**Program Management Module**

**The teaching of the Program Management Module should emphasize the concepts of program management detailed in numbers 1-5 below. Number 6, A-P are programs that are undertaken by many CRA’s and several should be chosen for in-class case studies. Program details for all of them should be included in a Study Guide for attendees to take home and have at hand for reference. Various program policies and procedures should be accumulated for each program from different CRA’s and distributed to attendees on a CD as a type of form library for their future reference.**

1. Define Program Management and Contrast with Project Management

 A. Managed By CRA Staff or through a Third Party

 B. Managed by Other Local Government Staff, Public Private Partnership, or Consultants/Contractors

C. Participation in Local Government Driven Programs (i.e. Community Policing, Planning, On-Going Events)

D. When Program Management Implementation Creates a Project to be Managed

2. Community Redevelopment Plan Issues

 A. Is the Program Allowed or Provided For in the Community Redevelopment Plan?

B. Does the Major Benefit Accrue to the CR Area or Residents/Businesses in the CR Area?

C. Even if it is allowed in the Plan, is it a Program that Fits the Current Philosophy of the Agency?

D. Could the Time Necessary to Change the Plan Negate the Ability for CRA Participation?

3. Define Your Objective – Is the Program Objective Discussed in Your CR Plan (If not Exactly, then Broadly?)

 A. Removal of Slum and Blight

 1. Residential

 2. Commercial

 3. Trash and Debris

 B. Downtown Events to Create Traffic

 C. Infrastructure Improvements

 D. Historic Preservation

 E. Incentivizing Businesses and Economic Development Growth in CR Area

 F. Creating Public and Recreational Facilities within the CR Area

 G. Optimizing Land Use

 H. Enhancing Public Safety

 I. Aesthetic Enhancements

 J. Incentivizing Investment and Reinvestment in Housing

4. Set Broad Funding Standards

 A. Determine What May be Funded and At What Funding Levels

 B. Determine What Will Not be Eligible for Funding

 C. Define Any Match Requirement

D. Create Eligibility Requirements Determining and Who May and Who May Not be Funded

 E. Establish Reimbursement Documentation Requirements

5. Basics of Program Management – Ongoing Programs (may be segmented like a Façade Program)

A. Creating Program Concepts and Seeking Necessary Approvals and Buy-in from CRA Board/Commission/ Local Government Management or Departments

 B. Creating Program Design and Staffing Levels

 C. Establishing Program Success Measurement Standards That Define Success

 D. Creating Periodic Reporting and Evaluation Mechanisms

 E. Creating Sample Applications, Agreements and Accountability Documents

 F. Creating Budgetary Elements, Tracking Systems, and Constraints

 G. Advertising and Marketing the Program (RFP vs RFQ)

 H. Acceptance and Evaluation of Application Documents

I. Approval of Documents and Creating and Executing Agreements with Performance Measures

 J. Conversion to Project Management if Appropriate

 K. Funding the Program or Project as it Proceeds

 L. Timing for Providing Assistance

 M. Periodic Reporting Process Based on Predetermined Metrics

 N. Completion of the Program or the Project Done as Part of the Program

 O. Evaluation and Documentation Process Based on Predetermined Metrics

 P. Individual Project or Program Closeout with an Eye toward the Annual Report

Q. Review the Program File so That it is Audit Ready (The File Should Speak for Itself)

R. Periodic Reporting to Elected Officials on Results of Various Programs

6. Typical CRA Programs (List is not Exhaustive)

 A. Façade/Commercial Space Build-out/Commercial Signage/Landscaping Programs

 1. Define Audience and Purpose

 2. Design Guidelines and Extent

 3. Deadline vs Open Application Cycle

 3. Marketing and Promotion

 4. Create Application Documents for both Tenants and Owners to Complete

 5. Define Approval Process

 6. Contracting with Property Owners and/or Tenants

 7. Construction Process and Inspections

 8. Document Completion and Closeout

 9. Reimbursement Based on Agreement

 B. Support of Non-Profits for On-going Activities

1. Define Programs That CRA Would Fund and Quantify the Value Added to the Community Redevelopment Area

2. If Competitive Process, Create Application, Required Documentation List, Deadline

3. Review Non-profit Organizational Documents (Charter, Fiscals, Board Makeup, Staff)

 4. Accept, Review, and Approve Applications

5. Set Up Guidelines & Procedures for Funds Provided (Reimbursement or Advance)

 6. Create and Execute Contract with Performance Measures

 7. Devise Periodic Reporting and Reimbursement Process

 8. Create Annual Evaluation Process and Closeout Process

 C. Support of a Non-Profit for a One Time Event, Activity, or Project

1. Define What Part the CRA Will Fund and What Part the Non-Profit Will Fund

 2. Obtain a Proposal from the Non-Profit Detailing the Activity

3. Review Non-profit Organizational Documents (Charter, Fiscals, Board Makeup, Staff)

 4. Accept, Review, and Approve Proposal

 5. Setup Process for Providing Support (Reimbursement or Advance)

 6. Create and Execute Contract with Performance Measures

 7. Devise Reporting and Reimbursement Process

D. Housing Rehabilitation Programs (Major Remodeling, Interior and Exterior or Small Scale Rehabilitation (ie., Landscaping, Painting, Curb Appeal items))

 1. Create Policies and Procedures

 2. Determine Geographic and/or Income Restrictions

 3. Will you require a match or owner sweat equity?

 4. Maximum Cost per House

 5. Historic Preservation Issues

 6. Assistance to Homeowners VS. Rentals, Vs. Multi-Family

 7. Design Guidelines

 8. Public Private Partnerships

 E. CRA - operated Events, Festivals, and Celebrations

 1. Establish a Committee to Oversee the Event

 2. Create a Budget and Work Plan

 3. Secure Location and Know Restrictions

 4. Create and Use a Marketing Plan

 5. Secure Sponsors and Vendors and Other Providers

 6. Arrange for Public Safety and Public Accommodations

 7. Carry out the Event

 8. Post Event Cleanup

 9. After-Action Report

 F. Financially Supported Events, Festival, and Celebrations

1. Create Guidelines to Define Types of Events and Activities CRA will sponsor/assist

2. Determine How to Handle Alcohol, Food, Pedestrian Traffic, Etc.

3. Gather Information from Group Requesting Assistance to Document Suitability

 4. Secure Necessary Agency/Local Government Approvals

 5. Create Contract with Performance Measures

 6. Provide Assistance or Support Agreed Upon

 7. Evaluate Level of Success

 8. Time Limit Support at Decreasing Levels for Future Events

 G. Marketing

1. CRA-generated Versus Hiring a Marketing Firm or Consultant and When One is More Appropriate

 2. Establishing an Ongoing Marketing Plan and Implementation Strategies

3. Determining How to Reach Target Audience (Social Media, Advertising, Publications, Etc.)

 4. Branding

 5. Periodic Evaluation and Restructuring

 6. Ribbon Cuttings and Invitation Lists

 7. Publicizing CRA Successes

 8. Using Various Forms of Social Media

 H. Increment Revenue Rebates, Grants, Loans, and Other Incentive Programs

 1. Establish Policies and Procedures

 2. Goals: ROI, Jobs, Catalyst Business/Construction

 3. Politics

 4. Target Area/User Pool

 5. Performance Measures

I. Farmers Markets, Flea Markets, Parking Facilities, Incubators, Trollies and Other Activities Requiring Long term Operating Financial Support

 1. Source of Subsidies that May Still be Required after Expiration of CRA

 2. Policies and Procedures

 3. Who owns Facility?

 4. Facility or Operating Subsidies

 5. Partnerships

 6. Tenant Quality/Behavior Determinations

J. Property Acquisition (Fee Simple, Foreclosure, Tax Certificates/Deeds, List of Lands, etc.)

 1. Define Purpose

2. Establish Policies and Procedures

 3. Get Full Buy-in from City Management

 4. Budget carefully… Cost as well as Future Increment Revenue Reduction

 5. Budget for Maintenance

 6. Consider Uniform Act Process

 7. Property Inspection and Environmental Issues

 8. Historic and Architectural Issues

 9. Avoid Certain Types of Relocation (Junk yards, Antique Stores)

 10. Disposition Policies

 K. Public Art, Mural Programs, etc.

 1. Determine Community Support for Public Art Program

2. Dealing with the Politics

 3. Be a Funder Rather than a Designer or Project Operator

 4. Create Policies and Procedures and an Independent Selection Committee

 5. Maintenance and Security

 6. Focus of the Public Art Program

 7. Selection of Artists Process

 8. Selection of Subjects or Themes Process

 L. New Development Site Assistance Programs

 1. Create Policies and Procedures

 2. Define any Geographic or Construction Type or Size Limitations

 3. Using a “But for” or Just Reducing Barriers to Investment and Growth

 4. Permitting Advocacy and Inspection Advocacy

 M. Residential Sewer/Water Hookup Programs

 1. Determine Extent of Need and Estimated Cost

 2. Create Qualification Process if Cannot Accommodate all Comers

 3. Procurement of Construction Contractor and Creation of Term Contract

 4. Documentation of Accomplishments

N. Way Finding and Signage

 1. Gain City Management Support

 2. Gain Political Support

 3. Conduct Public Meeting

 4. Secure a Vendor

 5. Select Motif and Location Requirements

 6. Project Multi-Year Funding

O. Community Policing

 1. Define CRA Role

 2. Create Reporting Processes

 3. Create Success Matrixes

 4. Create MOU between Police Department and CRA

 5. Approve Periodic Payment as Reports are Received

 6. Evaluate Results to Determine Continued Funding

P. Tripping Points

 1. Conflicts of Interest

 2. Alcohol and Other Adult Products and Businesses

 3. Security at Public Events

 4. Non-Payment of Sales Taxes by Vendors

 5. Payment for Permits

 6. Assistance to Religious Organizations and Churches

 7. Assisting Franchises vs Helping Nationally Owned Businesses