients in locating their parcel and identifying potential overlays that may impact permitting. Staff do not interpret building codes but help clients understand the importance of code compliance and refer all technical questions to CID/RLD or licensed professionals. This early-stage guidance improves permit readiness and reduces avoidable delays.
Community Workshops & Education	The BRC may host events to educate the public and contractors about safe rebuilding, permitting processes, financial resources, and ongoing risks. These sessions reinforce resilience through informed decision-making. All sessions are designed with clear referral protocols in place, ensuring questions that fall outside BRC expertise—such as those related to building codes, water rights, or specific agency permitting—are redirected to the appropriate authorities (e.g., CID/RLD, OSE, NMED). Staff will be trained to guide participants to the correct resources without offering technical interpretations.
Section 3 Workforce Job Matching	Connects income-eligible residents with job opportunities created through disaster recovery projects and helps contractors meet HUD Section 3 hiring goals.
Program Management & Oversight	Ensures consistent, compliant service delivery through staff coordination, data quality monitoring, and federal reporting.

Each of these services is grounded in HUD program goals but customized to meet the real-world challenges faced by residents in the disaster-affected counties.

3.0 New Mexico BRC Service Delivery

The Service Delivery Checklists included in this guide are designed to ensure that clients of the Building Resiliency Center (BRC) receive consistent, high-quality support across all key service areas. These checklists outline the core services available at the BRC and define the essential actions staff must take to deliver each service effectively.

Rather than prescribing rigid procedures, each checklist provides a flexible, client-centered framework that emphasizes clarity, equity, and completeness. The goal is to help staff understand what must be offered—and what must be done—to ensure that every resident receives the full benefit of the service they seek, whether it's assistance navigating permits, understanding mitigation options, or accessing financial or contractor guidance.

By following these checklists, staff contribute to a more transparent, accountable, and supportive recovery environment. They also create continuity of care for clients who may interact with multiple team members or return for services at different points in their rebuilding journey.

The following pages outline each service area and the corresponding delivery standards that guide how we serve our community.

3.1 Case Management & Resource Referrals

Each client's path to recovery is unique, and the Case Management and Referrals service ensures they receive tailored support throughout the process. Case managers assess needs, track progress, and connect clients to appropriate services—from permitting and funding to housing, transportation, and mental health supports. This one-on-one guidance builds trust, reduces stress, and helps residents navigate what can be a complex recovery landscape. Through active listening, personalized planning, and hands-on navigation, case managers are the connective tissue of the BRC model.

Table 7: Case Management & Referrals Services Provided

Eligibility Screening & Intake
Service Provided: *Identify what support a client qualifies for and capture key information.* • Must complete initial intake form and document basic household details. • Must screen for program eligibility based on need, income, location, and impact.
Comprehensive Rebuild Planning
Service Provided: *Help clients map out the full range of resources and steps needed to rebuild.* • Must walk through permits, contractors, funding, and timeline expectations. • Must track the client's progress and provide ongoing navigation.

Resource Matching & Referrals
Service Provided: *Connect clients to other programs or support services.* • Must refer to housing, behavioral health, transportation, legal aid, or workforce programs as needed. • Must confirm referrals are appropriate and follow up on outcomes.
Client Advocacy & Case Notes
Service Provided: *Serve as a consistent point of contact for the client throughout recovery.* • Must keep updated case notes, milestones, and communication logs. • Must support the client in resolving roadblocks with other agencies or services.

To ensure every resident receives timely, personalized support, the BRC uses a structured intake and referral workflow. The following checklist outlines the steps for welcoming clients, documenting eligibility, and connecting them with appropriate internal services or external partners.

While all BRC staff are expected to have a working knowledge of each service area and provide basic support when needed, each process is anchored by designated core staff with primary responsibility for delivering that service consistently and in alignment with program goals. Lead roles in support of the following services are the BRC Senior Recovery Services Coordinator and BRC Case Managers. Client Intake should fall to any staff member with opportunity if the above staff members are not available.

3.1.1 Client Intake & Case Management

Purpose: To ensure a standardized and welcoming intake experience that gathers necessary information, confirms eligibility, and connects the client with the appropriate support.

Pre-Intake Preparation

- Confirm bilingual staff availability (or interpreter services if needed)
- Ensure ADA-accessible intake area is ready
- Confirm working status of digital intake system or paper forms
- Have printed intake forms and consent forms available in English and Spanish

Intake Procedure

- Greet the client and explain BRC services
- Provide intake form (digital or paper)
- Collect basic information:
  - Applicant/Contact full name and relationship
  - Physical and mailing address
  - Applicant contact information
  - Preferred language
  - Accessibility needs
- Collect disaster-specific information:

- Is the client a homeowner, renter, or landlord?
    - What property or housing damage occurred?
    - Are there ongoing risks that need mitigation?
    - Date of impact
    - FEMA registration number (if applicable)
    - Any prior assistance received (Homeowner's/Renter's/Flood Insurance, FEMA, HPCC, USDA, SBA, etc.)
- Review and sign consent/disclosure forms
- Conduct initial eligibility screen for BRC services
    - Is the property within eligible disaster-impacted areas?
    - Was the damage disaster-related?
    - Was the property damaged or destroyed?
    - Is the client pursuing rebuild, repair, or rental assistance?
    - Doe the client intend to occupy the property long-term after repair/rebuild?

Post-Intake

- Assign internal BRC client ID
- Log client into digital tracking system (e.g., case management database)
- Schedule follow-up appointment if needed
- Provide client with contact info for case manager or relevant staff
- Distribute welcome packet (if applicable) with resource guide

3.1.2 Client File Creation & Maintenance Checklist

Purpose: To ensure every client file—digital and/or paper—is complete, compliant, and easy to navigate for follow-up and reporting.

File Setup

- Create digital case file in client management system
- Use consistent file naming convention (e.g., LastName_FirstName_County)
- Store scanned versions of all intake and consent forms

Required Documents in File

- Intake form
- Signed consent and privacy notice
- Proof of ID (can be shared later in the process if client is apprehensive initially)
- Proof of address (can be shared later in the process if client is apprehensive initially)
- FEMA ROI
- FEMA application number and status (if applicable)
- Claims Office Consent to Share (if applicable)

- Damage documentation (photos, insurance reports), as if they have an NFIP policy as they may have ICC coverage
- Program eligibility status (yes/no and justification)
- Case manager assignments and contact log

Ongoing File Maintenance

- Log all interactions and updates in client file
- Upload scanned copies of bids, permits, and funding approvals
- Track referrals made and services received
- Archive inactive files appropriately with reason for closure

3.1.3 Bilingual and ADA-Compliant Service Checklist

Purpose: To ensure equitable and inclusive service access to all clients.

Language Access

- Are bilingual staff scheduled for all intake hours?
- Is signage in English and Spanish?
- Are all client forms and materials available in Spanish?
- Are interpreter services available and known to staff?

Accessibility

- Is the intake and waiting area ADA-accessible?
- Is printed material available in large font or alternate formats upon request?
- Is there a quiet/private area for intake if needed?
- Are staff trained to recognize and assist clients with cognitive or sensory disabilities?
- Are there tools/materials that meet the needs of clients (i.e., devices for the hearing impaired)?

3.1.4 Referral to Disaster Case Managers or Partners Checklist

Purpose: To ensure warm hand-offs and clear documentation when clients are referred for additional services.

Referral Process

- Identify client needs beyond BRC scope (e.g., temporary housing, counseling, legal aid)
- Confirm availability of Disaster Case Manager or partner agency
- Complete and document referral form
- Provide client with referral contact information and what to expect

- Log referral in client's digital file
- Follow up after referral to ensure contact was made

Partner Coordination

- Maintain updated contact list of partner orgs and programs
- Have MOUs or referral agreements on file (if applicable) **Note: Collection of a Release of Information at Intake will cover this, but every time a client referral is made, inform client that this is how their information will be shared.*
- Schedule regular check-ins with key partners for feedback

3.2 Planning & Zoning Support Services

Navigating land use regulations can be overwhelming for disaster-impacted residents, especially when rebuilding in areas with complex zoning overlays, setback requirements, or hazard designations. The BRC's Planning and Zoning Support service helps clients understand what is permissible on their property and how to comply with applicable codes. Whether a client is placing a temporary structure or developing a permanent home, BRC staff work in coordination with local jurisdictions to ensure accurate information, application readiness, and accessible permit pathways. This service aims to remove barriers, reduce confusion, and empower residents to move forward with safe and lawful rebuilding.

Table 3: Planning & Zoning Services Provided

Zoning & Land Use Guidance
Service Provided: *Help clients understand how zoning rules impact what they can build and where.* • Must verify the property's zoning classification and explain allowed uses. • Must clarify any restrictions related to lot size, structure type, and building placement. • Must provide zoning maps or summaries in plain language.
Permit Readiness Support
Service Provided: *Assist clients in understanding and preparing for required planning and zoning permits.* • Must identify required permits (e.g., building, septic, RV, grading). • Must provide or explain required forms, documentation, and submittal checklists. • Must review permit packets for completeness before submission or referral.
Overlay Zone Awareness (WUI/Floodplain)
Service Provided: *Explain how additional hazard overlays impact planning/zoning approvals.* • Must identify whether a property is in a WUI or flood zone and explain its implications. • Must ensure overlays are factored into site planning or permit design. • Must provide printed or digital hazard overlays.
Variance/Appeals Information
Service Provided: *Support clients in understanding and beginning the process for zoning variances or appeals.* • Must explain when variances or exceptions may be appropriate. • Must outline next steps and help prepare required narratives or maps. • Must coordinate referrals to local officials for final review.

Providing accurate and efficient permitting support requires close coordination with local jurisdictions and clear internal routines. The process checklist below ensures that planning and zoning assistance is delivered consistently—from pre-screening for application readiness to navigating environmental and code compliance.

Again, while all BRC staff are expected to maintain a working understanding of each service area and offer basic support when needed, specific processes are led by core staff with primary responsibility for ensuring consistent, compliant service delivery. For Planning and Zoning services, lead roles include the BRC Senior Recovery Planning and Zoning Coordinator, BRC Recovery Planning and Zoning Coordinator and, where mitigation funding is involved, the BRC Housing Program and Grant Implementation Specialist or BRC Senior Recovery Services Coordinator. Given the technical nature of these services, staff should provide support only within the bounds of their expertise and coordinate with lead staff for follow-up when more specialized guidance is required. Lead staff are responsible for identifying when questions fall outside BRC authority and promptly redirecting clients to the appropriate regulatory entity (e.g., CID, OSE, NMED). Clear protocols and referral resources are maintained to support this process.

3.2.1 Planning & Zoning Support

Purpose: To guide staff in delivering accurate, compliant planning and zoning support by verifying property eligibility, reviewing permit submissions, identifying hazard overlays (e.g., SFHA, WUI), and coordinating with local officials—while ensuring referrals are made for complex cases beyond staff expertise.

Permit Intake & Review Checklist

- Verify client address is in eligible disaster zone
- Confirm zoning classification of parcel
- Review submission packet for completeness:
  - Site plan
  - Construction plans
  - Survey and setback details
- Confirm application includes required pre-approved plan (if available)
- Check parcel against Special Flood Hazard Area (SFHA)
  - FEMA Flood Map Service Center | Welcome!
- Log permit request in BRC system
- Coordinate routing to jurisdictional Planning/Zoning department jurisdictional Planning/Zoning department
- Advise client that CID/RLD is the permitting authority for construction approvals and must receive all required documents following zoning sign-off

Coordination with Jurisdictional Officials Checklist

- Identify correct regulatory authority (e.g., county/city Planning & Zoning, CID, Environmental Health, utility providers)
- Provide education on the zoning review, site visit, or inspection process as applicable
- Share digital copies of documentation securely
- Log comments and required revisions in case file
- Notify client of outcome and next steps, including CID submission if applicable

Flood Risk & WUI Overlay Review Checklist

- Access Maps & Create Overlay
    - Retrieve current FEMA FIRMs and floodplain layers via the FEMA Flood Map Service Center.
    - Produce a firmette and attach it to the permit file.
    - If the parcel lies in a regulatory floodway, refer the client to the community Floodplain Administrator (FPA); rebuilding there typically requires a costly H&H study and a no-rise certificate.
    - Note that flood-zone regulations vary by zone and by each community's ordinance.
- Determine Elevation & Mitigation Requirements
    - Obtain the community's floodplain-specific permit application and ordinance.
    - Verify the community's adopted BFE source (FIRM, FIS, BLE, or "best available data").
    - Strongly recommend the client secure a licensed surveyor/architect/engineer to prepare an Elevation Certificate (EC); if the community provides a BFE, obtain it directly.
    - Confirm whether freeboard is required and identify the Final Protection Elevation (FPE).
    - Ascertain if the community tracks Substantial Damage/Substantial Improvement (SD/SI).
    - Check setback rules and "grandfathered" conditions that may limit rebuild options.
    - Ensure all utilities will be elevated above the BFE and flood vents installed where required.
    - Advise that all floodplain development—structures, grading, fill, storage—must be permitted.
    - For wells and septic systems, consult the local health department, and coordinate with the New Mexico Office of the State Engineer (OSE) and the New Mexico Environment Department (NMED), as applicable, to ensure floodplain and permitting compliance.
    - Review NFIP guidance for flood zone elevation requirements and refer to the Manufactured Housing Division (MHD) of RLD for all regulations, inspections, and permitting related to mobile/manufactured home installation, including anchoring and tie-downs.

    - Recommend a post-construction EC to verify final elevation.
- Identify Special Circumstance or Exceptions
    - If a proposal appears to conflict with floodplain regulations or construction codes, BRC staff will refer the client to the appropriate permitting office (e.g., CID, local floodplain administrator) for official guidance.
    - Staff will not assess the likelihood of approval and will instead direct the client to the responsible authority.
- Review Parcel in ArcGIS
    - Access community GIS layers (ideally the same dataset used by local officials).
    - Overlay:
        - **SFHA zones** – attach printout with parcel ID for verification.
        - **Zoning overlays** – confirm land-use compliance; refer uncertain cases to the permitting office.
        - **WUI boundary** – include report or map if available.
- Recordkeeping
    - Log findings and uploaded maps in the client file.
    - Note any follow-up actions, agency referrals, or additional data requests.

3.2.2 Pre-Application Screening for Permits

Purpose: To ensure clients are fully prepared to submit accurate and complete permit applications by reviewing property details, collecting required documentation, and identifying any gaps in advance—streamlining the permitting process and reducing delays.

Screening Appointment Checklist

- Schedule bilingual support (if needed)
- Review property ownership and documentation
- Identify whether the structure is a rebuild, new build, or repair
- Review client's disaster damage documentation
- Verify utility access, lot dimensions, setbacks, and access roads

Documentation Collection Checklist

- Copy of property deed or lease
- Photos of damage (pre- and post-disaster if available)
- FEMA or HPCC registration # and status
- Preliminary building sketches or plans
- Contact info for architect or designer (if any)

Application Readiness Checklist

- Confirm minimum requirements for permit submittal are met

- Identify gaps in packet and provide guidance
- Schedule follow-up if needed to support full submittal

3.2.3 Environmental Review TA Workflow

Purpose: To assist clients in navigating environmental review requirements tied to federally funded recovery projects by identifying review level, gathering necessary documentation, coordinating with relevant agencies, and ensuring proper recordkeeping to support permit approval and program compliance.

Initial Screening

- Determine project type and funding source
- Check exempt, categorically excluded, or full EA status
- Inform client of likely timeline and documentation needs

Documentation Collection

- Site map with project footprint
- Photographs of existing conditions
- Historical / cultural resource check (SHPO/THPO)
- Floodplain / wetlands determination

Agency Coordination

- Prepare referral letters or online submissions to federal, state, or tribal agencies
- Track response deadlines and follow-up dates

Determination & Recordkeeping

- File Finding of Exemption, CENST, CEST, or EA/FONSI documentation
- Upload signed forms and correspondence to client case file
- Notify client and permitting staff when clearance is complete

3.3 Resilient Rebuilding Services

The Resilient Rebuilding Station helps clients build back stronger by integrating fire- and flood-resistant strategies into the design and construction of their homes. From identifying appropriate materials and defensible space layouts to sharing voluntary IBHS Wildfire Prepared Home™ standards, New Mexico Fair Access to Insurance Requirements (FAIR) Plan processes, and interpreting FEMA floodplain requirements, this station helps ensure that every rebuild reflects applicable codes and that residents have received hazard mitigation guidance. Clients are supported in making informed decisions that protect life, property, and long-term investments. This service plays a critical role in creating safer communities and reducing future disaster impacts.

Table 4: Resilient Building Services Provided

Hazard Risk Explanation (WUI & Floodplain)
Service Provided: *Help clients understand whether their property is in a Wildland Urban Interface (WUI) or FEMA-designated flood zone and what that means for rebuilding.* • Must clearly explain how risk zones affect site planning and building code requirements. • Must provide updated maps or overlays and review them with the client in person. • Must document this hazard explanation in the case file for future reference.
Defensible Space Planning
Service Provided: *Educate clients on creating and maintaining defensible space around their homes to reduce wildfire risk.* • Must use visual aids and diagrams to show what defensible space looks like. • Must explain the importance of the 0–5 ft ignition zone and other buffer zones. • Must offer Firewise-aligned recommendations specific to the client's property layout.
Fire- and Flood-Resistant Material Guidance
Service Provided: *Recommend construction materials that increase a structure's resistance to wildfire and flooding.* • Must review any materials already selected by the client or contractor. • Must provide clear, approved alternatives when materials are non-compliant or substandard. • Must give clients access to printed or digital lists of recommended materials.
Elevation and Drainage Advising
Service Provided: *Help clients understand the value of building on elevated foundations or improving site drainage to reduce flood risk.* • Must review elevation needs using available topography or FEMA data. • Must recommend appropriate elevation strategies or drainage improvements. • Must refer to technical guides (e.g., FEMA or Corps of Engineers) when applicable.
Site Layout and Rebuild Design Support
Service Provided: *Offer input on structure siting, orientation, and spacing to support safety and code compliance.* • Must help clients identify potential siting conflicts (e.g., setbacks, slope, runoff). • Must advise on positioning that supports both access and defensible space. • Must flag designs that may create future hazards or code violations.
Mitigation Resource Sharing
Service Provided*: Provide clients with access to up-to-date, plain-language guidance on mitigation standards and design ideas.* • Must distribute printed or digital guides in the client's preferred language. • Must highlight resources most relevant to the client's situation (e.g., IBHS vs. Firewise). • Must keep resource inventory up to date and replace outdated materials.
Referral to Mitigation Incentive Programs
Service Provided: *Connect eligible clients to funding or rebate programs that support mitigation improvements.* • Must screen for potential eligibility for FEMA HMGP, utility-based programs, or local/state grants. • Must refer directly to Financial Navigation Desk or Case Manager for application support. • Must log the referral and track status in the client file.

Helping residents rebuild stronger requires more than just information—it demands a proactive, well-documented service path. The checklist that follows outlines how BRC staff guide clients through resilient design options, site planning, and available mitigation resources.

While all BRC staff are encouraged to understand the fundamentals of resilient construction and mitigation practices, the Resilient Building Services are primarily led by the BRC Housing Program & Grant Implementation Specialist, in coordination with Planning and Zoning staff when site or code-specific considerations arise. Because these services often involve interpreting hazard data, recommending building materials, and referencing technical mitigation standards, staff should only advise clients within the scope of their knowledge and refer complex questions to designated leads. When in doubt, generalist staff should document the client's need and ensure appropriate follow-up by a relevant specialist—such as a senior BRC technical staff member, a local/state agency partner (e.g., CID, OSE, NMED), or a licensed professional.

3.3.1 Resilient Rebuilding Support

Purpose: To ensure each client receives tailored, hazard-informed rebuilding support that integrates defensible design, site suitability, and mitigation funding options, while documenting key rebuild milestones to promote safety, compliance, and timely progress throughout the reconstruction process.

Resilient Design Guidance Checklist

- Provide printed/online info on:
    - Wildfire Prepared Home program
    - Firewise landscaping
    - Flood-mitigating foundation types
- Review plans for defensible space (0–5 ft clear zone)
- Encourage roofing and siding choices that reflect wildfire-resistant best practices (e.g., ignition-resistant materials), especially in WUI-designated or high-risk areas Encourage roofing and siding choices that reflect wildfire-resistant best practices (e.g., ignition-resistant materials), especially in WUI-designated or high-risk areas
- Recommend fire-resistant materials (e.g., adobe + metal roof)
- Discuss drainage, slope, and runoff considerations

Site Suitability Assessment Checklist

- Review resources and available flood maps (FEMA flood maps, local and state available resources)
- Review resources and available fuel wood maps (WUI maps, local and state available resources)
- Determine best structure placement on lot
- Recommend setbacks, grading, and access improvements
- Identify potential need for elevation, vents, or retaining features

Mitigation Funding Pathway Coordination Checklist

- Screen for eligibility for FEMA HMGP, ICC (Increased Cost of Compliance), or USDA Rural Resilience programs.
- If home is substantially damaged and flood-insured, check for potential ICC eligibility.
- Verify homeowner's insurance status and coverage limits for rebuilding/matching funds.
- Refer to Case Manager or Financial Desk for cost estimate development.
- Track status of mitigation funding application and flag follow-up needs.

Defensible Space Site Visit Checklist

- Document distances for Zone 1 (0–5 ft), Zone 2 (5–30 ft), and Zone 3 (30–100 ft) around structure.
- Identify presence of combustible materials or vegetation near the structure.
- Recommend removal or relocation of high-risk features (wood piles, fencing).
- Photograph before-and-after of mitigation actions (if applicable).
- Provide printed Firewise compliance checklist for homeowner to self-monitor.

Rebuild Milestone & Timeline Tracking Checklist

- Document date of site clearance and debris removal.
- Track permit application, review, and approval dates.
- Identify contractor procurement and material delivery milestones.
- Note inspections scheduled and completed.
- Anticipate client check-in points (at foundation pour, framing, utilities, final inspection).

3.4 Financial Navigation Desk

Recovery often depends on accessing and maximizing available financial resources. The Financial Navigation Desk connects clients to funding programs such as FEMA, SBA, USDA, HPCC assistance, and other grant or loan options. Staff work with clients to identify eligible programs, clarify application processes, and ensure appropriate referrals for direct application support. By demystifying financial pathways and encouraging proactive planning, this service helps residents close funding gaps, avoid duplication of benefits, and sustain long-term recovery.

Table 5: Financial Navigation Desk Services Provided

Funding Source Identification
Service Provided: *Help clients identify public and private funding sources to close their rebuild or repair gap.* • Must assess the client's remaining need. • Must match needs to programs (FEMA, SBA, USDA, HPCC, local funds). • Must explain each program's basic eligibility and application process.

Application Support Referrals
Service Provided: *Connect clients to trusted staff or partners who can help submit funding applications.* • Must refer to Case Manager or financial aid counselor for direct assistance. • Must follow up to confirm that support was received and documented.
Financial Counseling Referrals
Service Provided: *Offer trusted connections to housing counselors, budgeting advisors, or nonprofit financial support.* • Must maintain a current list of available, vetted financial counseling partners. • Must introduce the service and help the client make initial contact.
Program Requirements Clarification
Service Provided: *Help clients understand the terms, limits, and obligations attached to funding programs.* • Must explain repayment conditions, insurance requirements, or duplication of benefits rules. • Must provide written guidance where available.

Navigating the maze of recovery funding can be overwhelming for residents. The checklist below details how BRC staff assess financial needs, screen for eligibility, and assist clients in applying for federal, state, or private funding sources while ensuring duplication of benefits is addressed.

While the Financial Navigation Desk is primarily supported by the BRC Housing Program and Grant Implementation Specialist and Case Managers, all BRC staff should be prepared to assist clients with basic financial navigation in their absence. Because many financial resources and referrals are time-sensitive and publicly available, non-lead staff can often help clients access materials or initiate applications. However, staff should refer more complex eligibility questions or funding strategies to lead roles and document any follow-up needed to ensure the client receives accurate and complete guidance.

3.4.1 Financial Navigation Support

Purpose: To help clients identify funding gaps, gather necessary documentation, and successfully apply for available financial assistance—while ensuring compliance with program rules, avoiding duplication of benefits, and tracking progress toward a complete recovery funding package.

Pre-Screening

- Estimate total rebuild cost and current funding gap
- Identify previously received assistance (FEMA, HPCC, SBA, insurance)
- Check basic program eligibility (income, location, impact)

Documentation Gathering

- Proof of ownership or lease
- Government-issued ID and income documentation
- Damage estimates, photos, or insurance statements

- Any prior award letters or denials (FEMA, SBA, etc.)

Application Assistance

- Provide correct forms or online links for each funding source
- Help client complete sections that require explanation (need, scope, budget)
- Ensure required attachments are scanned and legible
- Flag potential duplication-of-benefits conflicts for Grants Manager review

Follow-Up & Tracking

- Record submission dates, tracking numbers, and expected decision timelines
- Set calendar reminders for status checks or additional document requests
- Log awards, denials, or appeals in client file and update unmet-need calculation

3.4.2 Resource Navigation (One-Stop Shop)

Purpose: To provide clients with clear, coordinated access to recovery programs through a one-stop-shop model—ensuring they understand eligibility, avoid duplication of benefits, and receive hands-on support in completing applications and navigating referrals to external partners.

Program Navigation Checklist

- Discuss housing type (renting vs rebuilding)
- Determine which programs client has applied for:
  - FEMA IA or SBA
  - HPCC Fire Assistance
  - USDA Rural Housing
  - Section 8 or rental vouchers
- Check for duplication of benefits (DOB) risk
- Log all programs in client file with status

Referral and Application Support Checklist

- Help client gather required documents
- Provide print or digital application forms
- Schedule application assistance session if needed
- Connect client with FEMA Case Navigator or DCM (if required)
- Track referral completion in digital log

3.5 Contractor Vetting & Bid Review

Choosing the right contractor is one of the most critical—and vulnerable—steps in the rebuild process. The Contractor Vetting and Bid Review service helps clients verify that contractors hold the appropriate license classification through CID, understand project bids and contract terms, and recognize potential fraud. BRC staff are trained to educate clients on navigating the licensing system and will refer all licensing concerns directly to CID.

Table 6: Contractor Vetting & Bid Review Services Provided

Contractor Identification Support
Service Provided: *Help clients find legitimate, qualified contractors for their rebuild.* • Must provide lists of licensed, approved contractors (via RLD, FEMA, or local DBs). • Must verify licensing status and refer clients to public contractor lookup tools. • Must explain red flags and fraud indicators.
Bid Comparison & Review
Service Provided: *Support clients in understanding and comparing contractor bids.* • Must check for consistency in scope and line items across bids. • Must alert client to missing elements, unusual pricing, or unclear terms. • Must provide bid review tools or templates as needed.
Contractor Vetting Education
Service Provided: *Educate clients on how to research and interview contractors.* • Must explain how to check references, insurance, and experience. • Must provide handouts or checklists to guide vetting conversations.

To support safe and cost-effective rebuilding, the BRC helps residents identify qualified contractors and evaluate construction bids. The checklist that follows outlines how staff guide clients through contractor verification, bid comparison, and Section 3 job-matching where applicable.

Contractor Vetting and Bid Review services are led by the Workforce & Contractor Engagement Coordinator, with support from Case Managers for coordination and follow-up. While all staff should understand the importance of helping clients evaluate contractor credentials and bid fairness, only designated staff should make determinations regarding bid reasonableness or contractor suitability. Staff outside of lead roles may assist clients in gathering documentation or explaining general expectations but should defer detailed analysis and final recommendations to assigned specialists.

3.5.1 Contractor Identification & Vetting

Purpose: To help clients identify qualified, licensed contractors by verifying credentials through trusted databases and providing a clear, client-ready packet of vetted options—ensuring informed decision-making and reducing the risk of contractor fraud**.**

Contractor Lookup Checklist

- Search DHSEM Disaster Case Manager Contractor Database
- Search NM Regulation & Licensing Division
- Search NCNMEDD local contractor database

- Confirm license status and expiration
- Check for any reported complaints or violations

Contractor License Verification Checklist

- Verify contractor holds an active, valid license with the New Mexico RLD – Construction Industries Division (CID)
- Confirm license classification matches the scope of work (e.g., GB-98 for general building, GS-29 for concrete, MM-98 for mechanical)
- Confirm all subcontractors are appropriately licensed and listed if required
- The contractor has no unresolved violations or expired insurance/bonding.
- Use the RLD Public Lookup Tool, which will be linked in client packets, to verify license
- Include an overview of common license types related to rebuild and mitigation activities to BRC-provided contractor reference sheets

Contractor Info Packet for Clients

- Print list of 3+ eligible contractors
- Include license # and contact info
- Provide checklist for questions to ask when hiring
- Include tips for avoiding contractor fraud

3.5.2 Bid Review and Construction Proposal Evaluation

Purpose: To support clients in evaluating contractor bids for completeness, accuracy, and cost reasonableness—ensuring proposals align with rebuilding plans and funding limits, and empowering clients to make informed contractor selections.

Bid Evaluation Checklist

- Verify bid matches work outlined in rebuild plan
- Confirm bid includes:
    - Scope of work
    - Materials
    - Labor
    - Timeline
- Compare bid against other similar rebuilds (cost reasonableness)
- Check contractor license and insurance
- Note red flags (e.g., lump sum with no breakdown)

Client Review & Recommendation Checklist

- Review bid(s) with client line-by-line
- Explain terms and pricing discrepancies

- Help client document bid acceptance or need for revision
- Log bid and decision in client file

3.6 Mapping & Technical Resource Hub

Informed rebuilding starts with access to reliable data and clear technical guidance. The Mapping and Technical Resource Hub provides clients with hazard maps, zoning overlays, planning tools, and rebuild checklists to help visualize risk and prepare for reconstruction. Staff assist clients in understanding where and how it's safe to build, what codes apply, and what materials and methods are recommended. By breaking down complex technical information into accessible resources, this hub equips clients with the knowledge needed to make smart, compliant decisions.

Table 8: Mapping & Technical Resource Hub Services Provided

Hazard Map Access & Interpretation
Service Provided: *Help clients access and interpret WUI, floodplain, slope, and parcel maps.* • Must display current overlays (ArcGIS or print). • Must explain what the map means in terms of building placement or design. • Must help the client take a printed or digital copy for planning purposes.
Rebuild Checklists & Standards Repository
Service Provided: *Provide physical or digital copies of building codes, mitigation standards, and checklists.* • Must maintain up-to-date handouts in both English and Spanish. • Must guide the client in understanding how to apply the material to their situation.
Access to Planning Templates and Tools
Service Provided: *Offer worksheets or templates to support the planning process.* • Must provide tools like budget worksheets, permit checklists, or design sketch forms. • Must explain how and when each tool is useful in the rebuild process.

Clients often need site-specific technical guidance to move forward with rebuilding. The checklist below supports consistent delivery of mapping services, hazard data interpretation, and access to planning tools to inform safe, compliant site development.

Mapping and Technical Resource Hub services are primarily supported by the BRC Recovery Planning and Zoning Coordinator, with additional input from the Housing Program and Grant Implementation Specialist and when technical or mitigation data is involved. While all staff should be familiar with the types of maps, overlays, and resources available to support clients, interpretation of zoning, hazard, and floodplain data should be conducted by trained staff. Generalist team members may distribute printed materials or assist with basic access to maps but should refer clients to designated leads for in-depth review or site-specific guidance.

3.6.1 Technical & Mapping Support

Purpose: To provide clients with customized, easy-to-understand map-based information that supports safe, compliant rebuilding decisions. This includes generating and interpreting GIS overlays, explaining hazard implications, and ensuring all relevant mapping data is documented and shared appropriately.

Map Access & Creation

- Open GIS layers for zoning, FEMA FIRM, WUI, and parcel boundaries
- Generate parcel-specific overlay (“firmette”) with scale and legend

Interpretation Assistance

- Explain flood zone, base-flood elevation, or WUI implications in plain language
- Discuss required setbacks, elevation, or material standards linked to map data

Resource Provision

- Print or email map overlays and relevant code excerpts in client’s preferred language
- Provide links to online map viewers for future reference

Recordkeeping

- Save digital copy of map overlay to client file
- Log key map findings and any follow-up actions needed

3.7 Community Workshops & Education

Rebuilding a resilient community requires more than one-on-one support—it also requires informed, empowered residents. The Community Workshops and Education service delivers group learning opportunities on topics such as permitting, financial readiness, resilient design, and contractor selection. These workshops offer a platform for sharing best practices, answering common questions, and reinforcing transparent communication. Educational events may also include guest speakers from partner agencies, drop-in hours, or resource fairs that strengthen community-wide understanding and readiness.

Table 9: Community Workshops & Education Services Provided

Group Education on Recovery Topics
Service Provided: *Deliver in-person or virtual sessions on key rebuild and recovery issues.* • Must offer regular workshops on permitting, resilient building, financial readiness, etc. • Must ensure bilingual access and ADA compliance for public sessions.
Community Q&A and Drop-In Hours
Service Provided: *Offer structured time for residents to ask rebuild-related questions.* • Must post regular hours and provide technical experts or staff to assist.

• Must track frequently asked questions to improve handouts and service materials.
Homeowner Prep & Coaching Sessions
Service Provided: *Host smaller sessions for clients to prepare for key milestones (e.g., inspection, bid review).* • Must tailor content to common client needs. • Must invite community partners as guest experts when appropriate.

Clients often need site-specific technical guidance to move forward with rebuilding. The checklist below supports consistent delivery of mapping services, hazard data interpretation, and access to planning tools to inform safe, compliant site development.

Community Workshops and Education efforts are a shared responsibility across the BRC team, with leadership typically provided by the BRC Program & Outreach Director or BRC Long-Term Recovery Manager and supported by program specialists with subject matter expertise. While all staff are encouraged to contribute to outreach and educational activities, workshop planning, content development, and facilitation should be guided by those with appropriate technical knowledge and communication experience. Staff outside lead roles may assist with logistics, registration, or follow-up, ensuring events are inclusive, accessible, and aligned with program goals.

3.7.1 Community Outreach & Education

Purpose: To ensure community education events are well-organized, accessible, and impactful. This checklist supports consistent planning, delivery, and follow-up of workshops that inform residents on critical recovery topics, encourage engagement, and promote transparent, inclusive communication.

Event Planning Checklist

- Identify target audience and topic (e.g., permits, rebuild, rental aid)
- Secure ADA-compliant venue and bilingual facilitators
- Promote event through flyers, social media, radio, and local partners
- Prepare materials and handouts in English and Spanish

Workshop Delivery Checklist

- Greet attendees and provide sign-in sheet
- Ensure printed resource guides are available
- Use visuals to explain complex rebuild or zoning topics
- Collect feedback forms
- Upload event notes or summary to BRC system

3.7.2 Contractor Capacity-Building Workshops

Purpose: To build local contractor capacity and improve rebuild outcomes by providing targeted educational workshops. This checklist ensures each session is relevant, accessible, and aligned with CDBG-DR goals—fostering compliance, quality construction practices, and community-based workforce engagement.

Planning & Logistics

- Select topic (e.g., WUI-compliant materials, bidding best practices) and target audience
- Secure ADA-accessible venue or webinar platform
- Confirm bilingual facilitation support

Content Development

- Prepare slide deck, handouts, and resource list
- Include HUD Section 3 and local licensing requirements where relevant

Outreach & Registration

- Send invitations via contractor associations, RLD lists, and social media
- Track RSVPs and accommodation requests

Delivery & Engagement

- Use real-world examples and Q&A sessions
- Distribute printed guides and contact information for follow-up assistance

Post-Event Follow-Up

- Collect feedback forms and attendance sheets
- Upload materials and notes to BRC system
- Schedule advanced or topic-specific workshops as requested

3.7.3 Additional CDBG-DR Compliant Workshops

Purpose: To expand community understanding of key recovery topics through CDBG-DR–compliant educational workshops. These sessions ensure that residents, small businesses, and vulnerable populations have access to accurate, actionable information on funding, housing, rebuilding safely, and navigating complex recovery programs—empowering equitable and resilient recovery.

Understanding CDBG-DR & Available Recovery Programs

- Develop overview slides explaining CDBG-DR, HMGP, SBA, FEMA IA/PA
- Prepare handouts summarizing eligibility, duplication of benefits, and timelines

- Invite local/state recovery partners to participate (DHSEM, HUD TA, VOADs)
- Use client examples or anonymized case studies for illustration
- Record Q&A and incorporate common concerns into future sessions

Navigating Housing Assistance & Temporary Relocation

- Include definitions of temporary vs. permanent housing assistance
- Explain lease types, relocation stipends, URA implications (if relevant)
- Partner with housing navigators or local housing authority
- Provide checklists and tenant/landlord FAQs
- Clarify household documentation requirements and timelines

Safe Rebuild for Seniors & Vulnerable Households

- Develop visuals showing ramp access, ADA kitchen/bath modifications
- Review programs that offer added financial support for accessibility
- Include examples of age-in-place building strategies
- Offer 1:1 follow-ups with design specialists
- Coordinate with disability advocacy groups and senior centers

Small Business Resilience & Recovery Resources

- Explain SBA disaster loans, NM economic development funds, and CDBG-DR economic recovery (if applicable)
- Distribute templates for continuity planning and insurance checklists
- Invite chamber of commerce or SBDC representatives
- Share resource guide with funding timelines and eligibility tips
- Collect business interest forms for case management referral

Understanding Elevation & Flood Insurance (ICC + NFIP)

- Review floodplain basics and how elevation affects insurance
- Provide FEMA or insurance agent-presented materials
- Explain ICC eligibility for NFIP-insured substantially damaged homes
- Offer FEMA elevation certificate sample and guidance
- Refer to Financial Navigation Desk for rebuild estimates if needed

**General workshop planning checklist items in section 2.7.1 will be shared across these additional workshop topic specific lists.*

3.8 Section 3 Workforce Job Matching

Recovery investments can create opportunities not just to rebuild, but to uplift the local workforce. The Section 3 Workforce Job Matching service helps ensure that income-eligible residents benefit directly from the economic activity generated by CDBG-DR–

funded projects. Staff identify open positions, screen jobseekers for eligibility, and support both applicants and contractors through the hiring process. By promoting equitable access to recovery-related jobs, this service advances HUD Section 3 goals and helps residents build long-term stability.

Table 9: Section 3 Workforce Job Matching Services Provided

Job Opportunity Identification & Promotion
Service Provided: *Help clients learn about available recovery-related job opportunities through active tracking and promotion.* • Must maintain a current list of all CDBG-DR-related job openings with partner agencies and contractors. • Must ensure job postings are accessible at the BRC and through community partners. • Must promote openings to Section 3–eligible individuals using targeted outreach.
Section 3 Eligibility Screening
Service Provided: *Screen interested jobseekers to determine Section 3 eligibility based on HUD criteria.* • Must verify income and residency eligibility through intake forms. • Must record and track Section 3 status in the client's case file. • Must provide clients with a clear explanation of Section 3 and what it means for hiring.
Resume and Application Support
Service Provided: *Support jobseekers in developing or updating application materials.* • Must assist clients with preparing resumes and filling out applications. • Must provide sample materials or refer to workforce development partners for in-depth support. • Must ensure accessibility for clients with limited literacy or language barriers.
Job Matching & Referral to Employers
Service Provided: *Refer eligible candidates to employers with recovery-related job openings.* • Must match client qualifications and interests to available jobs. • Must contact the employer or contractor directly with the referral. • Must log the referral and track employment outcome in the database.
Employer Support & Compliance Guidance
Service Provided: *Help contractors understand and meet Section 3 hiring goals.* • Must provide contractors with a clear summary of HUD Section 3 requirements. • Must refer contractors to job-matching services when they have hiring needs. • Must help contractors document compliance with hiring targets.
Post-Hire Follow-Up and Reporting
Service Provided: *Monitor client placement outcomes and collect required HUD reporting data.* • Must check in with clients and employers post-placement to verify success or identify issues. • Must report employment outcomes in compliance with HUD Section 3 reporting rules. • Must maintain accurate, confidential employment records in a secure system.

BRC staff help ensure local workers benefit from recovery jobs through targeted Section 3 outreach and placement. The checklist that follows details how to identify eligible individuals, document job matches, and support contractor compliance with hiring goals.

Section 3 Workforce Job Matching services are led by the BRC Workforce & Contractor Engagement Coordinator and supported by Case Managers, with all staff playing a role in identifying jobseekers and making referrals when appropriate. Because these services involve connecting residents to employment opportunities tied to federally funded recovery work, staff should be familiar with the basics of Section 3 eligibility and local hiring priorities. While non-lead staff may assist with outreach, intake, and referrals, responsibility for eligibility verification, candidate tracking, and employer coordination rests with designated lead roles to ensure compliance and follow-through.

3.8.1 Section 3 Workforce Placement & Tracking

Purpose: To ensure that local, low-income residents and businesses benefit from federally funded recovery efforts, this checklist guides staff through the intake, referral, placement, and tracking process for Section 3 workforce opportunities. It supports equitable hiring, fulfills HUD compliance requirements, and builds long-term economic resilience in disaster-impacted communities.

Candidate Intake & Eligibility

- Collect Section 3 self-certification form and income documentation
- Enter candidate data into workforce database

Job Matching & Referral

- Match skills and interests to contractor vacancies
- Send referral packet to employer and note referral date in system

Employer Coordination

- Confirm employer understands Section 3 reporting obligations
- Provide résumé bundles or candidate summaries upon request

Tracking & Reporting

- Log hires, start dates, and retention status
- Update Section 3 dashboard monthly for HUD reporting
- Follow up with both employer and employee at 30/60/90 days

3.9 Program Management & Oversight

Behind every successful service at the BRC is a well-structured system ensuring quality, consistency, and compliance. The Program Management and Oversight function supports all BRC operations by setting internal protocols, coordinating staff, and maintaining data integrity. From reporting to cross-agency coordination and staff training, this service ensures that every client interaction meets HUD standards and community expectations. It creates the infrastructure for accountability, continuous improvement, and a high-performing recovery environment.

Table 9: Program Management & Oversight Provided

Internal Policy & Protocol Oversight
Service Provided: *Ensure the BRC operates according to federal, state, and programmatic guidelines.* • Must establish and regularly update policies based on HUD and DHSEM requirements. • Must document internal workflows and share with staff. • Must lead regular reviews of protocol effectiveness and compliance.
Staff Training and Cross-Functional Support
Service Provided: *Coordinate training and ongoing skill development for all BRC staff.* • Must ensure new staff are onboarded with CDBG-DR–compliant training. • Must provide refresher training as regulations or procedures change. • Must promote cross-functional knowledge to allow flexible staffing.
Interagency Coordination
Service Provided: *Build and maintain strong relationships with local governments and partner agencies.* • Must schedule and lead coordination meetings. • Must represent BRC priorities in interagency settings. • Must maintain shared documentation and referrals systems.
Data Oversight & Reporting
Service Provided: *Ensure data quality and prepare required reports for funders and oversight bodies.* • Must perform regular audits of case management and service data. • Must prepare standardized reports for DHSEM and HUD. • Must address any inconsistencies or missing data in real time.
Public Communication & Accessibility Oversight
Service Provided: *Maintain the BRC's public-facing communications, ensuring equity and accessibility.* • Must oversee production of translated and ADA-accessible materials. • Must monitor public-facing content for accuracy and clarity. • Must ensure client-facing services meet language access and LEP compliance standards.
Feedback Loops and Continuous Improvement
Service Provided: *Use staff and client feedback to improve services and operations.* • Must gather structured feedback through surveys or listening sessions. • Must log and analyze feedback for trends or issues. • Must develop and test adjustments in policy or delivery based on findings.

Effective program delivery relies on solid internal systems. The checklist below outlines how BRC leadership ensures quality control, coordinates cross-agency functions, manages reporting, and oversees compliance across all service areas.

Program Management and Oversight responsibilities are led by the BRC Program and Outreach Director and BRC Senior Recovery Services Coordinator, who together ensure that all operations remain aligned with CDBG-DR compliance, performance goals, and interagency coordination requirements. While all staff contribute to consistent service delivery and accurate documentation, these lead roles oversee internal workflows, data integrity, reporting systems, and overall program quality. Staff are expected to follow established procedures and raise concerns when inconsistencies arise, but the authority to make program-level adjustments and ensure alignment with HUD and Action Plan requirements rests with designated leadership.

3.9.1 Data Collection & Reporting

Purpose: To maintain accurate, secure, and actionable data that informs program performance, ensures HUD CDBG-DR compliance, and supports transparency with stakeholders. This checklist outlines standardized procedures for client data entry, quality assurance, and reporting at the BRC.

Data Entry Checklist

- Record all new clients in secure digital case management system
- Log date of intake, service type, referrals, and program status
- Attach digital versions of documents
- Code client cases by disaster type and service pathway

Data Quality & Security Checklist

- Ensure no client records contain missing intake fields
- Confirm PII is redacted from printed or shared docs
- Regularly back up case files to secure server
- Conduct monthly file audits for accuracy

Reporting Checklist

- Extract monthly report on:
    - Clients served
    - Permits supported
    - Rebuilds underway
    - Referrals completed
- Format reports for DHSEM, HUD, or local leadership
- Highlight success stories and unmet needs

3.9.2 Staffing and Cross-Agency Coordination

Purpose: To ensure seamless service delivery and alignment across both internal BRC staff and external partner agencies. This checklist promotes regular communication, efficient scheduling, and shared accountability in advancing recovery goals and program compliance.

Internal Staff Coordination Checklist

- Hold weekly BRC team huddles
- Maintain shared calendar of service appointments
- Distribute updates on policy changes or new guidance
- Cross-train team on intake, permitting, rebuild, and resource roles

Partner Coordination Checklist

- Maintain updated contact list for:
  - Local P&Z
  - FEMA navigators
  - Legal aid and social services
- Schedule monthly interagency coordination calls
- Track MOU or data sharing agreements
- Record coordination outcomes and action items

3.9.3 Data Quality & Dashboard Audit

Purpose: To uphold data integrity, client confidentiality, and accurate program reporting through routine audits of client files and dashboard metrics. This checklist ensures errors are identified and resolved quickly, supporting compliance with HUD CDBG-DR documentation and privacy standards.

Weekly File Review

- Randomly sample 10 % of new/updated files for missing fields
- Confirm required documents are uploaded and legible
- Verify service dates and staff names match case notes

Dashboard Verification

- Cross-check dashboard counts (clients served, permits, referrals) against source files
- Investigate any discrepancies > ± 5 %

Data Security & PII

- Ensure no Social Security Numbers or banking details are stored in plain text
- Confirm restricted folders have correct access permissions

Reporting & Corrective Action

- Generate monthly audit summary for Program Management & Oversight
- Assign follow-up tasks to staff for data corrections within five business days
- Document completed corrections and close audit cycle in tracking log

3.9.4 Community Outreach & LEP Communications

Purpose: To ensure that all disaster-impacted residents—including those with limited English proficiency (LEP)—receive accurate, accessible, and culturally relevant information. This checklist supports equitable outreach and compliance with CDBG-DR language access requirements.

Audience Identification

- Review community demographics and LEP maps
- Prioritize languages spoken by > 5 % of target audience or 1,000 persons, whichever is less

Material Preparation

- Translate flyers, social posts, and handouts into priority languages
- Check readability and cultural relevance with native speakers

Distribution & Engagement

- Use trusted local channels (schools, faith groups, radio, social media)
- Schedule outreach events at times convenient for target audiences

Feedback & Evaluation

- Collect attendee feedback on clarity and usefulness of materials
- Track outreach metrics (language, location, attendance) in CRM
- Adjust future communications based on feedback and data