



# Module 2 Participant Guide

Disaster Recovery Public Assistance (PA) Financial  
Administration Training



North Carolina Association of Regional  
Councils of Government

FY 2023 – 2024



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## ABOUT THE PARTICIPANT GUIDE

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The Participant Guide (PG) should be used as a reference tool by participants before, during, and after course delivery for the North Carolina Association of Regional Councils of Government (NCARCOG) Disaster Recovery Public Assistance (PA) Financial Administration Training. The PG expands on presentation slide content delivered by the course instructor, providing contextual information to maximize participant understanding of key themes and topics. It also serves as a workbook for notetaking and provides instructions for completing Knowledge Checks and Experiential Learning Activities.

### WHAT WILL I FIND IN THE GUIDE AND HOW DO I USE IT?

The PG is a comprehensive package that contains:

- The recommended course delivery sequence
- Presentation visuals and contextual notes
- Space for notetaking during the course
- Knowledge Checks
- Instructions for Experiential Learning Activities
- Appendices for key terms, concepts, and resources to support the course and continued self-study

# GETTING STARTED

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## COURSE DESCRIPTION

This course serves as a subject matter expert (SME) designed learning experience that allows for Council of Government staff to build [local government](#) capacity to effectively secure disaster recovery reimbursements and ensure those funds address local and regional priorities. The Public Assistance Local Government program provides the knowledge and tools for Units of Local Government (ULGs) to build and/or maintain the necessary financial systems and identify staff support needed to administer and report on the utilization of disaster recovery funds efficiently and effectively. This course is designed to incorporate recovery staffing and business practices into day-to-day financial administration operations.

Through completing this course, you will be more aware of the Public Assistance (PA) Program, the tools, resources, and contacts you can call upon for support, and best practices to prepare for, respond to, and recover from disasters. This course is designed to prepare local government officials and public asset stakeholders to become ready to engage with the PA Program from a place of familiarity and develop pre-disaster strategies to implement preparedness processes on “blue-sky” days before a disaster hits.

## COURSE OVERVIEW

**Title:** Disaster Recovery Public Assistance (PA) Financial Administration Training

**Audience:** This course is for participants training to support local governments in the financial administration of Public Assistance local funds.

**Learning Environment:** You will be in a classroom setting and use available technology.

**Delivery:** This course is taught via Instructor-Led Training (ILT) modules and includes experiential scenario-based activities. The Participant Guide will be made available to you for use during and after the course. It is suggested that you also receive a digital copy of the Participant Guide upon course completion.

**Media:** This course utilizes Microsoft (MS) PowerPoint (PPT) presentations, Portable Document Format (PDF) documents, and linked website content. Facilitators may use a digital platform such as MS Teams as a repository for any ‘Parking Lot’ items or discussions that occur during the class.

## MODULE TIMINGS, MICROLEARNINGS, AND SCHEDULE SAMPLES

This Disaster Recovery Public Assistance (PA) Financial Administration Training is designed to be flexible and scalable to the needs of instructors and participants. Instructors may choose to present all three modules of the course in sequence, teach individual modules as separate offerings, or teach single units as time allows.

Following is a list of expected timings for Module 2 and a sample schedule for full-day and half-day deliveries. Your instructor will review the chosen schedule prior to beginning the course.



Module 2 Pre-Assessment – 30 Minutes

Unit 0: Welcome and Administrative Items – 40 Minutes

Unit 6: Developing Program Management Processes – 60 Minutes

Unit 7: Public Assistance Project Components – 35 Minutes

Unit 8: Project Development (Post-Disaster) Coordination – 45 Minutes

Unit 9: Public Assistance Project Types – 30 Minutes

Unit 10: Hazard Mitigation – 35 Minutes

Unit 11: Preparing Public Assistance Project Claimed Costs – 30 Minutes

Experiential Learning Activity – 40 Minutes

Module 2 Post-Assessment – 30 Minutes

Module 2 Microlearning Videos

- Unit 6: Developing Program Management Processes – 5 Minutes
- Unit 7: Public Assistance Project Components – 5 Minutes
- Unit 8: Project Development (Post-Disaster) Coordination – 5 Minutes
- Unit 9: Public Assistance Project Types – 3 Minutes
- Unit 10: Hazard Mitigation – 5 Minutes
- Unit 11: Preparing Public Assistance Project Claimed Costs – 5 Minutes



### Full-Day Example Schedule

Module/Unit/Activity	Estimated Time
Participant Registration	8:00 a.m. – 8:30 a.m.
Module 2 Pre-Assessment	8:30 a.m. – 9:00 a.m.
Module 2 Intro / Unit 0: Welcome and Administrative Items	9:00 a.m. – 9:40 a.m.
Break	9:40 a.m. – 9:50 a.m.
Unit 6 Microlearning Video / Unit 6: Developing Program Management Processes	9:50 a.m. – 10:50 a.m.
Break	10:50 a.m. – 11:00 a.m.
Unit 7 Microlearning Video / Unit 7: Public Assistance Project Components	11:00 a.m. – 11:35 a.m.
Lunch Break	11:35 a.m. – 12:25 p.m.
Unit 8 Microlearning Video / Unit 8: Project Development (Post-Disaster) Coordination	12:25 p.m. – 1:10 p.m.
Break	1:10 p.m. – 1:15 p.m.
Unit 9 Microlearning Video / Unit 9: Public Assistance Project Types	1:15 p.m. – 1:45 p.m.
Break	1:45 p.m. – 1:55 p.m.
Unit 10 Microlearning Video / Unit 10: Hazard Mitigation	1:55 p.m. – 2:30 p.m.
Break	2:30 p.m. – 2:35 p.m.
Unit 11 Microlearning Video / Unit 11: Preparing Public Assistance Project Claimed Costs	2:35 p.m. – 3:05 p.m.
Break	3:05 p.m. – 3:10 p.m.
Experiential Learning Activity	3:10 p.m. – 3:50 p.m.
Module 2 Post-Assessment	3:50 p.m. – 4:20 p.m.
“Parking Lot” Items / Closing Remarks / End of Day	4:20 p.m. – 4:30 p.m.

### Half-Day Example Schedule

Module/Unit/Activity	Estimated Time
Participant Registration	8:00 a.m. – 8:30 a.m.
Module 2 Pre-Assessment	8:30 a.m. – 9:00 a.m.
Module 2 Intro / Unit 0: Welcome and Administrative Items	9:00 a.m. – 9:40 a.m.
Break	9:40 a.m. – 9:50 a.m.
Unit 6 Microlearning Video / Unit 6: Developing Program Management Processes	9:50 a.m. – 10:50 a.m.
Break	10:50 a.m. – 11:00 a.m.
Unit 7 Microlearning Video / Unit 7: Public Assistance Project Components	11:00 a.m. – 11:35 a.m.

### PRE- AND POST-TESTING

Each module of this course has an associated pre- and post-test designed to serve as a check for understanding before and after taking the module. You will complete the pre-test prior to starting the module, and the post-test will be administered immediately after finishing the module.

### PARKING LOT QUESTIONS AND FOLLOW-UPS

You will be provided with a method to ask and log follow-up questions throughout the course. The Parking Lot allows for technical questions to be identified and answered later by SME outreach conducted by the instructor. The instructor will gather and organize all Parking Lot questions and review them prior to the close of the session to ensure the follow up is successful and the responses are shared with all participants.

### CRITICAL TAKE-AWAYS SHORT BRIEF

This course is meant to provide local government officials with the knowledge they need to develop pre-disaster strategies to help prepare their communities before a disaster hits. These strategies revolve around critical preparedness steps to take on a “blue-sky” day. To that end, below are some of the key points, actions, and questions that ULGs should be examining immediately following course completion:

1. Examine your Public Asset Insurance Coverage to ensure the information is correct. Insurance pays first, not FEMA.
2. Examine your HR Policy for hourly rates, overtime pay policies, and disaster pay policies. Examine the job descriptions of personnel who are responsible for disaster recovery. Does their job description and day-to-day work reflect those responsibilities, and are they capable of performing those responsibilities? Do they need support or additional training?
3. Does your procurement policy meet the required state and federal emergency declaration procurement needs to expedite purchases or assign responsibilities and oversight? Does it include emergency budget and capital decisions?
4. Do Mutual Aid agreements with state, county, and local partners reflect your disaster needs and access to goods and services to manage a disaster event? Are any critical partners missing or does the list need to be updated or expanded?



5. Examine the need to establish a Local Disaster Recovery Manager. Develop a Pre-Disaster Recovery Plan process that will be ongoing between Emergency Management and Local Government staff and critical stakeholders. Continue to develop a long-term plan for training and updates that includes vulnerable residents in your community such as seniors, disabled, children or fragile populations. The Pre-Disaster Recovery Planning Guide from FEMA included in the course materials is an excellent place to start.

## EXPERIENTIAL LEARNING ACTIVITIES

Each module in this course concludes with an experiential learning activity (ELA). These ELAs are designed to give you an opportunity to practice the skills and apply the knowledge you gained from each module. The ELAs are optional. The instructor will assess the available time and appropriateness of conducting the ELA and will facilitate if they determine to use it.

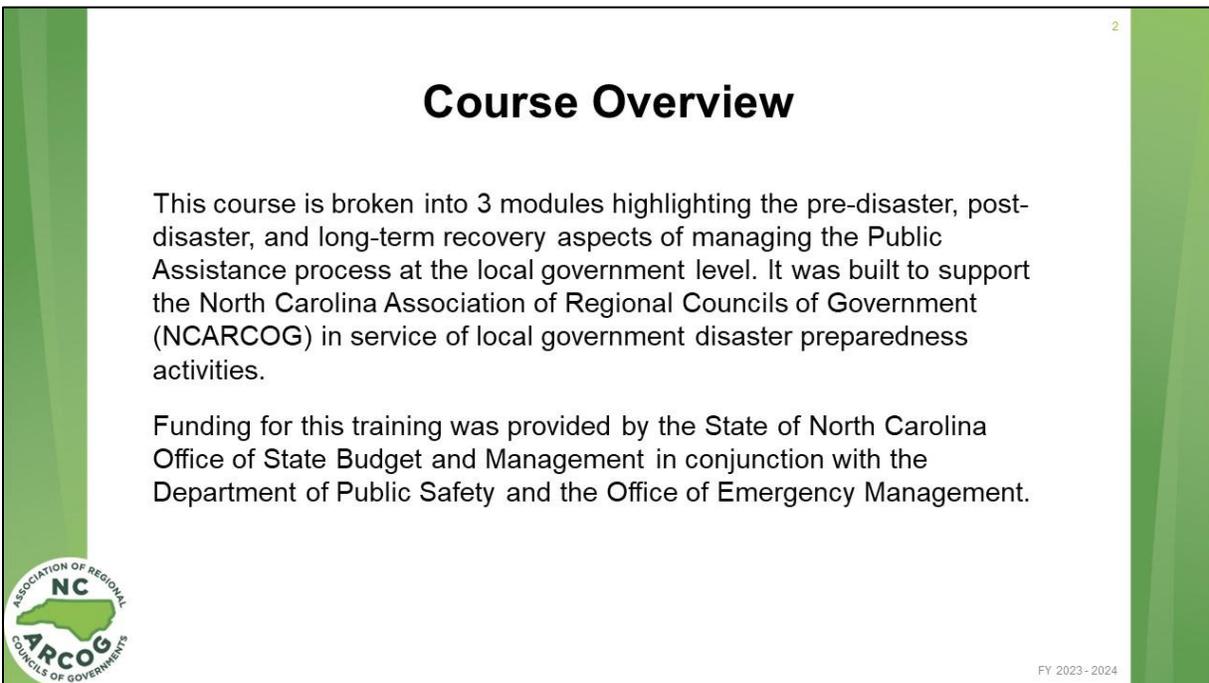
## MODULE 2

### COURSE OVERVIEW

#### DESCRIPTION

Instructors will welcome you to the course and review the course description outlined in the Getting Started section of the Participant Guide.

#### SECTION SLIDE

A presentation slide titled 'Course Overview'. The slide has a white background with green vertical bars on the left and right sides. The title 'Course Overview' is centered at the top in a large, bold, black font. Below the title, there are two paragraphs of text. The first paragraph describes the course structure and its purpose. The second paragraph mentions the funding sources. In the bottom left corner, there is a small circular logo for ARCOG NC. In the bottom right corner, the text 'FY 2023-2024' is visible. A small number '2' is in the top right corner of the slide area.

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## Course Overview

This course is broken into 3 modules highlighting the pre-disaster, post-disaster, and long-term recovery aspects of managing the Public Assistance process at the local government level. It was built to support the North Carolina Association of Regional Councils of Government (NCARCOG) in service of local government disaster preparedness activities.

Funding for this training was provided by the State of North Carolina Office of State Budget and Management in conjunction with the Department of Public Safety and the Office of Emergency Management.



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#### NOTES

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## UNIT 0: WELCOME AND ADMINISTRATIVE ITEMS

### SECTION SLIDES

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# Module 2: Post-Disaster Operations

## Unit 0: Welcome and Administrative Items



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## Welcome to the Course

This course builds local government capacity to effectively secure FEMA Public Assistance (PA) disaster recovery funds and ensure those funds address local and regional priorities.

- Provides local government staff with the tools to build and/or maintain the necessary financial systems and staff support needed to administer and report on the utilization of disaster recovery funds efficiently and effectively.
- Allows for the local government staff in a pre-disaster setting to incorporate recovery staffing and business practices into day-to-day financial administration operations.
- Ensures federal, state and local taxpayer dollars invested into public assets are properly protected and managed when a FEMA declared disaster event occurs.



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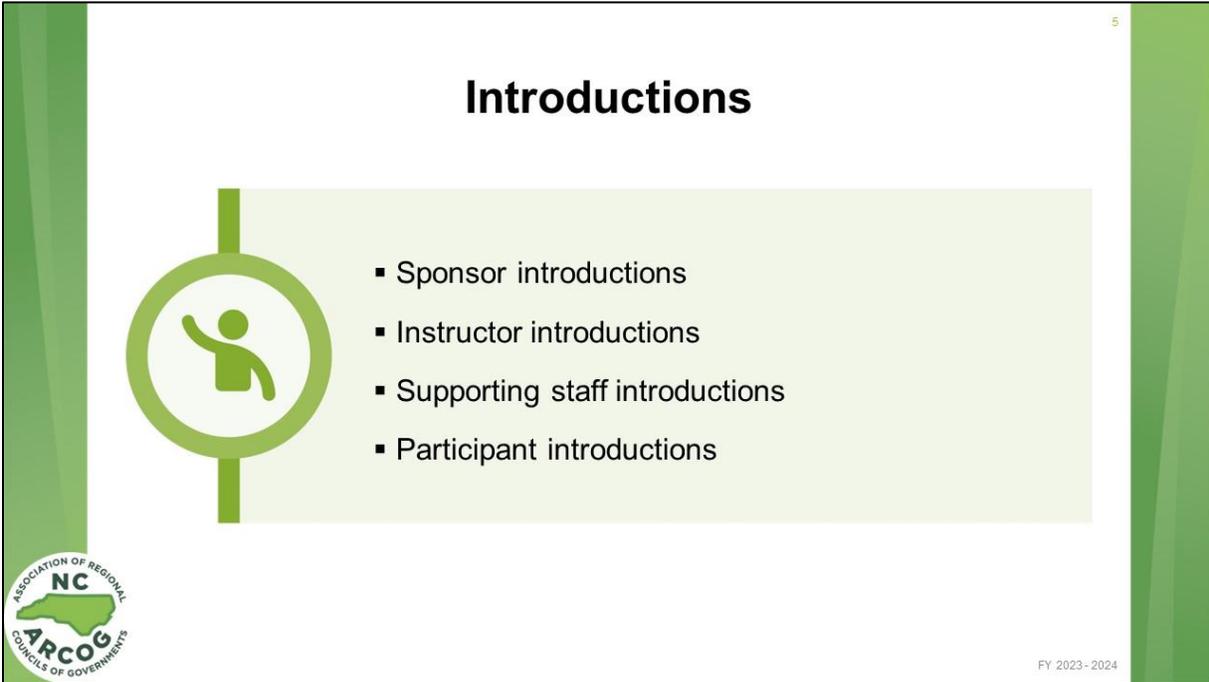
## NOTES

## INTRODUCTIONS

### SECTION OVERVIEW

Instructors and supporting staff will introduce themselves.

### SECTION SLIDE



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# Introductions

- Sponsor introductions
- Instructor introductions
- Supporting staff introductions
- Participant introductions



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### NOTES

Instructors and supporting staff will each provide a brief self-introduction. Depending on class size, instructors may ask you to introduce yourself.

At this time, if the instructor chooses, the course pre-test may be administered. The pre-test consists of 15 multiple choice questions and is estimated to take 30 minutes.



## ADMINISTRATIVE ORIENTATION

### SECTION OVERVIEW

The instructor will provide an overview of the physical features of the facility including the location of emergency exits and restrooms, and overview of basic classroom etiquette.

### SECTION SLIDE



The slide is titled "Administrative Orientation" and lists eight topics with corresponding icons. The topics are arranged in two columns. The left column includes: Emergency Exits (exit sign icon), Inclement Weather (cloud with lightning icon), Breaks & Lunch (apple icon), and Restrooms (male and female restroom icons). The right column includes: Classroom Etiquette (group of people icon), Phone Etiquette (phone with signal waves icon), and Communication Rules (speech bubbles icon). The slide also features the ARCOG NC logo in the bottom left corner and the text "FY 2023 - 2024" in the bottom right corner.

**Administrative Orientation**

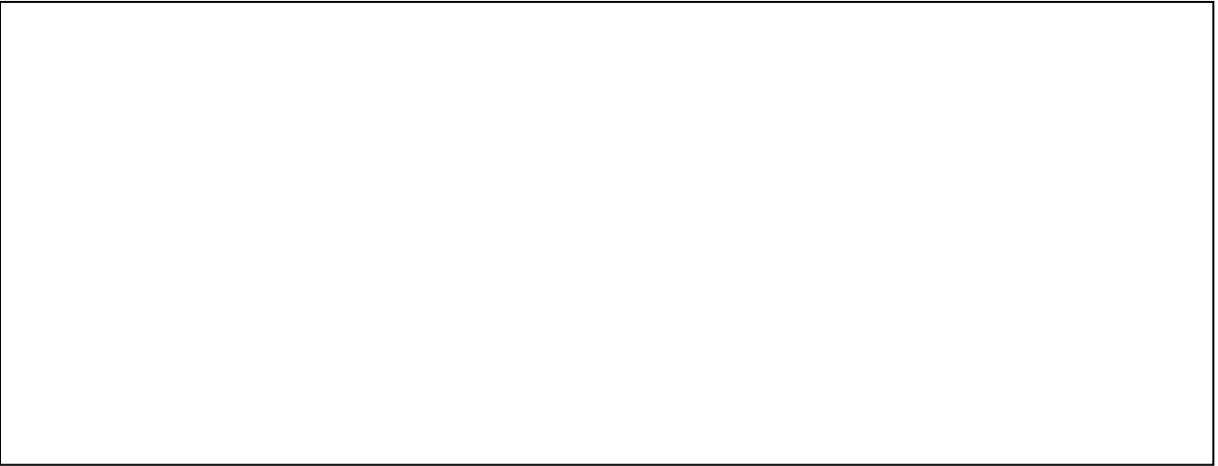
-  **Emergency Exits**
-  **Classroom Etiquette**
-  **Inclement Weather**
-  **Phone Etiquette**
-  **Breaks & Lunch**
-  **Communication Rules**
-  **Restrooms**

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### NOTES

The instructor will inform you of the locations of emergency exits, restrooms, and any other resources or features within the facility that they may be required to access during the training. They may review an inclement weather policy and any other safety plans set for the facility, such as for an active shooter incident. They will review basic classroom etiquette, phone etiquette, and communication “rules” for a respectful experience.

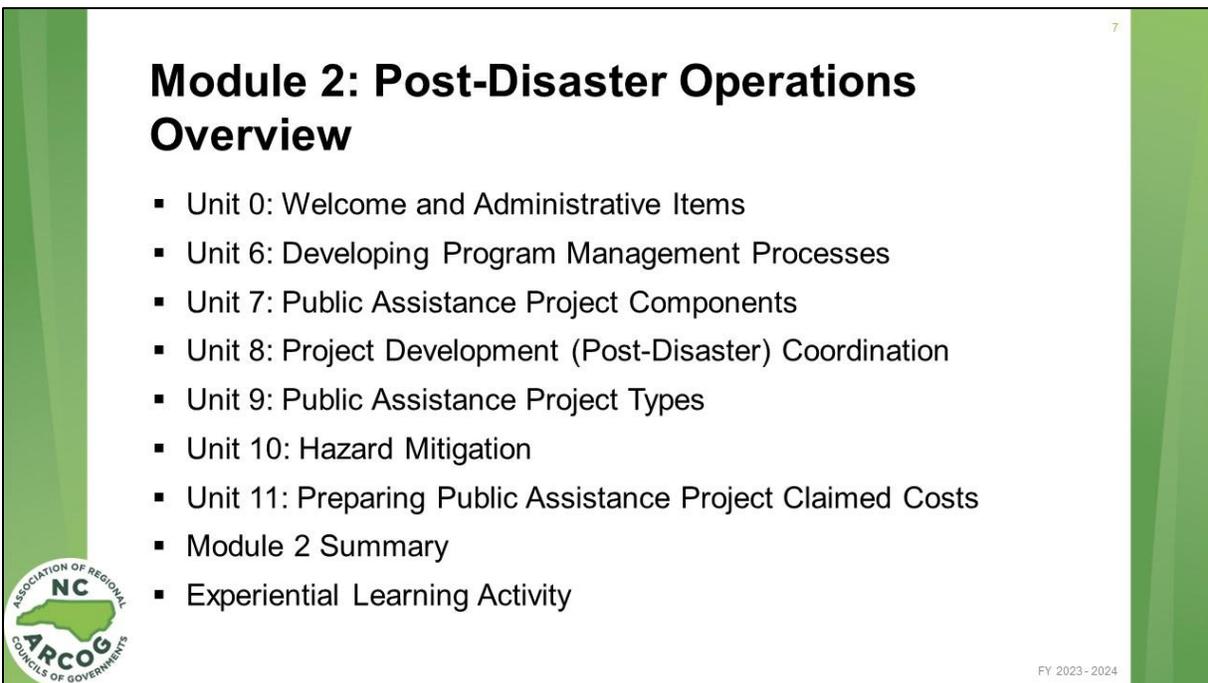


## MODULE 2 OVERVIEW

### SECTION OVERVIEW

The instructor will provide an overview of the units in Module 2, and the learning objectives for the Module.

### SECTION SLIDE

A presentation slide titled "Module 2: Post-Disaster Operations Overview". The slide lists ten units: Unit 0: Welcome and Administrative Items; Unit 6: Developing Program Management Processes; Unit 7: Public Assistance Project Components; Unit 8: Project Development (Post-Disaster) Coordination; Unit 9: Public Assistance Project Types; Unit 10: Hazard Mitigation; Unit 11: Preparing Public Assistance Project Claimed Costs; Module 2 Summary; and Experiential Learning Activity. The slide includes the ARCOG NC logo in the bottom left corner and the text "FY 2023-2024" in the bottom right corner. A small number "7" is visible in the top right corner of the slide content area.

**Module 2: Post-Disaster Operations Overview**

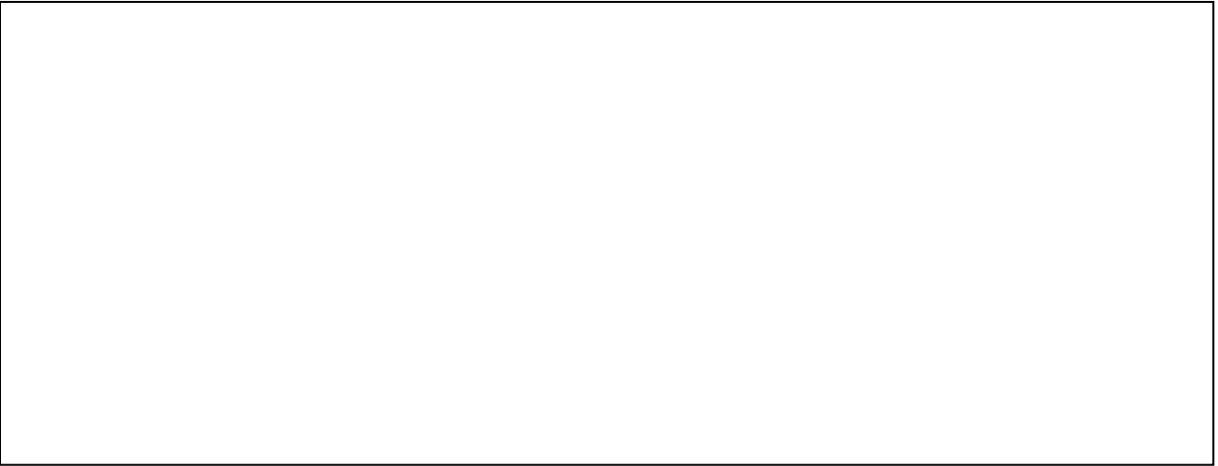
- Unit 0: Welcome and Administrative Items
- Unit 6: Developing Program Management Processes
- Unit 7: Public Assistance Project Components
- Unit 8: Project Development (Post-Disaster) Coordination
- Unit 9: Public Assistance Project Types
- Unit 10: Hazard Mitigation
- Unit 11: Preparing Public Assistance Project Claimed Costs
- Module 2 Summary
- Experiential Learning Activity

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### NOTES

- Unit 0: Welcome and Administrative Items
- Unit 6: Developing Program Management Processes
- Unit 7: Public Assistance Project Components
- Unit 8: Project Development (Post-Disaster) Coordination
- Unit 9: Public Assistance Project Types
- Unit 10: Hazard Mitigation
- Unit 11: Preparing Public Assistance Project Claimed Costs
- Module 2 Summary
- Experiential Learning Activity



## OBJECTIVES

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# Module 2 Terminal Learning Objective

## Terminal Learning Objective

By the end of this Module, participants will be able to explain the best methods to manage each phase of the Public Assistance process after a disaster, and effectively engage with state and federal partners to administer eligible projects.

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## NOTES

By the end of this Module, you will be able to explain the best methods to manage each phase of the Public Assistance process after a disaster, and effectively engage with state and federal partners to administer eligible projects.

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# Module 2 Key Takeaways

## Enabling Learning Objectives:

- Participants will be able to develop program management processes and/or systems for use from inception through closeout in preparation and submission of disaster recovery program projects.
- Participants will be able to accurately identify and prepare the different project components.
- Participants will be able to describe how to obtain, analyze, and gather field documentation for project development.
- Participants will be able to accurately identify the different work project types and develop processes for preparation and submission of disaster recovery program projects.
- Participants will be able to discuss hazard mitigation programs and determine the proper use of those within the disaster recovery process.
- Participants will be able to accurately prepare and prioritize PA emergency and permanent work project claimed costs.

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## NOTES

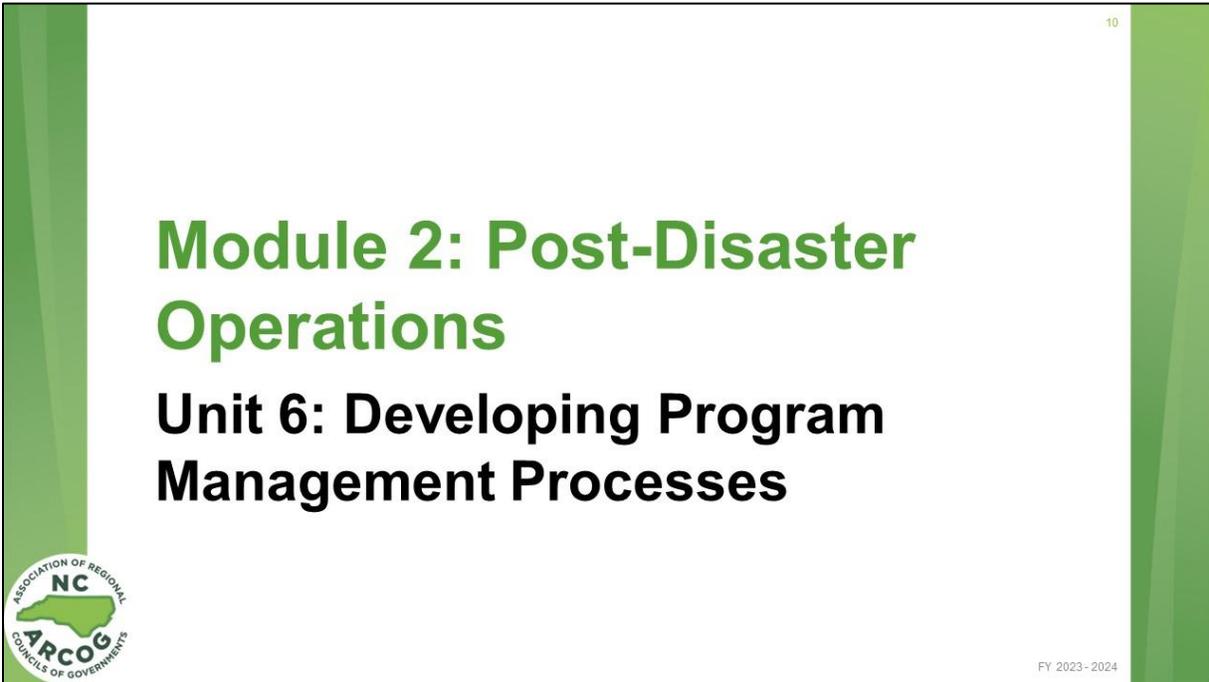
- You will be able to develop program management processes and/or systems for use from inception through closeout in preparation and submission of disaster recovery program projects.
- You will be able to accurately identify and prepare the different project components.
- You will be able to describe how to obtain, analyze, and gather field documentation for project development.
- You will be able to accurately identify the different work project types and develop processes for preparation and submission of disaster recovery program projects.
- You will be able to discuss hazard mitigation programs and determine the proper use of those within the disaster recovery process.
- You will be able to accurately prepare and prioritize PA emergency and permanent work project claimed costs.

## UNIT 6: DEVELOPING PROGRAM MANAGEMENT PROCESSES

### SECTION OVERVIEW

In this Unit, we will discuss how pre-disaster preparedness and planning can prepare a municipality to make the most effective use of Public Assistance after a disaster strikes, and best practices and approaches for engaging with the Public Assistance process.

### SECTION SLIDE

A presentation slide with a white background and green vertical bars on the left and right sides. The text is centered and reads: "Module 2: Post-Disaster Operations" in green, "Unit 6: Developing Program Management Processes" in black, and "FY 2023 - 2024" in the bottom right corner. There is a small "10" in the top right corner. The ARCOG NC logo is in the bottom left corner.

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# Module 2: Post-Disaster Operations

## Unit 6: Developing Program Management Processes

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### NOTES

In the previous Unit, we discussed best practices that can be used to ensure successful financial management during a disaster. In this Unit, we will highlight risks that can come about and threaten Public Assistance funding.

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## OVERVIEW

11

### Module 2: Unit 6 Overview

- Program Delivery Process of Public Assistance
- Phase I: Operational Planning and Applicant Coordination
- Phase II: Impacts and Eligibility
- Phase III: Scoping and Costing
- Phase IV: Final Reviews
- Phase V: Obligation and Recovery Transition
- Phase VI: Project Monitoring and Amendments
- Phase VII: Final Reconciliation and Closeout
- Document Management
- Necessary/Required Processes from Inception Through Closeout
- Unit 6 Summary

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## NOTES

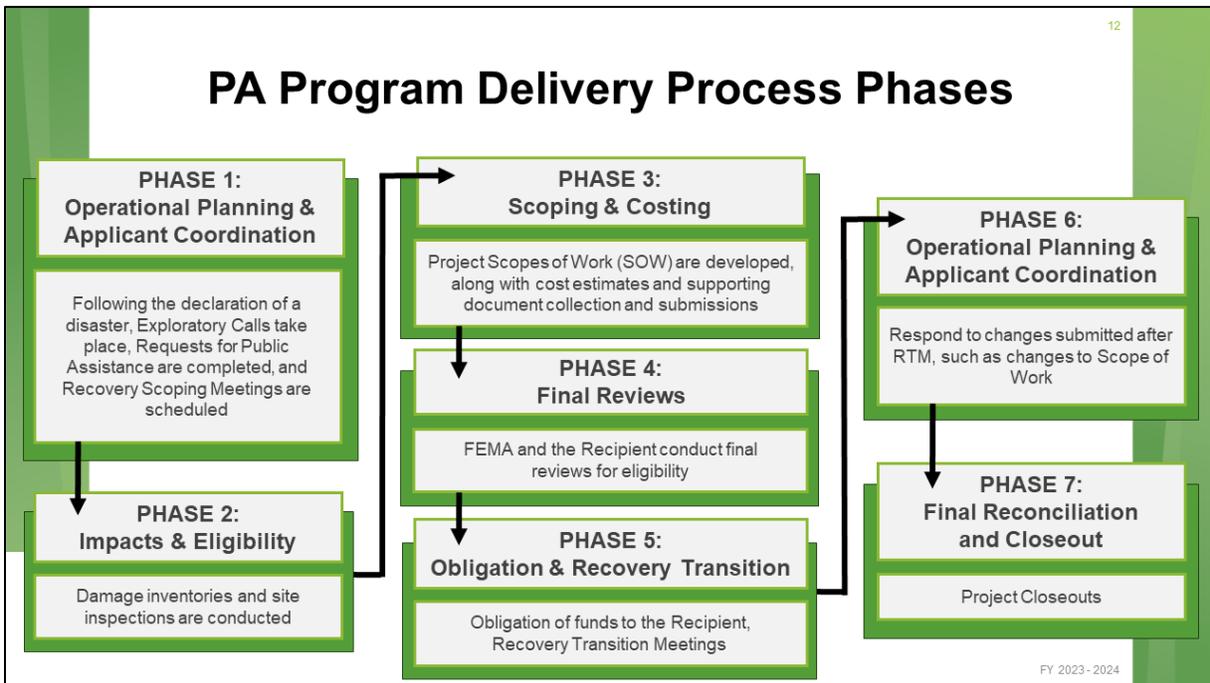
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## PA PROGRAM DELIVERY PROCESS PHASES

### SECTION OVERVIEW

An overview of the stages of the PA Program Delivery Process.

### SECTION SLIDE

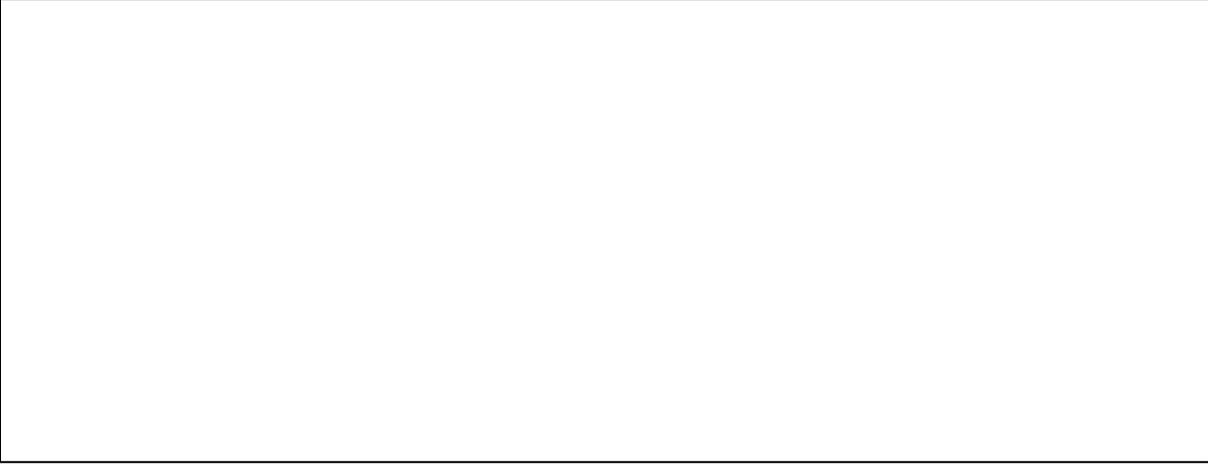


### NOTES

Operational Planning and Response is a 7-phase process. The phases are:

- Phase I: Operational Planning and Applicant Coordination
  - Following the declaration of a disaster, [exploratory calls](#) take place, Requests for Public Assistance are completed, and [recovery scoping meetings](#) are scheduled.
- Phase II: Impacts and Eligibility
  - Damage inventories and site inspections are conducted
- Phase III: Scoping and Costing
  - Project Scopes of Work (SOW) are developed, along with cost estimates and supporting document collection and submissions
- Phase IV: Final Reviews
  - FEMA and the Recipient conduct final reviews for eligibility
- Phase V: Obligation and Recovery Transition
  - Obligation of funds to the Recipient, Recovery Transition Meetings conducted
- Phase VI: Project Monitoring and Amendments

- Respond to changes submitted after RTM, such as changes to Scope of Work
- Phase VII: Final Reconciliation and Closeout
  - Project closeouts



## PHASE I: OPERATIONAL PLANNING AND APPLICANT COORDINATION

### SECTION OVERVIEW

A detailed description of Phase I of the PA Delivery Process.

### SECTION SLIDE

13

## Phase I: Operational Planning and Applicant Coordination

Phase I is where Applicant eligibility takes place. Some of the main components to this phase include Requests for Public Assistance, Applicant Briefings, Exploratory Calls, and Recovery Scoping Meetings.



**Request RPA  
within 30 days of  
Declaration**



**Recipient  
conducts  
Applicant  
Briefings**



**PDMG assigned  
and  
Exploratory Call  
is conducted**



**Recovery  
Scoping Meeting  
(RSM) is  
conducted**



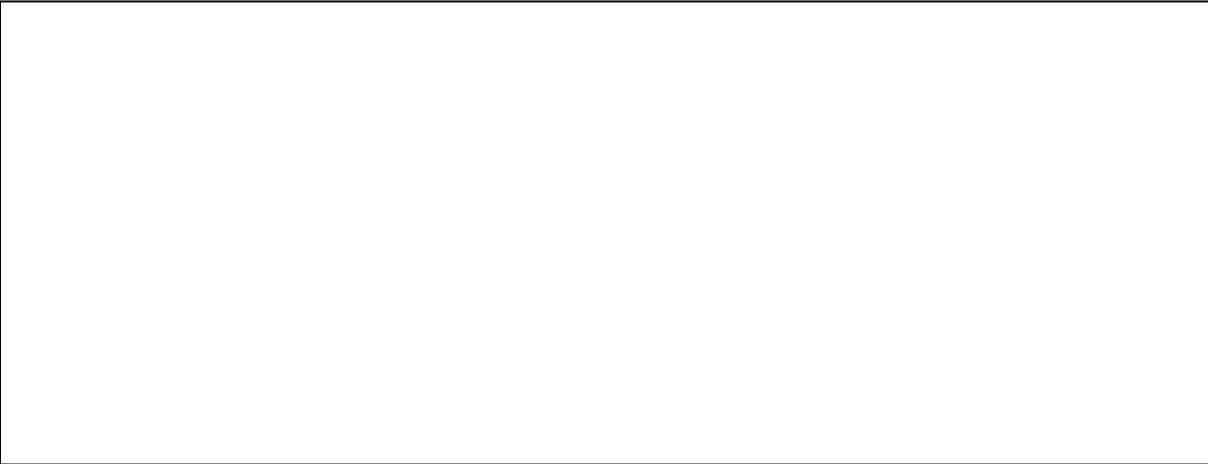
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### NOTES

Phase I is where Applicant eligibility takes place. Some of the main components include Requests for Public Assistance, Applicant Briefings, Exploratory Calls, and Recovery Scoping Meetings.

- A Request for Public Assistance (RPA) is submitted to FEMA within 30 days of a disaster declaration. The RPA is necessary to be considered for funding in the Public Assistance program.
- Following the Presidential declaration of disaster, Applicant Briefings are conducted. FEMA staff and representatives from applying municipalities attend the briefings. A primary Point of Contact should be designated to attend the meeting on behalf of your organization.
- When an RPA is approved, a [Program Delivery Manager \(PDMG\)](#) is assigned to the Subrecipient. The PDMG coordinates all aspects of the PA process, project development, and manages engagement with the Subrecipient from start to finish. An exploratory call is scheduled and conducted within seven days of PDMG assignment. This is an opportunity for the PDMG and Subrecipient to prepare for the Recovery Scoping Meeting.
- The Recovery Scoping Meeting takes place with the PDMG and Subrecipient staff. It is best to have staff familiar with damages and costs to attend this meeting. At this meeting, specific needs of the Subrecipient are discussed such as logical groupings of incident-related damages, hazard mitigation opportunities, and emergency activities performed. In addition, topics such as procurement requirements, necessary documentation, and special considerations (i.e.,

Environmental and Historic Preservation requirements, and insurance requirements) are discussed, as improper compliance with these processes can delay or de-obligate funding.



## PHASE II: IMPACTS AND ELIGIBILITY

### SECTION OVERVIEW

A detailed description of Phase II of the PA Delivery Process.

### SECTION SLIDE

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## Phase II: Impacts and Eligibility

Phase II includes logically grouping impacts into projects, conducting site inspections, and developing a Damage Inventory.

- Within 60 days of the RSM, a complete list of impacts must be submitted to FEMA.
- FEMA conducts site inspections to validate and document damages.

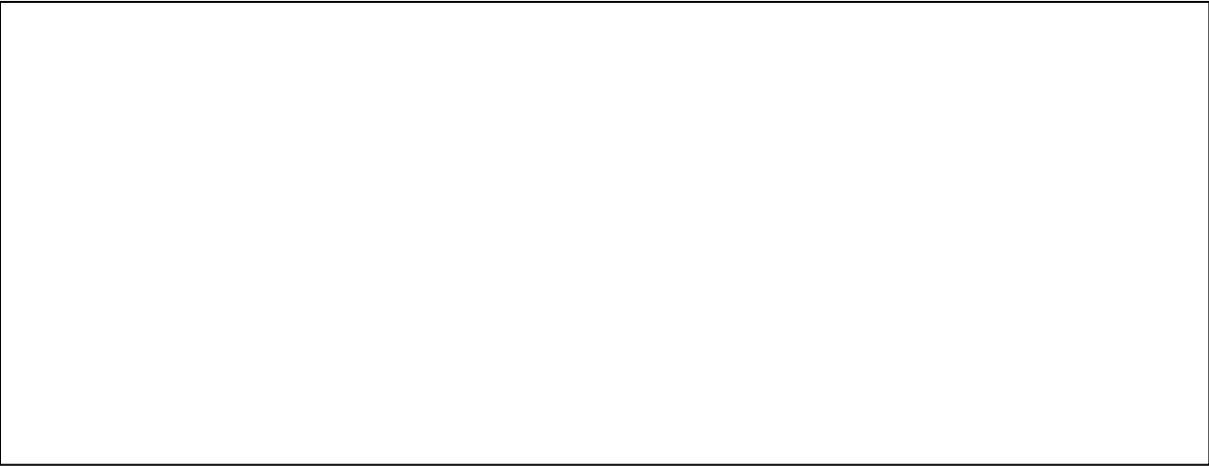



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### NOTES

Phase II includes logically grouping impacts into projects, conducting site inspections, and developing a Damage Inventory (DI).

- Within 60 days of the Recovery Scoping Meeting, a Damage Inventory with the complete list of impacts must be submitted to FEMA.
  - Some of the impact information that needs to be included is facility/site name, specific location, a description of the damage or quantity of debris, cost, and priority level of each project.
  - Sample Damage Inventories are included in the course materials package.
- FEMA conducts site inspections to validate and document damages. The focus of the site inspection is to identify damage, not to determine project costs.

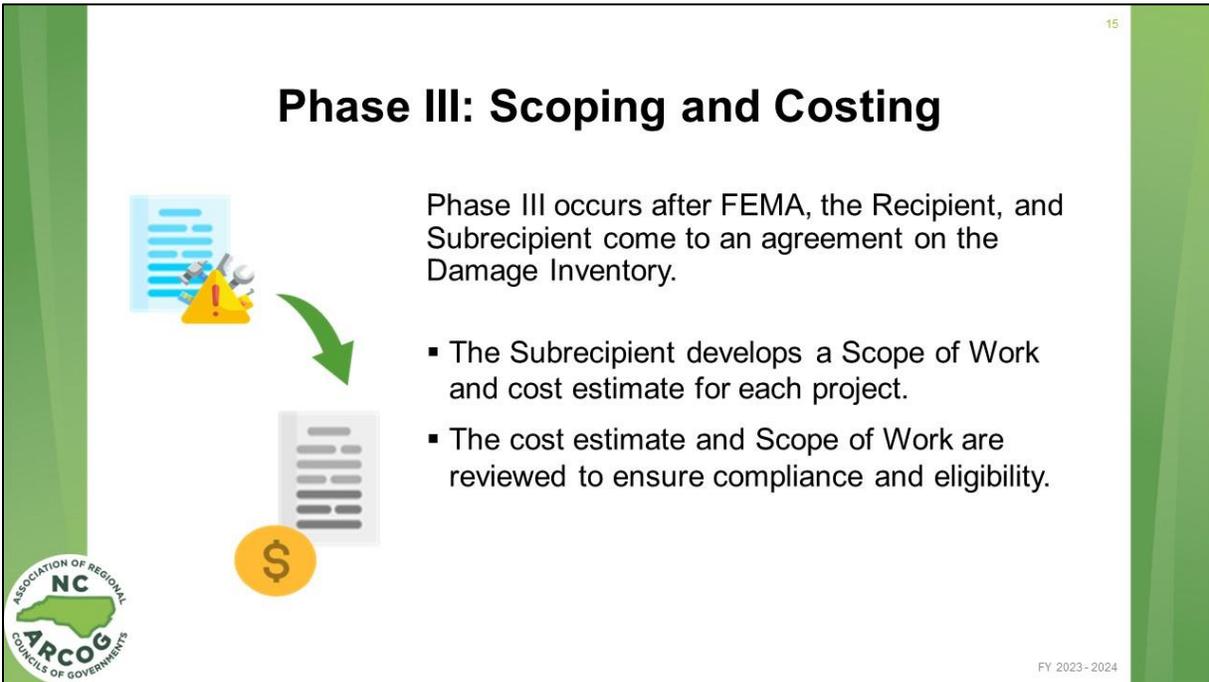


## PHASE III: SCOPING AND COSTING

### SECTION OVERVIEW

A detailed description of Phase III of the PA Delivery Process.

### SECTION SLIDE



The slide features a central diagram with a blue document icon, a yellow warning triangle with a red exclamation mark, a green arrow pointing to a grey document icon, and a yellow coin with a dollar sign. The ARCOG NC logo is in the bottom left corner, and the text 'FY 2023 - 2024' is in the bottom right corner.

## Phase III: Scoping and Costing

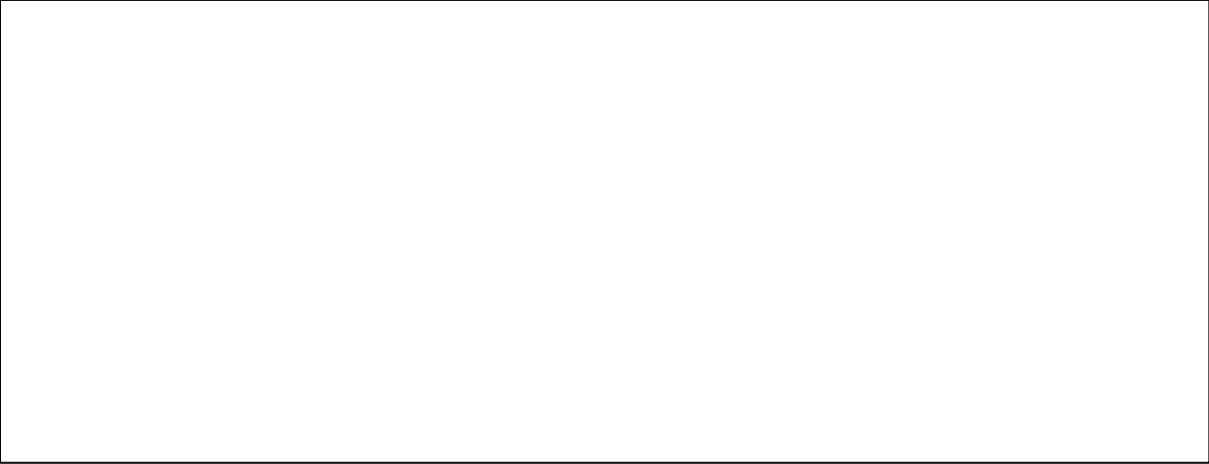
Phase III occurs after FEMA, the Recipient, and Subrecipient come to an agreement on the Damage Inventory.

- The Subrecipient develops a Scope of Work and cost estimate for each project.
- The cost estimate and Scope of Work are reviewed to ensure compliance and eligibility.

### NOTES

Phase III occurs after FEMA, the Recipient, and Subrecipient come to an agreement on the Damage Inventory (DI).

- The Subrecipient develops a Scope of Work and cost estimate for each project. The Scope of Work describes work that must be performed to address the Damage Inventory. The cost estimate is tied to the work necessary to address the Scope of Work.
- The cost estimate and Scope of Work are reviewed to ensure compliance and eligibility.

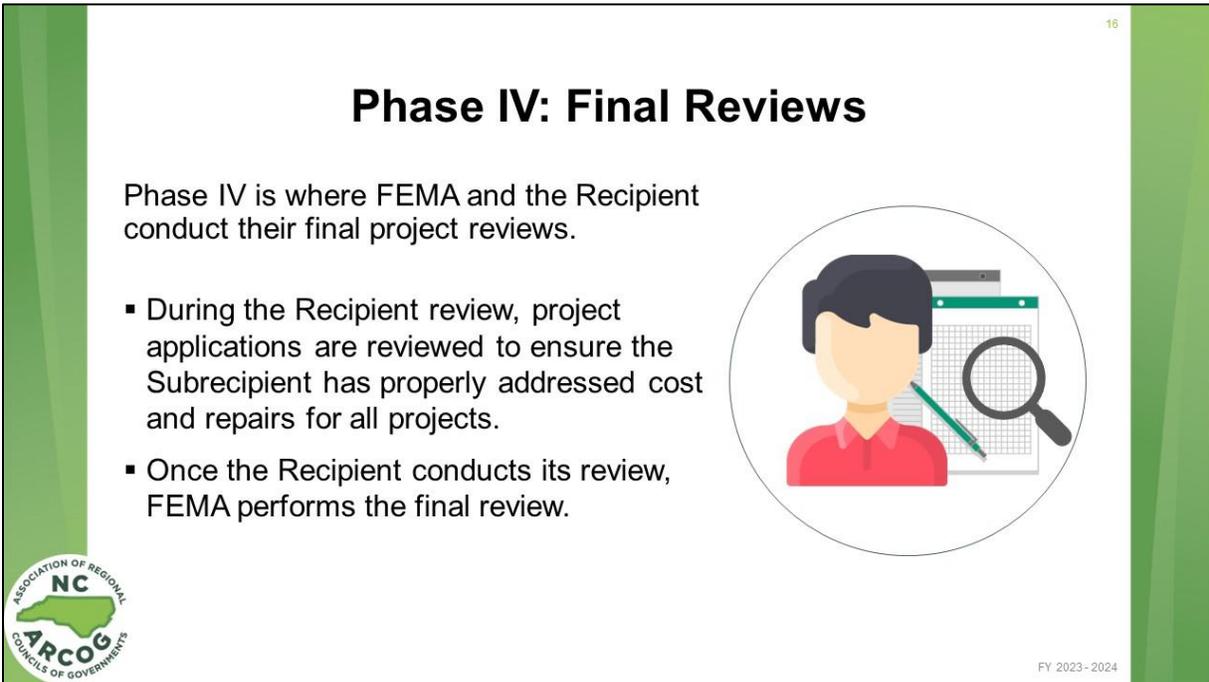


## PHASE IV: FINAL REVIEWS

### SECTION OVERVIEW

A detailed description of Phase IV of the PA Delivery Process.

### SECTION SLIDE



16

## Phase IV: Final Reviews

Phase IV is where FEMA and the Recipient conduct their final project reviews.

- During the Recipient review, project applications are reviewed to ensure the Subrecipient has properly addressed cost and repairs for all projects.
- Once the Recipient conducts its review, FEMA performs the final review.



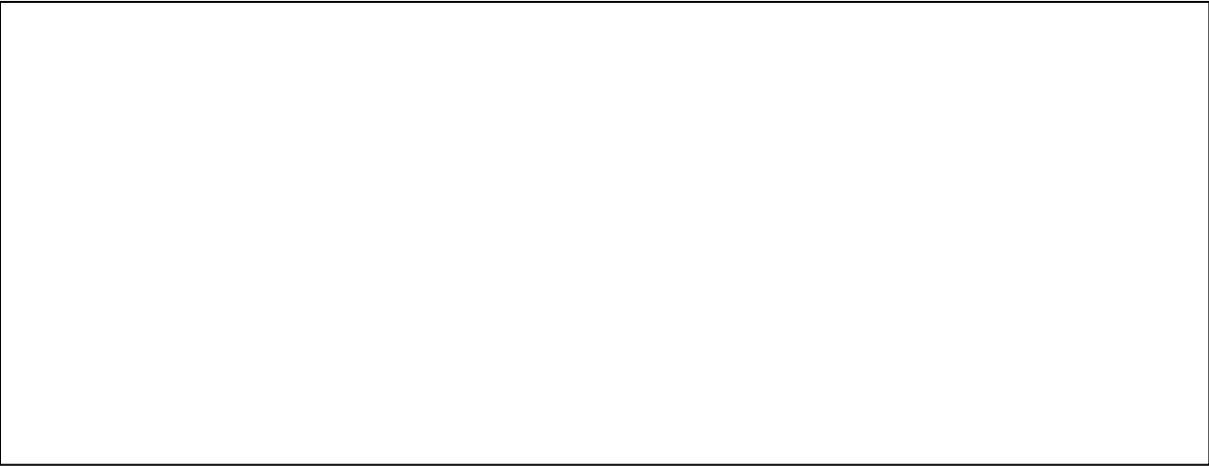
ARCOG NC logo

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### NOTES

Phase IV is where FEMA and the Recipient conduct their final project reviews.

- During the Recipient review, project applications are reviewed to ensure the Subrecipient has properly addressed cost and repairs for all projects.
- Once the Recipient conducts its review, FEMA performs the final review. They verify that all costs and work performed meet eligibility.
- When costs and work are deemed eligible, the funds can be obligated and given to the Recipient, who will distribute them to the Subrecipient.

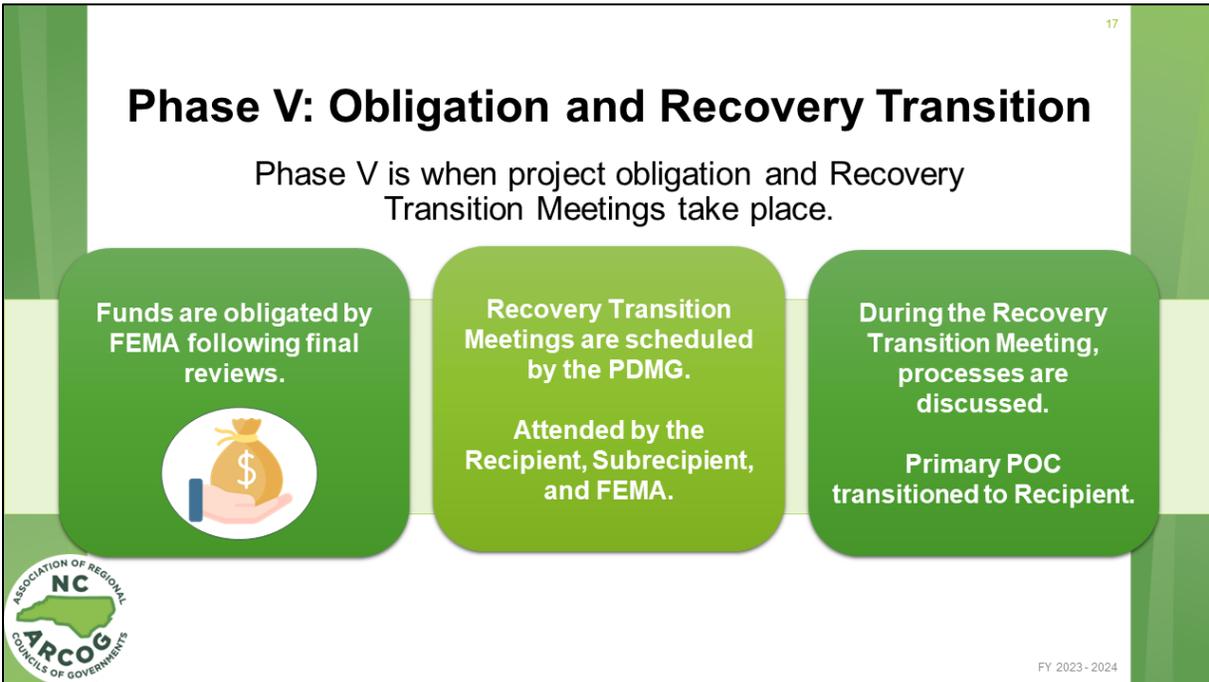


## PHASE V: OBLIGATION AND RECOVERY TRANSITION

### SECTION OVERVIEW

A detailed description of Phase V of the PA Delivery Process.

### SECTION SLIDE



17

## Phase V: Obligation and Recovery Transition

Phase V is when project obligation and Recovery Transition Meetings take place.

- Funds are obligated by FEMA following final reviews.**  

- Recovery Transition Meetings are scheduled by the PDMG.**  
**Attended by the Recipient, Subrecipient, and FEMA.**
- During the Recovery Transition Meeting, processes are discussed.**  
**Primary POC transitioned to Recipient.**

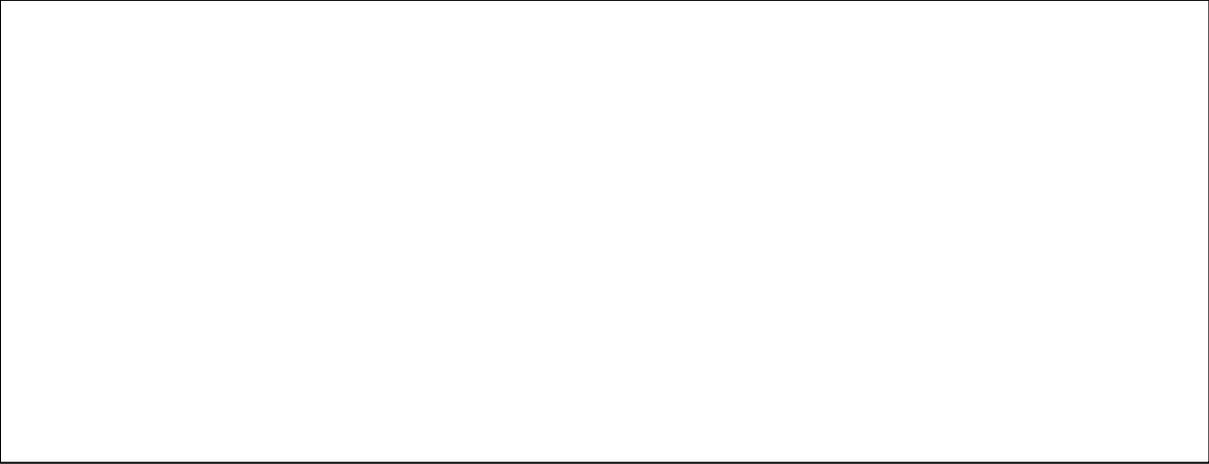


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### NOTES

Phase V is when project obligation and Recovery Transition Meetings take place.

- Funds are obligated by FEMA following final reviews. This is done through FEMA's Strategic Funds Management.
- Recovery Transition Meetings are scheduled by the PDMG and are attended by the Recipient, Subrecipient, and FEMA.
- During the Recovery Transition Meeting, processes such as document retention requirements, appeals deadlines, and work completion deadlines are discussed.
- The primary Point of Contact is then transitioned to the Recipient (state of North Carolina).



## PHASE VI: PROJECT MONITORING AND AMENDMENTS

### SECTION OVERVIEW

A detailed description of Phase VI of the PA Delivery Process.

### SECTION SLIDE

18

## Phase VI: Project Monitoring and Amendments

Phase VI is where post-award changes and monitoring are done. Projects are monitored and changes requested if needed.



**Post-Award Changes**



**Extending Completion Deadline**



**Audits and Auditing Organizations**



**Audit Required By Law**



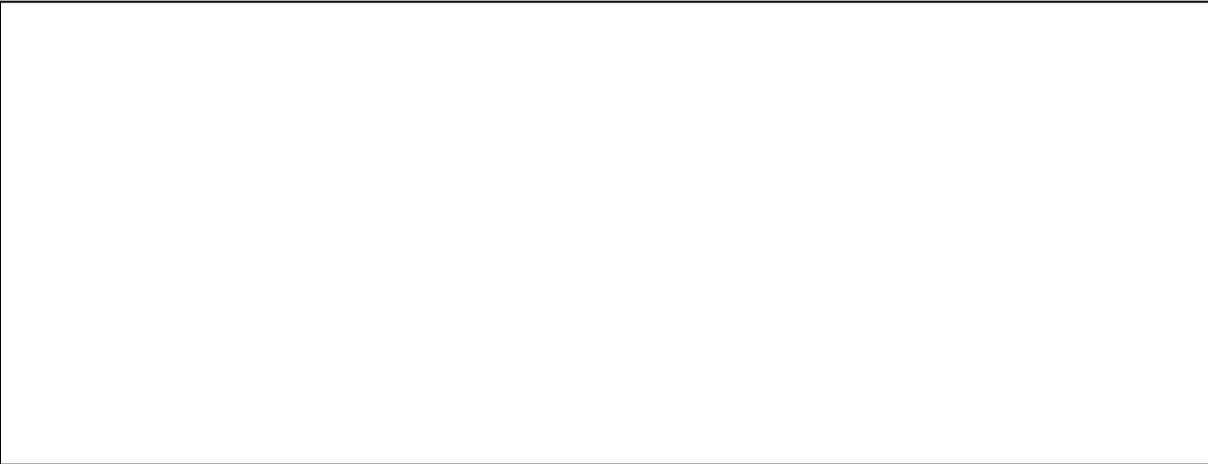
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### NOTES

Phase VI is where post-award changes and monitoring are done. During this phase, Public Assistance projects are monitored to ensure Subrecipients are appropriately spending funds according to their approved Scope of Work, as well as overall project progress. In addition, requests for changes in Scope of Work, appeals, audits, and time extensions are conducted.

- Post-award changes in Scope of Work can occur in certain circumstances, such as the discovery of a more cost-effective repair method, additional disaster-related damages are discovered, or an increase in costs due to errors. The Recipient and FEMA should be notified as soon as possible about the need for a change in Scope of Work. The change request should be submitted in writing with supporting documentation.
- If the Subrecipient needs additional time to complete work on a project, they can submit a written request to the Recipient to extend their work completion deadline. The Recipient then forwards the request to FEMA.
- Audits can be conducted by FEMA or the state, or both, and can occur even after closeout. Discrepancies or inadequate documentation found during an audit can result in cost adjustments or disallowances. It is important to keep all documentation after closeout.
  - The Office of Inspector General (OIG) within the Department of Homeland Security can conduct independent audits. The OIG’s audits identify potential fraud and can make recommendations regarding ineligible costs.

- The Government Accountability Office (GAO) is an independent, nonpartisan agency within Congress that can conduct audits, in an effort to provide accountability for how the Federal Government spends taxpayer dollars. While it usually does not audit FEMA programs, it can audit any project.
- A single audit is required by law if the Subrecipient receives \$750,000 or more in federal grant funds in one fiscal year. It is conducted to ensure the funds are being managed in compliance with all applicable laws and regulations. This audit can take place in addition to a regular audit.

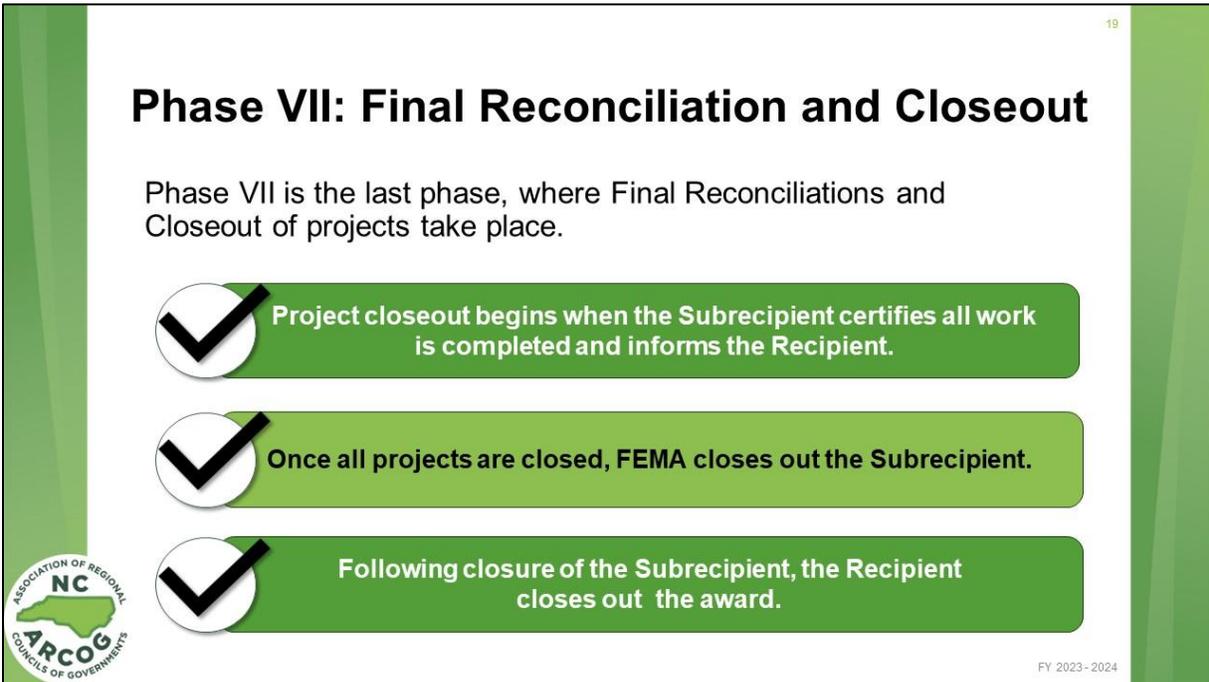


## PHASE VII: FINAL RECONCILIATION AND CLOSEOUT

### SECTION OVERVIEW

A detailed description of Phase VII of the PA Delivery Process.

### SECTION SLIDE



19

## Phase VII: Final Reconciliation and Closeout

Phase VII is the last phase, where Final Reconciliations and Closeout of projects take place.

- ✓ Project closeout begins when the Subrecipient certifies all work is completed and informs the Recipient.
- ✓ Once all projects are closed, FEMA closes out the Subrecipient.
- ✓ Following closure of the Subrecipient, the Recipient closes out the award.

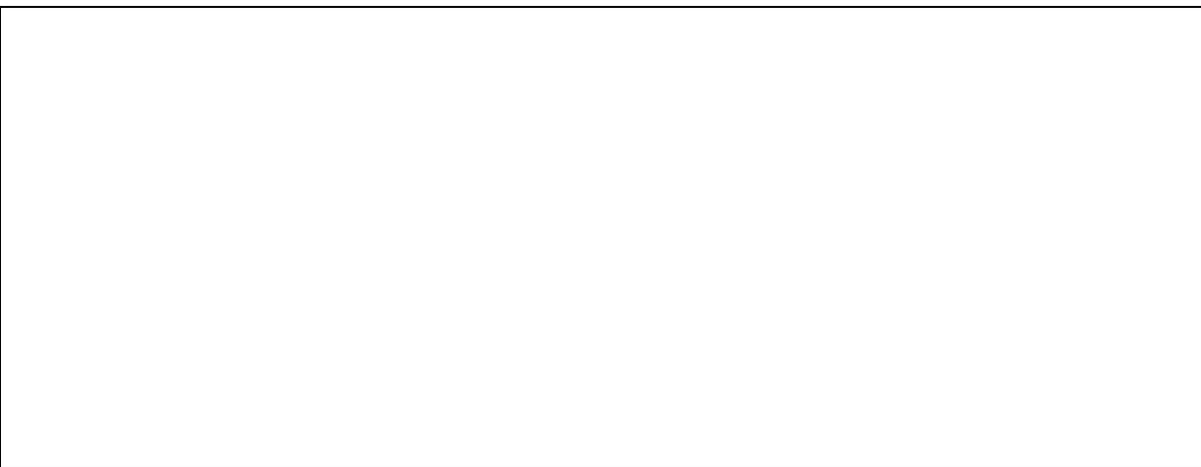
ARCOG logo: Association of Regional Councils of Governments, NC

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### NOTES

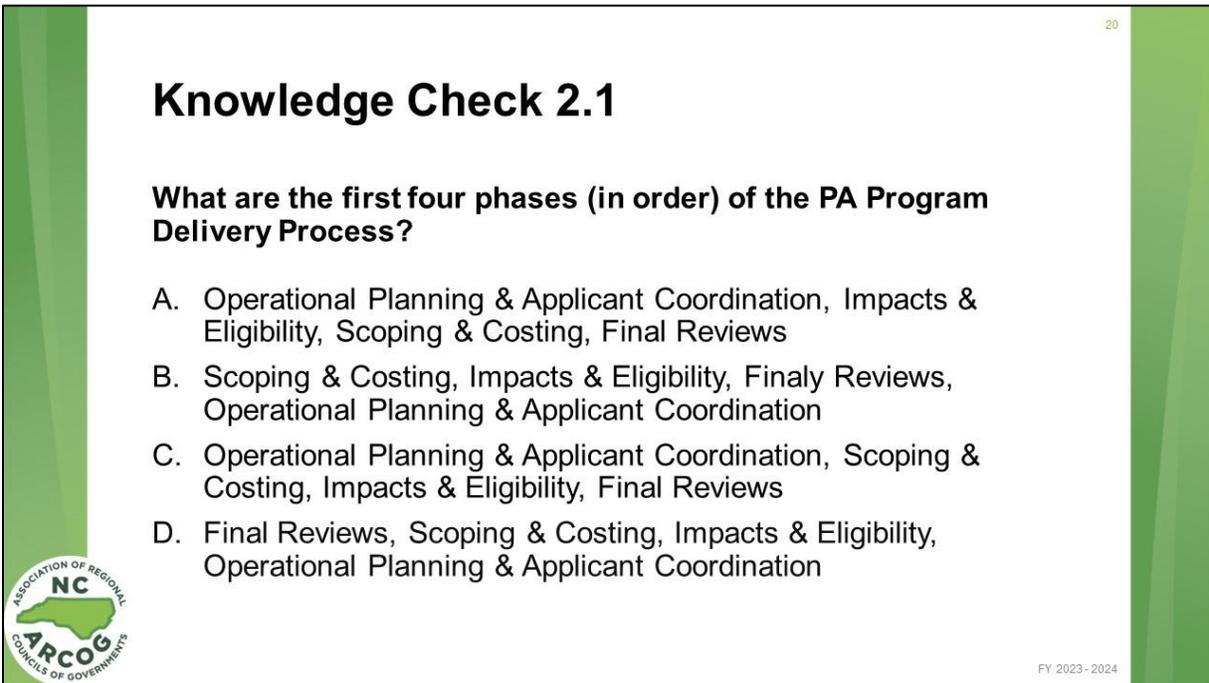
Phase VII is the last phase, where Final Reconciliations and Closeout of projects takes place.

- Project closeout begins when the Subrecipient certifies all work completed and informs the Recipient.
  - [Small Projects](#) (projects less than \$1,037,000) are closed out as a group upon completion of the last Small Project.
  - [Large Projects](#) (projects more than \$1,037,000) are closed out as they are completed.
- Once all projects are closed, FEMA closes out the Subrecipient.
- Following closure of the Subrecipient, the Recipient closes out the award.



## KNOWLEDGE CHECK 2.1

### SECTION SLIDE

A presentation slide titled 'Knowledge Check 2.1'. The slide has a white background with green vertical bars on the left and right sides. The title 'Knowledge Check 2.1' is in a large, bold, black font. Below the title is the question: 'What are the first four phases (in order) of the PA Program Delivery Process?'. There are four multiple-choice options labeled A, B, C, and D. In the bottom left corner of the slide, there is a small version of the ARCOG NC logo. In the bottom right corner, the text 'FY 2023 - 2024' is visible. A small number '20' is in the top right corner of the slide area.

**Knowledge Check 2.1**

**What are the first four phases (in order) of the PA Program Delivery Process?**

- A. Operational Planning & Applicant Coordination, Impacts & Eligibility, Scoping & Costing, Final Reviews
- B. Scoping & Costing, Impacts & Eligibility, Final Reviews, Operational Planning & Applicant Coordination
- C. Operational Planning & Applicant Coordination, Scoping & Costing, Impacts & Eligibility, Final Reviews
- D. Final Reviews, Scoping & Costing, Impacts & Eligibility, Operational Planning & Applicant Coordination

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### NOTES

#### **What are the first four phases (in order) of the PA Program Delivery Process?**

- A. Operational Planning & Applicant Coordination, Impacts & Eligibility, Scoping & Costing, Final Reviews
- B. Scoping & Costing, Impacts & Eligibility, Final Reviews, Operational Planning & Applicant Coordination
- C. Operational Planning & Applicant Coordination, Scoping & Costing, Impacts & Eligibility, Final Reviews
- D. Final Reviews, Scoping & Costing, Impacts & Eligibility, Operational Planning & Applicant Coordination



## DOCUMENTATION MANAGEMENT

### SECTION OVERVIEW

A description of the importance of document naming conventions being consistent throughout your organization, and how proper document management helps FEMA review processes.

### SECTION SLIDE

21

## Documentation Management



- Document naming conventions should be defined and specific, to ensure uniformity within your organization and with contractors.
- FEMA will ask you to rename your documents if they are not clearly labeled.
- FEMA Naming Convention Format:  
DRxxxx(State Abbreviation) – Project # - Facility Location/Name - Document Description

**Ex: DR1234NC – Project 987654 – Town of Paro Library - Permits**



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### NOTES

- It is important that document naming conventions are defined and specific to ensure uniformity within your organization and with contractors. In addition, finalized versions of documents should be labeled as such, to ensure that the most recently updated documents are submitted when necessary.
- Proper naming conventions clearly convey the contents of documents submitted to FEMA, helping expedite review processes and ultimately your funding.
- FEMA will ask you to rename your documents if they are not clearly labeled.
- You do not have to use FEMA's naming convention; you can create your own organizational version, as long as you are consistent with its use, and it clearly represents the contents of your documents.
  - FEMA Naming Convention Format: DRxxxx(State Abbreviation) – Project # - Facility Location/Name - Document Description
  - Ex: DR1234NC – Project 987654 – Town of Paro Library - Permits
    - **Note: this slide contains an animation. Click the slide a second time to reveal this example naming convention.**
  - With respect to location, you do not have to give a specific address, but location should be

specific enough to differentiate between multiple facility types within the same municipality.



## NECESSARY/REQUIRED PROCESSES FROM INCEPTION THROUGH CLOSEOUT

### SECTION OVERVIEW

The importance of having an internal plan of document sharing systems, and its impact on your navigation of the PA Delivery Process.

### SECTION SLIDE

22

## Necessary/Required Processes from Inception through Closeout

<div style="background-color: #4CAF50; color: white; padding: 10px; border-radius: 10px; margin-bottom: 10px;"> <p>Have an internal plan for document sharing</p> </div> <div style="background-color: #4CAF50; color: white; padding: 10px; border-radius: 10px; margin-bottom: 10px;"> <p>Any field documentation should be uploaded to shared organizational drives</p> </div> <div style="background-color: #4CAF50; color: white; padding: 10px; border-radius: 10px;"> <p>Files should be organized in a clear file system in the drive</p> </div>	<div style="background-color: #4CAF50; color: white; padding: 10px; border-radius: 10px; margin-bottom: 10px;"> <p>Consider a system that determines access management</p> </div> <div style="background-color: #4CAF50; color: white; padding: 10px; border-radius: 10px; margin-bottom: 10px;"> <p>Think about how different departments report relevant information</p> </div> <div style="background-color: #4CAF50; color: white; padding: 10px; border-radius: 10px;"> <p>Identify the disaster team and appoint back-up points of contact</p> </div>
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### NOTES

- Another important aspect of best practices for document control is having an internal plan of document sharing systems. If there is not already a document management process in place at your organization, one should be created.
- Any field documentation should be uploaded to an online space where all organizational stakeholders can access files. It not only fosters collaboration in the Public Assistance process, but also protects against the possibility of lost files due to hardware issues, revolving staff, etc.
- Within your online document drive, files should be organized with a clear folder system. This allows contractors outside of your organization to easily find and contribute documentation that will support your requests for assistance.
- Consider what communications systems are in place to facilitate the Damage Inventory (DI) process within your organization.
- Consider a system that determines who has access to documents, administration-level access, etc.
- How do different departments report to grant managers, finance managers, and direct FEMA contacts within municipalities?
  - Getting info directly to your FEMA and state contact – Documents uploaded through Grants

Portal and North Carolina EM Grants website.

- FEMA contact (Program Delivery manager, or PDMG) coordinates all meetings for and with the Applicant; FEMA site inspectors may schedule their own meetings/inspections with the Applicant, which may potentially cause communication issues. Independent scheduling may delay project progression due to miscommunications and missed milestones. The importance of communication with all stakeholders cannot be emphasized enough.
- Depending on the involvement of your NC contact, they may also be included in these communications.
- Identify who the disaster team is or will be to prepare for disaster recovery efforts. Appoint a backup POC in case the representative is unavailable (sick, must leave because they have been devastated by the disaster, etc.), to ensure best-practice business continuity. This backup POC should have the same security level and access as the original representative.



Example to discuss: One of the first tasks in disaster recovery is to conduct a Damage Inventory (DI) and deliver it to FEMA within 60 days.



## MODULE 2: UNIT 6 SUMMARY

### SECTION SLIDE

23

## Module 2: Unit 6 Summary

- A detailed account of the seven phases of the PA Program Delivery process
- The importance of proper document management within your organization
- How document control best practices impacts how you move through the PA Program Delivery process

The ARCOG NC logo is located in the bottom left corner of the slide.

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### NOTES

- A detailed account of the seven phases of the PA Program Delivery process
- The importance of proper document management within your organization
- How document control best practices impacts how you move through the PA Program Delivery process

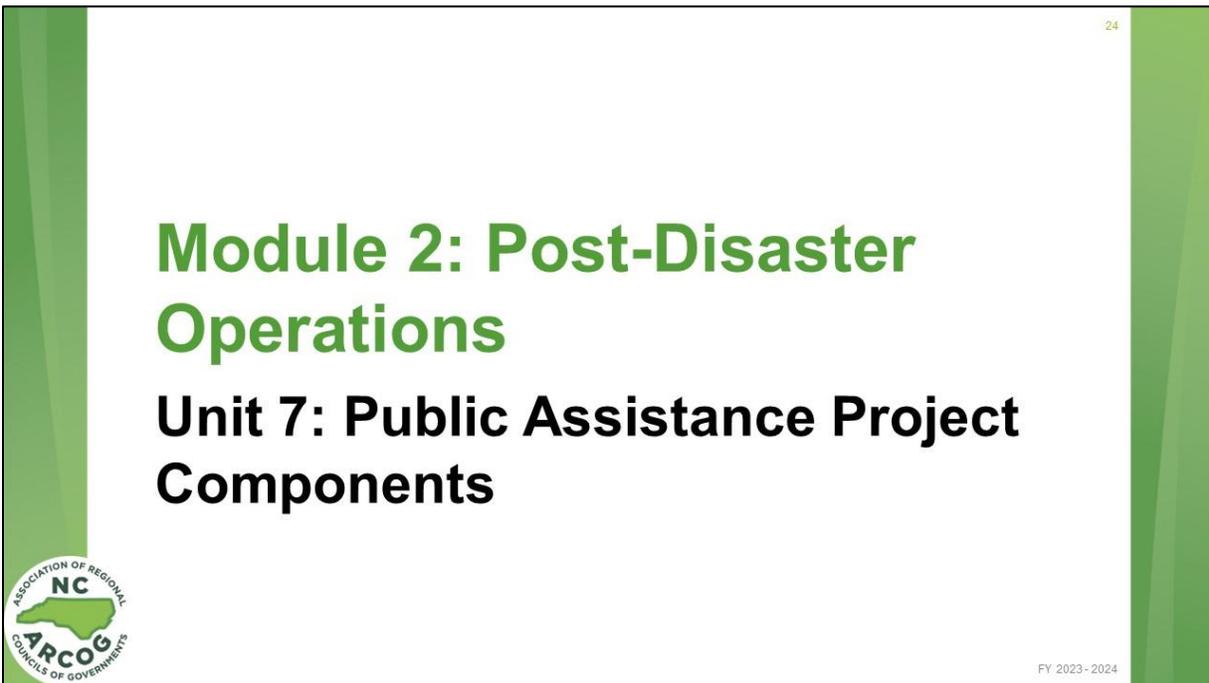


## UNIT 7: PUBLIC ASSISTANCE PROJECT COMPONENTS

### SECTION OVERVIEW

In this Unit, we will discuss the methods to accurately identify and prepare the different project components.

### SECTION SLIDE



### NOTES

In this Unit, we will discuss the categories and eligibility of work, and how understanding the Scope of Work allows for the development of cost estimates prior to reimbursement.



## OVERVIEW

25

### Module 2: Unit 7 Overview

- Categories of Work (Emergency Work)
- Categories of Work (Permanent Work)
- Damage Descriptions and Dimensions
- Scope of Work
- Work Eligibility
- Cost Eligibility
- Main Types of Costs
- Unit 7 Summary

The ARCOG NC logo is located in the bottom left corner of the slide content area.

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## NOTES

## CATEGORIES OF WORK (EMERGENCY WORK)

### SECTION OVERVIEW

A definition of what emergency work is.

### SECTION SLIDE

26

## Categories of Work (Emergency Work)



Emergency Work

**Category A**

Debris removal;  
Construction/demolition,  
Hazardous materials

**Category B**

Emergency protective  
measures; Removal  
of health/safety  
hazards

**Statutory Timelines**

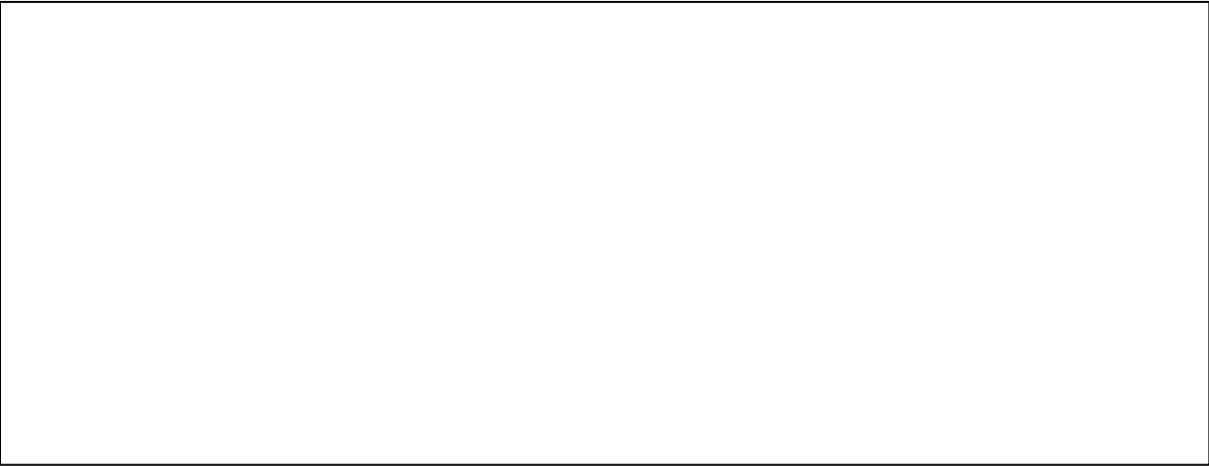
Start Date – Date of Declaration  
Debris Removal – 6 Months  
Emergency Work – 6 Months  
Permanent Work – 18 Months



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### NOTES

- Work that must be performed following a disaster is categorized as being Emergency Work or Permanent Work. The designation of these categories of work helps to efficiently facilitate the process of Public Assistance funding.
- Emergency work is further separated into two categories:
  - Category A – Debris removal:
    - Construction/demolition, Vegetative debris, Household appliances, Vehicles, Hazardous materials
  - Category B – Emergency protective measures:
    - Sandbagging, Construction of temporary levees, Removal of health and safety hazards, Security forces in the disaster area



## CATEGORIES OF WORK (PERMANENT WORK)

### SECTION OVERVIEW

A definition of what permanent work is.

### SECTION SLIDE

27

## Categories of Work (Permanent Work)

 <p><b>Category C</b> Roads and Bridges</p>	 <p><b>Category D</b> Water Control Facilities</p>	 <p><b>Category E</b> Public Buildings, Equipment</p>
 <p><b>Category F</b> Public Utilities</p>	 <p><b>Category G</b> Parks, Recreational Facilities</p>	 <p><b>Category Z</b> Management Costs</p>

**Cat Z:** Management Costs are incurred from the beginning of a disaster, so ensure you have some mechanism in place to track those costs, so they can be reimbursed at the end of the recovery process!


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### NOTES

- Permanent work is separated into five categories:
  - Category C – Roads and bridges
  - Category D – Water Control facilities
  - Category E – Public Buildings and equipment
  - Category F – Public Utilities
  - Category G – Parks, recreational, other facilities
- Category Z - Management Costs:
  - As mentioned in Module 1, Subrecipients may use Public Assistance funds to reimburse costs associated with the direct and indirect administrative processes of grant management. Category Z costs were previously referred to as Direct Administrative Costs (DAC).
- Management costs vs. project management costs:
  - Management costs fall under Category Z and refer to any work performed to prepare the grants. Project management costs would fall under the category of work related to the type of project.



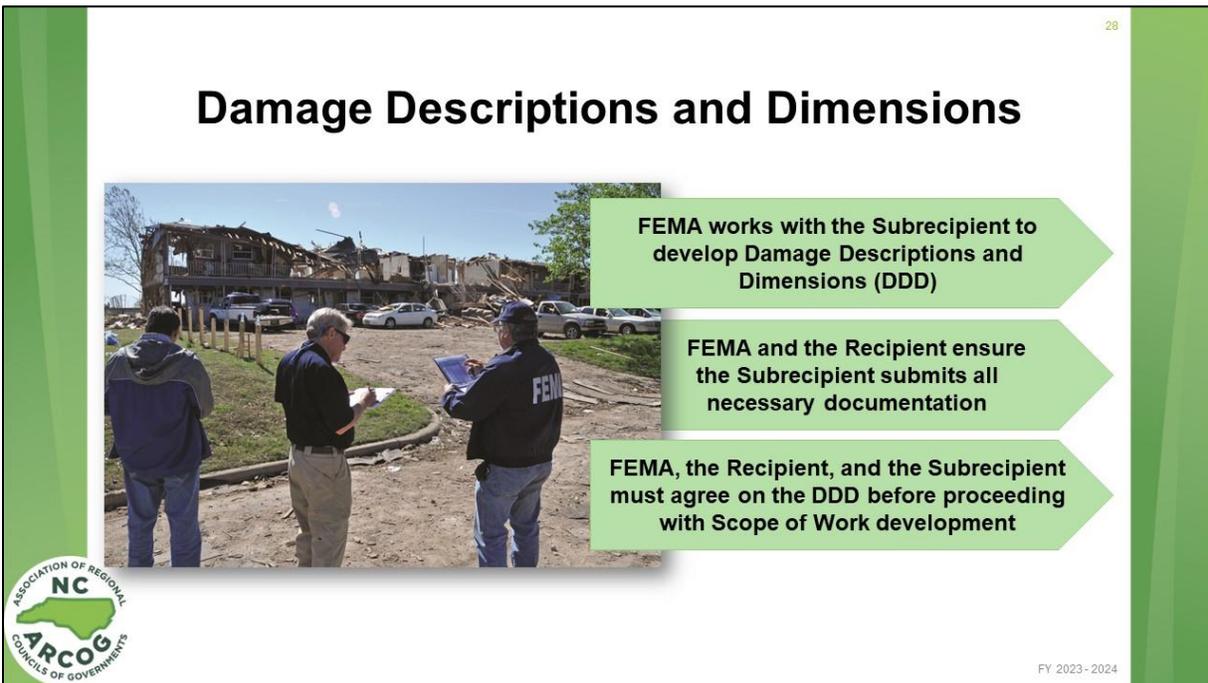
**Cat Z: Management Costs are incurred from the beginning of a disaster, so ensure you have some mechanism in place to track those costs, so they can be reimbursed at the end of the recovery process!**

## DAMAGE DESCRIPTIONS AND DIMENSIONS

### SECTION OVERVIEW

A description of what is required for the Damage Inventory (DI), and the importance of developing a Damage Descriptions and Dimensions (DDD).

### SECTION SLIDE



28

## Damage Descriptions and Dimensions



**FEMA works with the Subrecipient to develop Damage Descriptions and Dimensions (DDD)**

**FEMA and the Recipient ensure the Subrecipient submits all necessary documentation**

**FEMA, the Recipient, and the Subrecipient must agree on the DDD before proceeding with Scope of Work development**

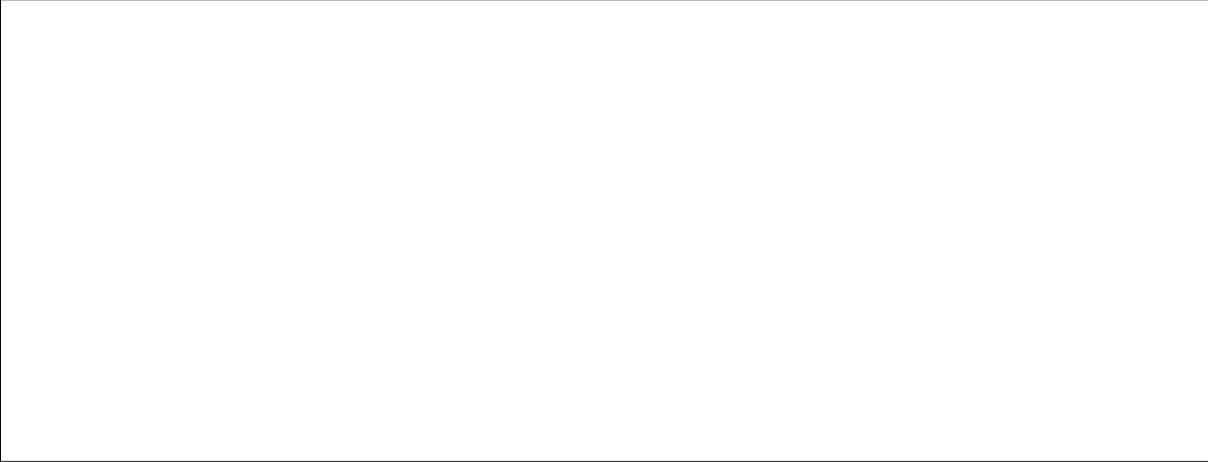


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### NOTES

- Damage information is an essential component of the award given to Subrecipients. For projects to be deemed eligible, documentation regarding facility damages need to be submitted.
- FEMA works with the Subrecipient to develop Damage Descriptions and Dimensions (DDD). The Subrecipient is responsible for providing documentation to ensure that its facilities are eligible for funding. Some of the required information may include:
  - Facility component
  - Location
  - Component description
  - Description of damage
  - Dimension type
  - Work completion status
- FEMA will specify if they require any specific information or documentation to determine eligibility.
- FEMA and the Recipient ensure the Subrecipient submits all necessary information and documentation. If the Recipient does not provide sufficient documentation to support its eligibility, FEMA cannot provide PA funding for the work.

- FEMA, the Recipient, and the Subrecipient must agree on the DDD before proceeding with Scope of Work development. Site inspections are conducted by FEMA to validate, and document reported damage and impacts.
- The Subrecipient has authority to determine to repair to pre-disaster conditions or move forward to other eligible options (improved alternate projects or alternative procedures), as well as hazard mitigation proposals.

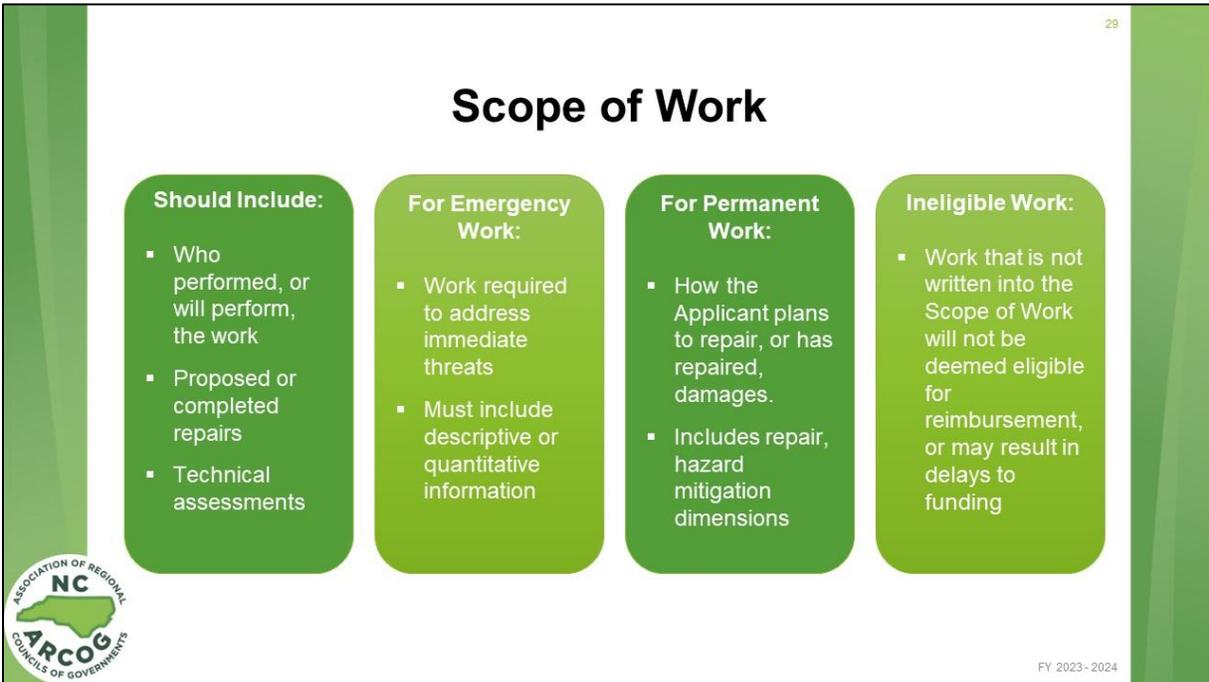


## SCOPE OF WORK

### SECTION OVERVIEW

A description of what the Scope of Work is and what it should include.

### SECTION SLIDE



29

## Scope of Work

**Should Include:**

- Who performed, or will perform, the work
- Proposed or completed repairs
- Technical assessments

**For Emergency Work:**

- Work required to address immediate threats
- Must include descriptive or quantitative information

**For Permanent Work:**

- How the Applicant plans to repair, or has repaired, damages.
- Includes repair, hazard mitigation dimensions

**Ineligible Work:**

- Work that is not written into the Scope of Work will not be deemed eligible for reimbursement, or may result in delays to funding



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### NOTES

- Once the DDD is complete, a Scope of Work must be developed for eligible work.
- The Scope of Work is the basis for reimbursable costs. Work that is not written into the Scope of Work will not be deemed eligible for reimbursement or will be delayed.
- For Emergency Work, the Scope of Work includes work required to address immediate threats and to remove debris and must include quantitative information by type of debris such as the measures of the work in question (length, width, height, weight, volume), or descriptive information (such as if the material is primarily wood, brick, etc.).
  - Emergency work can be difficult to estimate in advance.
  - The FEMA Program Delivery Manager (PDMG) will be able to provide additional guidance on how the metrics should be quantified.
- For Permanent Work, the Scope of Work includes a description of how the Applicant plans to repair, or has repaired, the damage, including repair dimensions and hazard mitigation description and dimensions.
- The Scope of Work should include:
  - Whether the work is complete
  - Who performed, or will perform, the work

- Proposed or completed repairs
- Technical assessments, including repair dimensions



How would mutual aid tie into Scope of Work?

## WORK ELIGIBILITY

### SECTION OVERVIEW

A description of the basic criteria for eligible work.

### SECTION SLIDE

30

## Work Eligibility



**Facility Eligibility**

- Damaged by the declared disaster
- Physically located in disaster area
- Legal responsibility of Subrecipient



**Work Eligibility**

- Must be required to be completed
- Must be located within declared disaster area
- Legal responsibility of Subrecipient



**Emergency Work Eligibility**

- Must be completed to save lives
- Protects public health and safety
- Eliminates or lessens an immediate threat



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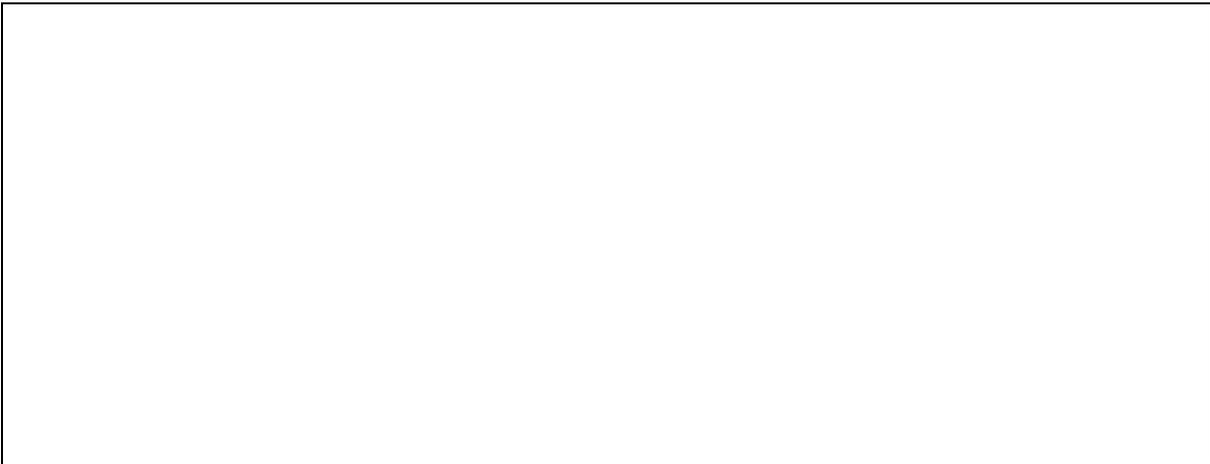
### NOTES

- DDD must be conducted and completed to determine proper Scope of Work. Damage or work left out of the DDD and Scope of Work will not be eligible for reimbursement, so it is critical to be as accurate and thorough as possible during DDD creation.
- Facilities must meet certain criteria to be deemed eligible for Public Assistance funding:
  - Damaged by the declared disaster
  - Physically located within the declared area
  - Legal responsibility of the Subrecipient
- Minimum Work Eligibility Criteria:
  - Work must be required to be completed, whether due to immediate threat from the disaster or to address damage caused by the disaster
  - Work must be located within the declared disaster area
  - Work must be the legal responsibility of the Subrecipient
- Emergency Work Eligibility Criteria: Work that must be done to
  - Save lives
  - Protect public health and safety

- Protect improved property
- Eliminate or lessen an immediate threat
- Permanent Work Eligibility Criteria: work required to restore a facility to pre-disaster conditions.



Example: water infiltrated a building and flooded it. When FEMA conducted the inspection, you can see the floodline, and inspector writes “drywall” only. Later discovered that water caused more damage that was not identified in inspection. Additional damages are fixed but cannot be added to Scope of Work because it was not in DDD and is deemed ineligible.



## COST ELIGIBILITY

### SECTION OVERVIEW

A description of the basic criteria for eligible costs.

### SECTION SLIDE

31

## Cost Eligibility

Costs are eligible for reimbursement when they are:

- Directly tied to eligible work included in the Scope of Work
- Adequately documented
- Necessary and reasonable

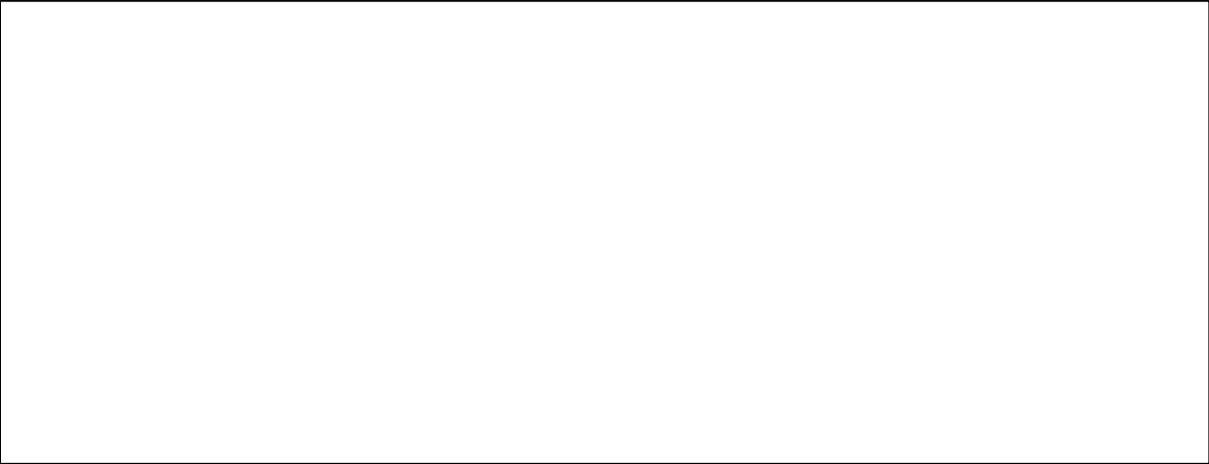
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### NOTES

- Costs are eligible for reimbursement when they are:
  - Directly tied to eligible work performed that is included in the Scope of Work
  - Adequately documented (i.e., completed invoices which include the dates of service performed, work completed as described, quantities)
  - Procured in compliance with all applicable federal, state, and local policies
  - Necessary and reasonable
- Costs are reasonable if they are ordinary and necessary for the type of work, and do not exceed the nature/amount that would be incurred by someone else under the same circumstances.
- FEMA has published rates for equipment usage.



An example for discussion of invoiced costs vs claimed costs: an invoice for fuel. Some was used for personal cars (ineligible), some used for disaster-related equipment (eligible). Only claim fuel amount that was used for disaster-related costs.



## MAIN TYPES OF COSTS

### SECTION OVERVIEW

A description of the types of costs associated with work performed and how they are used to create cost estimates.

### SECTION SLIDE

32

## Main Types of Costs

**Force account labor,  
equipment**

**Rentals**

**Materials and supplies**

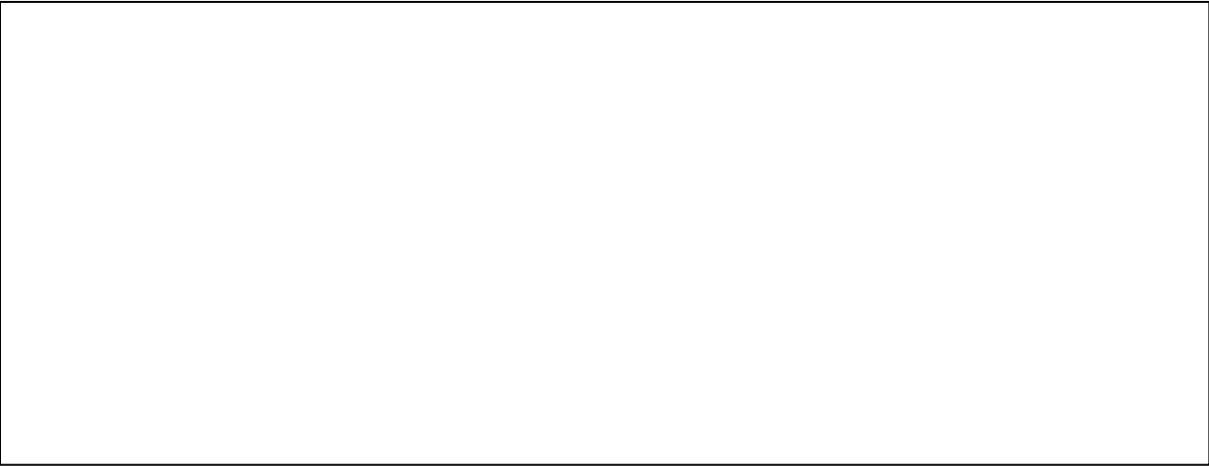
**Contract work**

Cost Summary Workbooks are a collection of expenditure worksheets that track costs. They can be used to develop total claimed costs by helping you keep an organized summary of all work performed/to be performed.


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### NOTES

- Cost information of work performed (or to be performed) is used by FEMA to create an estimate. The Subrecipient is responsible for providing sufficient information to help generate these estimates. This can include:
  - [Force account labor](#): an Applicant’s own labor forces. Information such as number of personnel, average pay rate, lodging and per diem rates
  - [Force account equipment](#): an Applicant’s own equipment. Information such as amount of equipment and hourly rate
  - Materials/supplies
  - Rentals: rental agreement with pricing
  - Contract work: request for proposals, bid documents, and contracts
- Cost Summary Workbooks are a collection of expenditure worksheets that track common costs and are customizable across individual incidents. These workbooks can be used to develop your total claimed costs by helping you keep an organized summary of all the types of work performed/to be performed. We will discuss what types of documentation may appear in these workbooks in the next Unit.



## KNOWLEDGE CHECK 2.2

### SECTION SLIDE

33

## Knowledge Check 2.2

**Which of the following is NOT a main type of cost?**

- A. Force account labor
- B. Rentals
- C. Contract work
- D. Reimbursements

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### NOTES

**Which of the following is NOT a main type of cost?**

- A. Force account labor
- B. Rentals
- C. Contract work
- D. Reimbursements

A large empty rectangular box intended for handwritten notes.

## UNIT 7 SUMMARY

### SECTION SLIDE

34

## Module 2: Unit 7 Summary

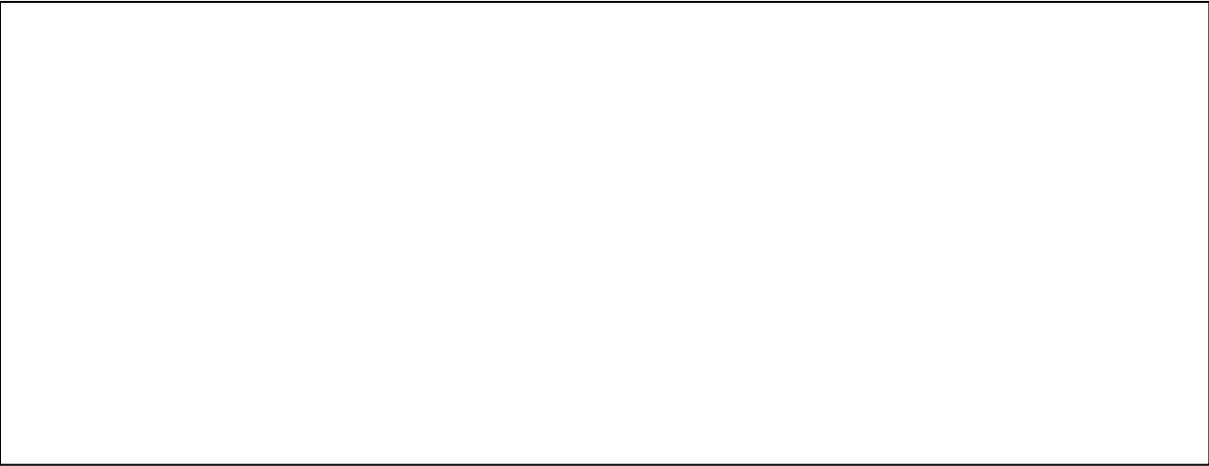
- Categories of Emergency Work
- Categories of Permanent Work
- Information required to develop a Damage Descriptions and Dimensions (DDD)
- Information required to develop a Scope of Work
- The basics of Work Eligibility
- The basics of Cost Eligibility
- The main types of costs used to create an estimate

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### NOTES

- Categories of Emergency Work
- Categories of Permanent Work
- Information required to develop a Damage Descriptions and Dimensions (DDD)
- Information required to develop a Scope of Work
- The basics of Work Eligibility
- The basics of Cost Eligibility
- The main types of costs used to create an estimate





## UNIT 8: PROJECT DEVELOPMENT (POST-DISASTER) COORDINATION

### SECTION OVERVIEW

In this Unit, we will discuss how to obtain, analyze, and gather field documentation for project development.

### SECTION SLIDE

35

# Module 2: Post-Disaster Operations

## Unit 8: Project Development (Post-Disaster) Coordination



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### NOTES

In the previous Unit, we discussed cost eligibility and the main types of costs associated with disaster recovery work. In this Unit, we will explain how documentation for those costs is prepared and uploaded to online systems within the process of Public Assistance.



## OVERVIEW

36

# Module 2: Unit 8 Overview

- Documentation Required for Public Assistance
- Submitting Field Documentation
- FEMA Grants Portal
- NC EM Grants System
- Packaging Documentation
- Unit 8 Summary

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## NOTES

## DOCUMENTATION REQUIRED FOR PUBLIC ASSISTANCE

### SECTION OVERVIEW

A list of some of the documentation required to support your Public Assistance application.

### SECTION SLIDE

37

## Documentation Required for Public Assistance

Documentation provided by the Subrecipient is essential. Some documents that are required to be submitted include:



- Damage inventory (impact information)
- Site inspection reports (inspections conducted by FEMA)
- Force account labor logs
- EHP questionnaire
- Equipment records/activity
- Insurance policies
- Pre-event maintenance records
- Generator hour records
- Photographs and blueprints
- Material and supply invoices
- Procurement policies
- Payroll policies

Ensure you have a system to back up critical documentation *before* a disaster strikes!


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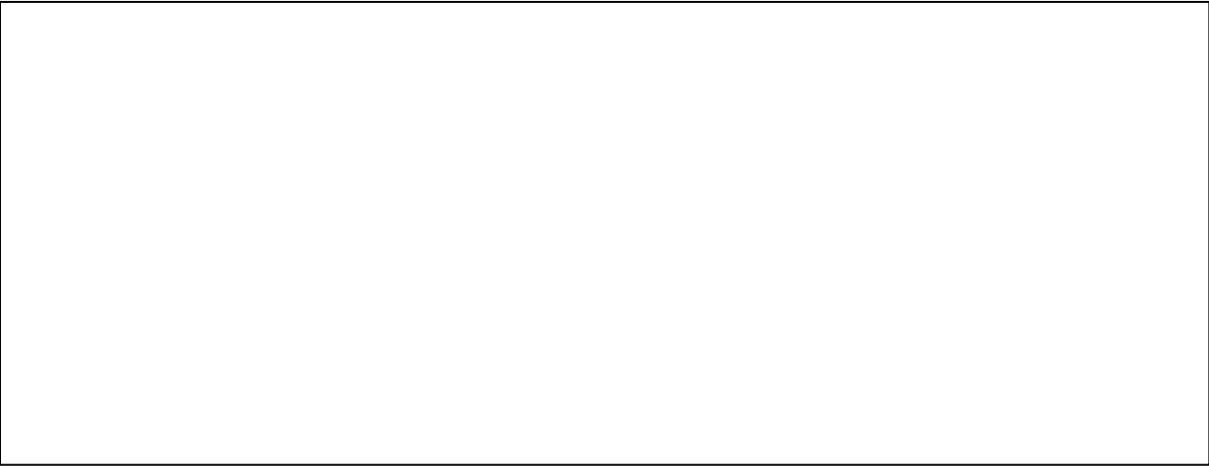
### NOTES

Documentation provided by the Subrecipient is essential for Public Assistance funds to be obligated. While the specific information that is required depends on the project in question, some documents that are required to be submitted include:

- Damage Inventory (impact information)
- Site inspection reports (inspections conducted by FEMA)
- Force account labor logs
- Environmental and Historic Preservation (EHP) questionnaire
- Equipment records/activity



**Ensure you have a system to back up critical documentation *before* a disaster strikes!**



## SUBMITTING FIELD DOCUMENTATION

### SECTION OVERVIEW

The online systems used during the Public Assistance process.

### SECTION SLIDE

38

## Submitting Field Documentation

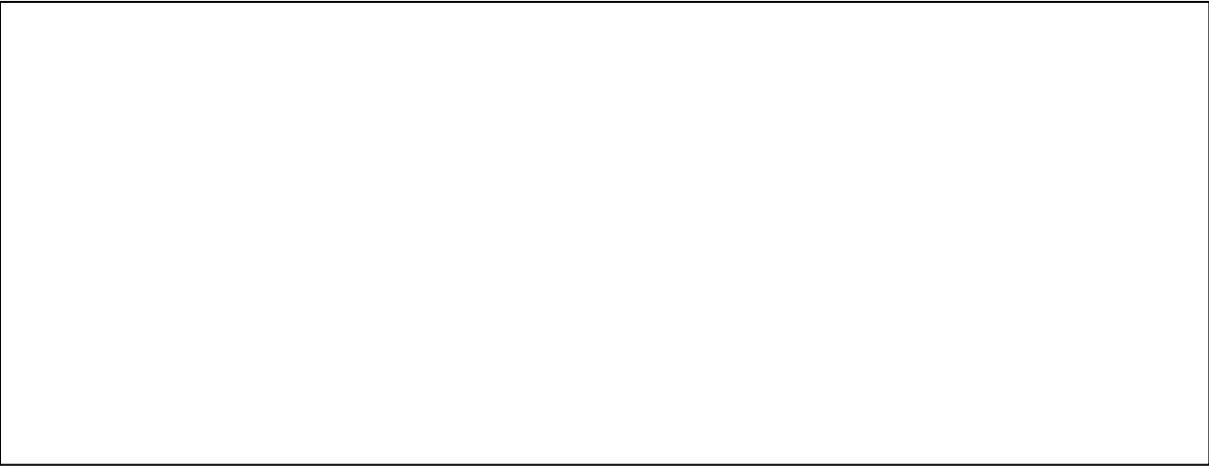
- FEMA Grants Portal is the location to submit documentation and information about work projects and to track the status of their Public Assistance applications.
- NC EM Grants system is the location to submit documentation for and track reimbursements and Public Assistance deadlines.



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### NOTES

- FEMA Grants Portal is the location to submit documentation and information about work projects and to track the status of their Public Assistance applications.
- [NC EM Grants](#) system is the location to submit documentation for and track reimbursements and Public Assistance deadlines, as well as submit scope change requests and time extension requests once FEMA has obligated funds.
- Municipality-specific documentation process: In your organization, who is responsible for submitting field documentation?



## FEMA GRANTS PORTAL

### SECTION OVERVIEW

A detailed description of the FEMA Grants Portal and its purpose in the PA process.

### SECTION SLIDES

39

## FEMA Grants Portal (1 of 2)



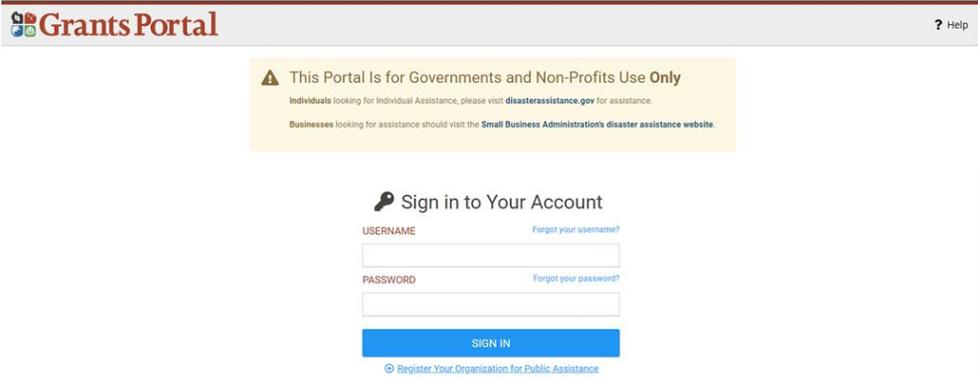
- Web-based system where all project application information is submitted. FEMA, Recipients, and Subrecipients use this system to keep all stakeholders informed throughout the Public Assistance process.
- Finance Coordinators (or appointed Applicant Representative) upload all their documentation to FEMA through this portal, in their Organizational Profile.



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## FEMA Grants Portal (2 of 2)



The screenshot shows the FEMA Grants Portal login interface. At the top, there is a header with the ARCOG logo and the text "Grants Portal" on the left, and a "Help" link on the right. Below the header is a yellow warning box with a triangle icon, stating: "This Portal Is for Governments and Non-Profits Use Only. Individuals looking for Individual Assistance, please visit [disasterassistance.gov](https://disasterassistance.gov) for assistance. Businesses looking for assistance should visit the [Small Business Administration's disaster assistance website](#)." Below the warning box is a "Sign in to Your Account" section with a key icon. It contains two input fields: "USERNAME" with a "Forgot your username?" link, and "PASSWORD" with a "Forgot your password?" link. Below the fields is a blue "SIGN IN" button. At the bottom of the sign-in section is a link: "Register Your Organization for Public Assistance".



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## NOTES

- FEMA Grants Portal is the web-based system where all project application information is submitted. FEMA, Recipients, and Subrecipients use this system to keep all stakeholders informed throughout the Public Assistance process.
- Finance Coordinators (or the appointed Applicant Representative) upload all their documentation to FEMA through this portal, in their Organizational Profile.
  - The Organizational Profile is not disaster-specific, therefore documents across multiple disasters can be submitted here.
- Documents that pertain to a specific disaster are uploaded to the Applicant Profile. Documents specific to a single project are uploaded to the Project Section. Documents pertaining to a specific damage item are uploaded to the Damage Section.
- Improper documentation may result in unvalidated work, prompting FEMA to submit a Request for Information (RFI) to further evaluate the eligibility of the work. A response is usually required within 15 days of receipt of the RFI.
- Information is submitted to the FEMA [Consolidated Resource Center \(CRC\)](#) through Grants Portal for project review and development.
- Additional training resources on FEMA Grants Portal can be found in the Course Key Concepts and Resources Appendix.

## KNOWLEDGE CHECK 2.3

### SECTION SLIDE

41

## Knowledge Check 2.3

**Which of the following is true about FEMA Grants Portal?**

- A. Your Organizational Profile in the system is specific to the current disaster
- B. Requests for Public Assistance (RPA) are not submitted in FEMA Grants Portal
- C. Project obligation occurs in FEMA Grants Portal
- D. Applications are automatically denied if improper documentation is submitted

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### NOTES

#### Which of the following is true about FEMA Grants Portal?

- A. Your Organizational Profile in the system is specific to the current disaster
- B. Requests for Public Assistance (RPA) are not submitted in FEMA Grants Portal
- C. Project obligation occurs in FEMA Grants Portal
- D. Applications are automatically denied if improper documentation is submitted

## NC EM GRANTS SYSTEM

### SECTION OVERVIEW

A detailed description of the NC EM Grants system and its purpose in the PA process.

### SECTION SLIDE

The screenshot displays the 'emgrants.nc.gov' website. The main heading is 'North Carolina Emergency Management'. Below this, there is a 'Returning User Login' section with fields for 'Email:' and 'Password:', a 'Remember Me' checkbox, and 'Sign In' and 'Register' buttons. A 'Menu' button is located in the top right corner. Below the login form is a process flow diagram with five steps: 1. Request for Public Assistance submitted to FEMA Grants Portal; 2. NC EM Grants System syncs with FEMA EMMIE; 3. Requests for Reimbursement and supporting documentation submitted; 4. NC EM Grants reviews the document package; 5. Reimbursement approved OR more documentation requested. Below the flow diagram, a note states: 'Your State Rep is your advocate. Do not sign or agree to anything until you've had a chance to speak to your State Rep! They are there to support you and your community!' The footer of the slide includes the ARCOCG logo and the text 'FY 2023 - 2024'.

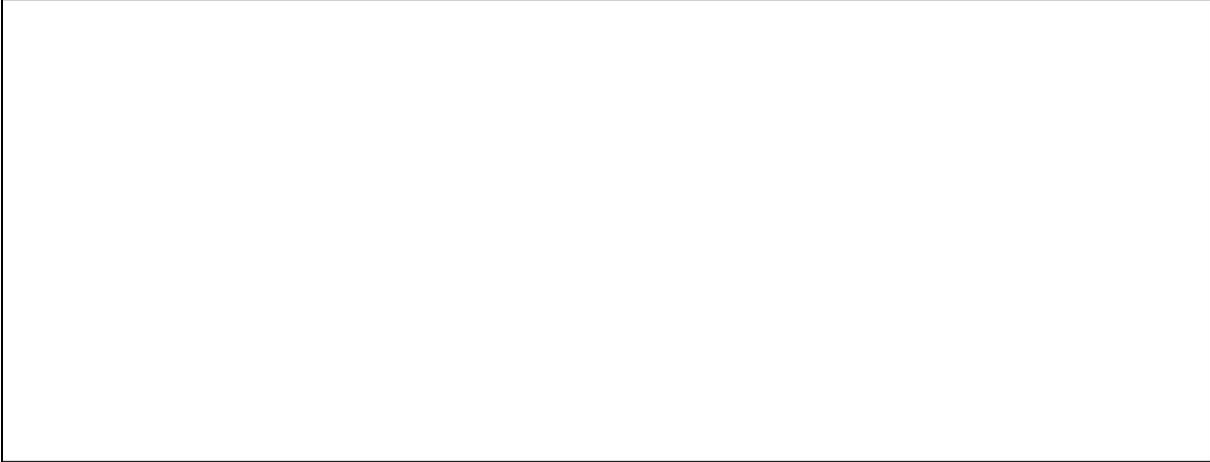
### NOTES

- Subrecipients submit Requests for Public Assistance (RPA) immediately after a disaster declaration through the FEMA Grants Portal.
- NC EM Grants System does not sync with FEMA Grants Portal, however it does sync with FEMA's EMMIE (Emergency Management Mission Integrated Environment) software to manage PA.
- Requests for Reimbursements (RFR) are submitted after a large project is obligated. At this time, documentation that supports the RFR are also submitted; this includes documentation previously uploaded to the FEMA Grants Portal, as well as additional documentation that supports the request.
- Once documentation is submitted, NC EM Grants reviews the document package. Reimbursements are processed, or NC EM Grants will request more information if needed.
  - Once initial reimbursements are given, if Scope of Work has changed, Subrecipient must resubmit document packages to FEMA and NC EM Grants. This process of submission, reimbursement, repair can continue several times until damages are restored to pre-disaster conditions.
- Small and Large Project reimbursements are processed differently. Your Grant Manager will advise you of the most current processes at the time of the disaster.

- Scope of Work amendments and time extensions requests are initiated in EMGrants.



**Your State Rep is your advocate. Do not sign or agree to anything until you've had a chance to speak to your State Rep! They are there to support you and your community!**



## NC EM GRANTS EXAMPLE (1 of 2)

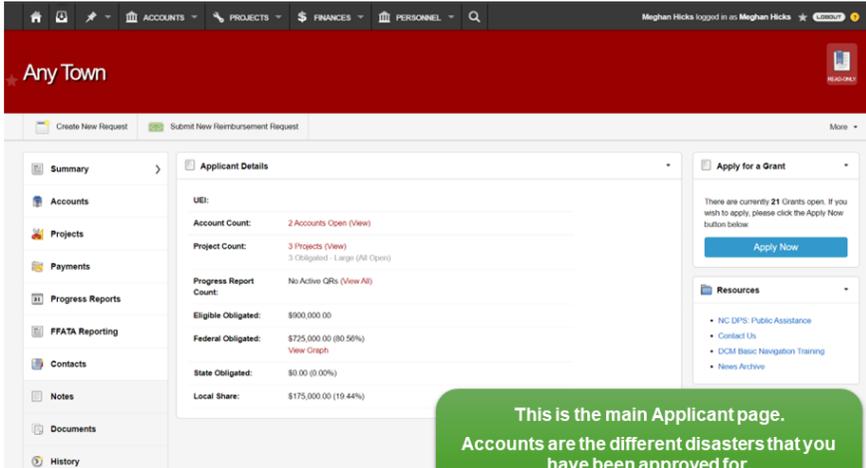
### SECTION OVERVIEW

An overview of the NC EM Grants Landing page for applicants.

### SECTION SLIDE

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## NC EM Grants Example (1 of 2)



This is the main Applicant page.  
 Accounts are the different disasters that you  
 have been approved for.  
 Projects are the obligated projects from FEMA.

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### NOTES

The instructor will review the page.



## NC EM GRANTS EXAMPLE (2 of 2)

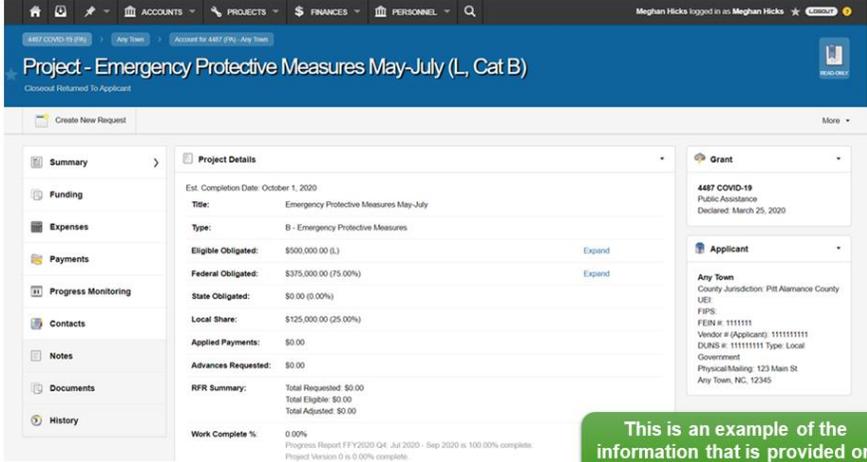
### SECTION OVERVIEW

An overview of a project screen from NC EM Grants.

### SECTION SLIDE

44

## NC EM Grants Example (2 of 2)

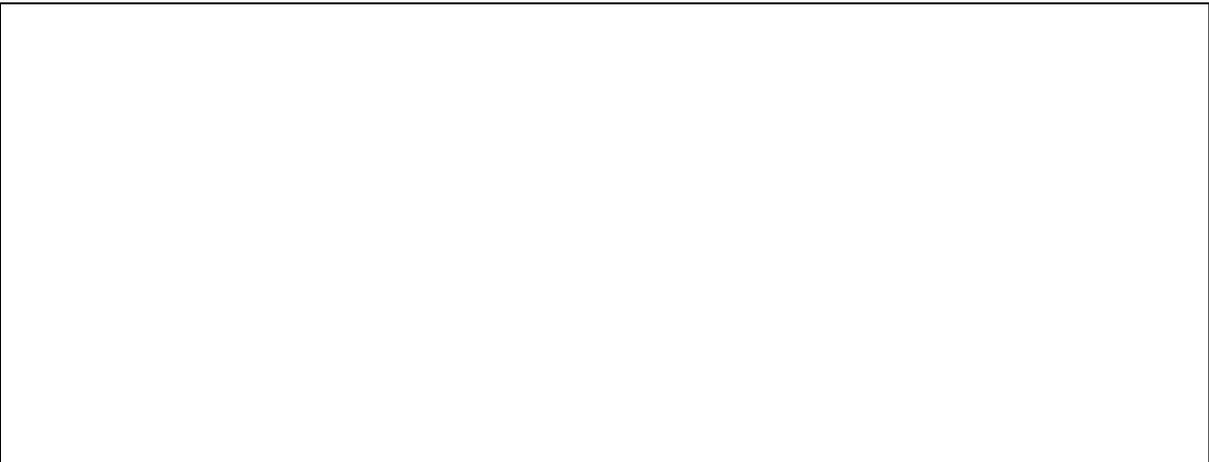


This is an example of the information that is provided on the Projects Screen.

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### NOTES

The instructor will review the page. We encourage you to connect with the NC EM PA Team contact for a better understanding of NC EM Grants.



## PACKAGING DOCUMENTATION

### SECTION OVERVIEW

A description of how to prepare documentation packages when submitting them to online systems.

### SECTION SLIDE

45

## Packaging Documentation

<p><b><u>Force Account Labor Package</u></b>          Timesheets by pay period          Payroll policy          Proof of payroll          Activity logs          Fringe benefits sheet          Miscellaneous documents specific to project type</p>	<p><b><u>Rentals</u></b>          Rental invoices          Purchase orders/work orders/procurement          Miscellaneous documents specific to project type</p>	<p><b><u>Contract Costs</u></b>          Invoices          Procurement policies          Procurement bids          Requests for quotes          Contract or contract vehicle          Miscellaneous documents specific to project type</p>
<p><b><u>Force Account Equipment Package</u></b>          Activity logs          Pre-disaster maintenance records          Equipment inventory/list          Additional equipment documentation          Miscellaneous documents specific to project type</p>	<p><b><u>Materials/Supplies</u></b>          Contract invoices          Purchase orders          Materials from stock/inventory          Historical purchases of materials          Inventory list and usage          Miscellaneous documents specific to project type</p>	


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### NOTES

Documentation that is submitted to FEMA Grants Portal and NC EM Grants system is the foundation in which any reimbursement can be granted. It is important that Subrecipients provide proper supporting documents for their claims, to ensure timely reimbursements.

Some of the documentation that will be submitted includes:

- Force account labor package
  - Timesheets by pay period
  - Payroll policy
  - Proof of payroll
  - Activity logs
  - Fringe benefits sheet
  - Miscellaneous documents specific to project type
- Force account equipment package
  - Activity logs
  - Pre-disaster maintenance records

- Equipment inventory/list
- Equipment rates
- Miscellaneous documents specific to project type
- Materials/Supplies
  - Contract invoices
    - Purchase orders
    - Invoices
  - Materials from stock/inventory
    - Historical purchases of materials
    - Inventory list and usage
  - Miscellaneous documents specific to project type
- Rentals
  - Rental invoices
  - Purchase orders/work orders/procurement
  - Miscellaneous documents specific to project type
- Contract costs
  - Invoices
  - Procurement policies
  - Procurement bids
  - Requests for quotes
  - Contract or contract vehicle
  - Miscellaneous documents specific to project type



## MODULE 2: UNIT 8 SUMMARY

### SECTION SLIDE

46

## Module 2: Unit 8 Summary

- Some of the documentation necessary to support your PA application
- How to package necessary documents when submitting them to online systems
- FEMA Grants Portal and its role in the PA process
- NC EM Grants system and its role in the PA process

The ARCOG NC logo is located in the bottom left corner of the slide content area.

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### NOTES

- Some of the documentation necessary to support your PA application
- How to package necessary documents when submitting them to online systems
- FEMA Grants Portal and its role in the PA process
- NC EM Grants system and its role in the PA process



## UNIT 9: PUBLIC ASSISTANCE PROJECT TYPES

### SECTION OVERVIEW

In this Unit, we will discuss methods to accurately identify the different work project types and develop processes for preparation and submission of disaster recovery program projects.

### SECTION SLIDE

47

# Module 2: Post-Disaster Operations

## Unit 9: Public Assistance Project Types



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### NOTES

In this Unit, we will discuss how damages from the disaster subsequently become projects, and the various types of projects that can be created in the Public Assistance process.



## OVERVIEW

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# Module 2: Unit 9 Overview

- Project Types
- Small and Large Projects
- Standard Lane and Completed Lane Projects
- Other Project Types
- 50% Rule
- Unit 9 Summary

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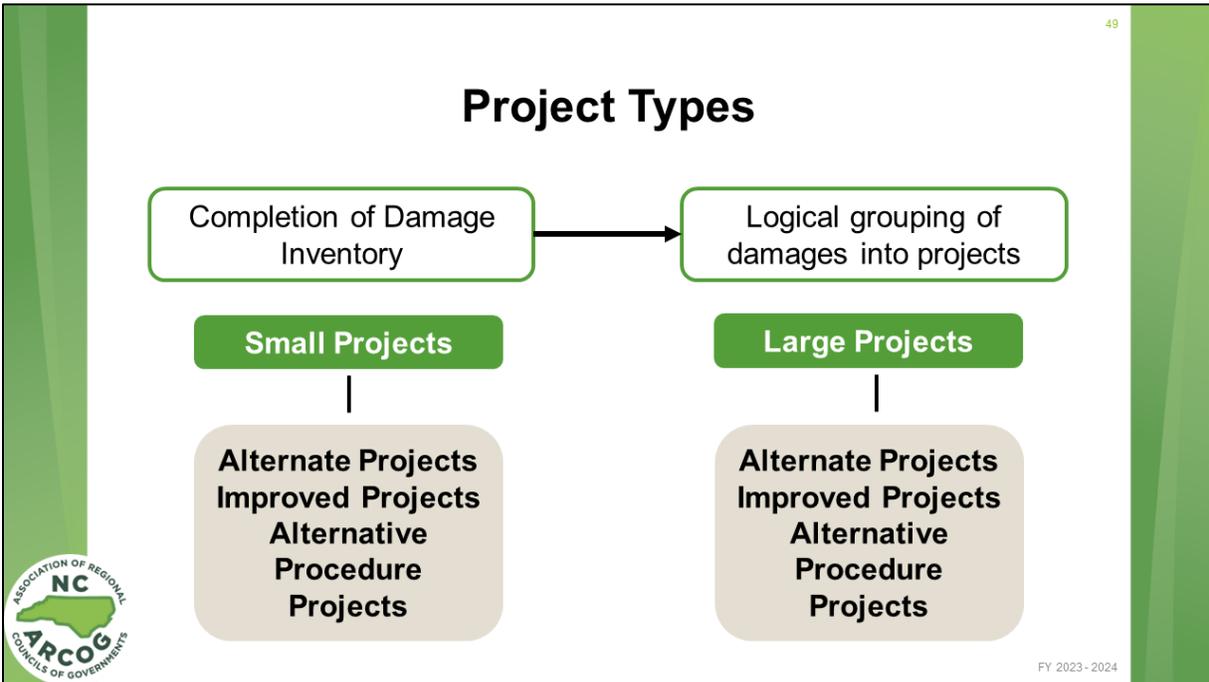
## NOTES

## PROJECT TYPES

### SECTION OVERVIEW

A description of the multiple types of projects that damages can be grouped into.

### SECTION SLIDE



### NOTES

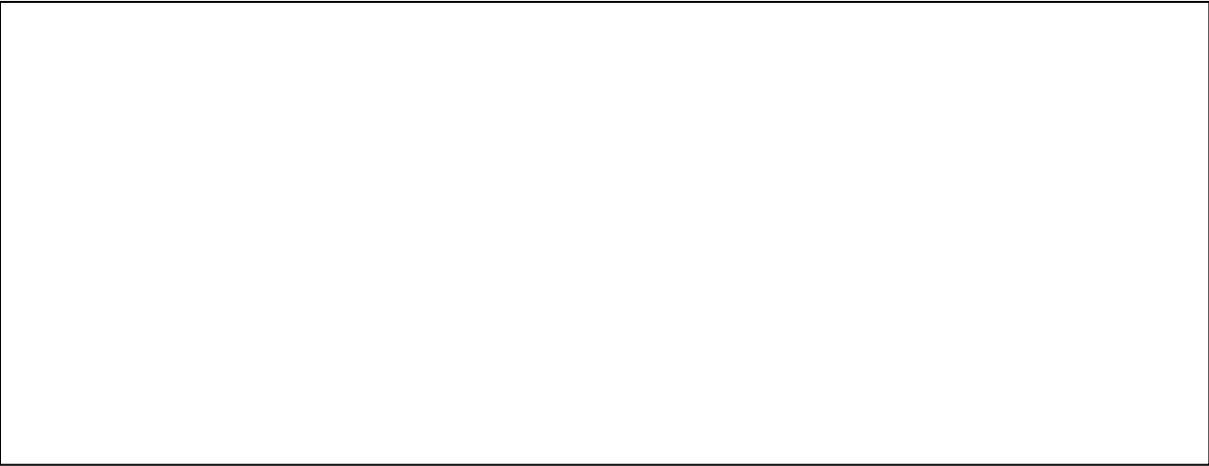
Impacts are damages related to the declared disaster; following completion of the Damage Inventory (DI), documented damages are logically grouped into projects within FEMA Grants Portal. This is done by:

- Creating groups based on factors such as: categories of work, geography, subcontractors, and facility types
- Identifying sites or facilities that should be formulated into separate projects (involves the Program Delivery Manager (PDMG), NC Point of Contact, and Subrecipient)

All projects must be Small or Large. Project specialists (EHP, Mitigation, ADA, etc.) are assigned for large projects, while the Subrecipient may formulate their own small projects. If needed, they can request assistance from FEMA.

There are multiple types of projects. These include:

- Alternate Projects
- Improved Projects
- Alternative Procedure Projects



## SMALL AND LARGE PROJECTS

### SECTION OVERVIEW

The difference between Small and Large Projects and how they are handled in the Public Assistance process.

### SECTION SLIDE

50

## Small and Large Projects

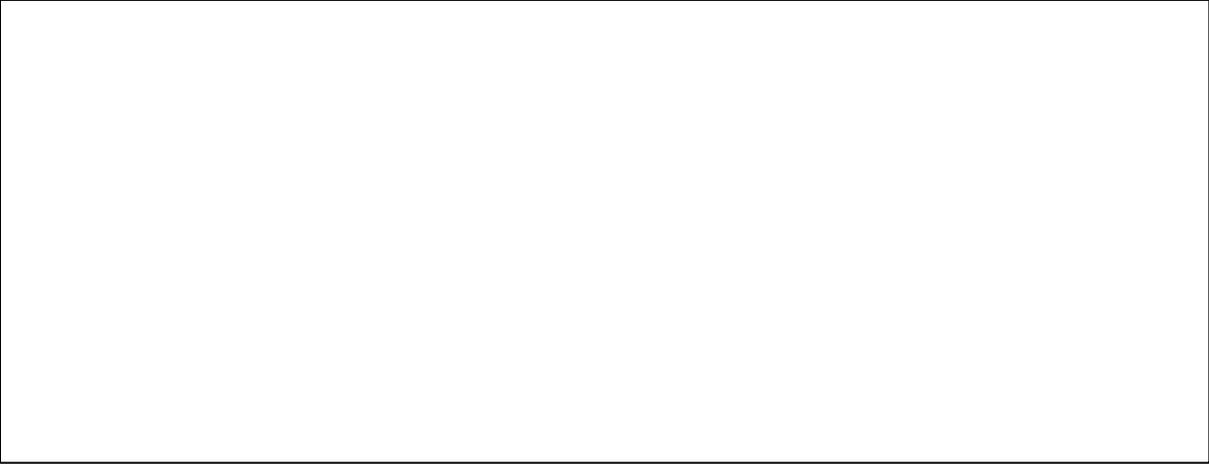
Small Projects	Large Projects
<ul style="list-style-type: none"> <li>▪ Projects costing less than \$1,000,000</li> <li>▪ The small project cap was adjusted to \$1,037,000 effective October 1, 2023</li> </ul>	<ul style="list-style-type: none"> <li>▪ Projects greater than \$1,000,000</li> <li>▪ FEMA must notify congress of any obligations greater than \$1 Million before delivering an award</li> <li>▪ Projects over \$1,037,000 and started on or after October 1, 2023</li> </ul>



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### NOTES

- Small projects are projects where the final obligated (federal and [non-federal](#)) amount is less than the annually adjusted cost threshold for small project grants (\$1 Million). Projects under \$3,800 do not qualify (this applies to all project worksheets).
  - Submissions for small projects cannot be changed; if the Subrecipient underestimates the cost of their project, they may not receive enough funding to cover the entire cost.
  - NC specific threshold and rules for small projects is \$1 Million dollars. Policy on the process for disbursements is subject to change.
- Large projects are projects where the final obligated (federal and non-federal) amount is equal to or greater than the annually adjusted cost threshold for small project grants (>\$1 Million). FEMA must notify congress of projects over \$1 Million before obligating an award.
  - Large projects can be timely and complex to complete.
- Thresholds for small vs. large projects change every year and are determined by FEMA. They can be referenced using the following link: <https://www.fema.gov/assistance/public/tools-resources/per-capita-impact-indicator>
- The threshold increased to \$1,037,000 on October 1, 2023 for any disaster occurring on or after October 1, 2023.



## KNOWLEDGE CHECK 2.4

### SECTION SLIDE

51

## Knowledge Check 2.4

**What is the difference between small and large projects?**

- A. Small project threshold is less than \$1,037,000 and large project threshold is greater than \$1,037,000
- B. Small projects are usually less complex, while large projects require more labor-intensive processes to complete
- C. Submissions for small projects cannot be changed as easily as large projects
- D. All of the above

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### NOTES

#### What is the difference between small and large projects?

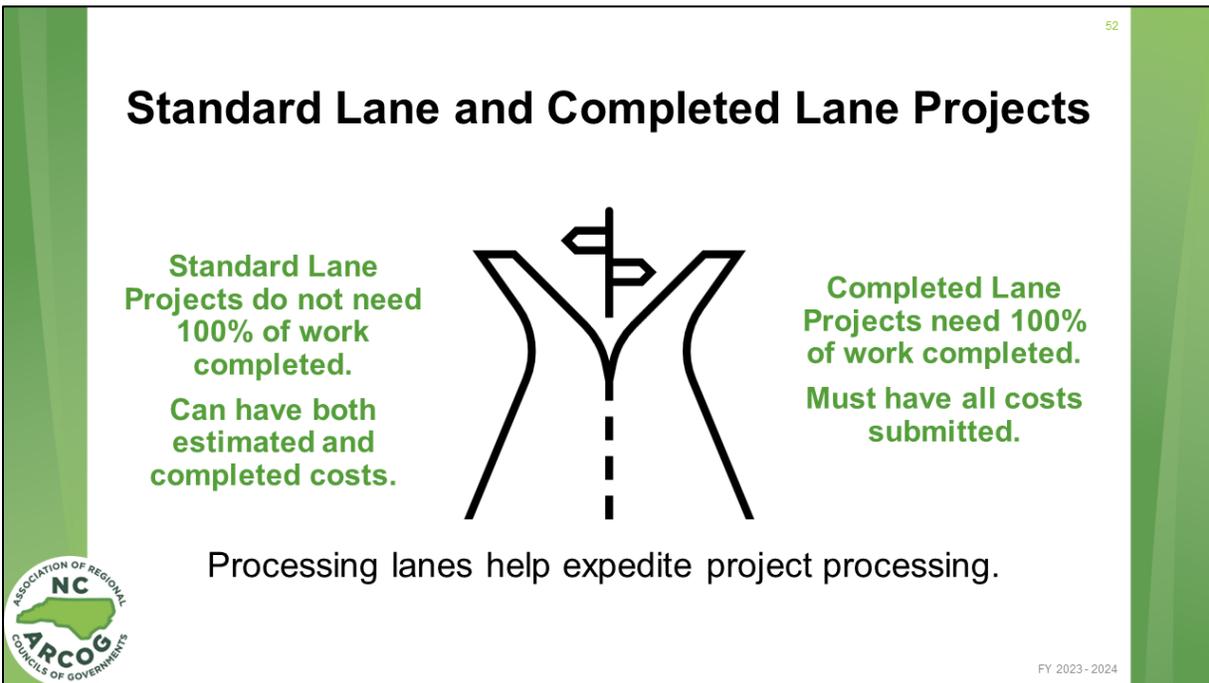
- A. Small project threshold is less than \$1,037,000 and large project threshold is greater than \$1,037,000
- B. Small projects are usually less complex, while large projects require more labor-intensive processes to complete
- C. Submissions for small projects cannot be changed as easily as large projects
- D. All the above

## STANDARD LANE AND COMPLETED LANE PROJECTS

### SECTION OVERVIEW

A description of the different types of Processing Lanes, more specifically Standard Lanes and Completed Lanes.

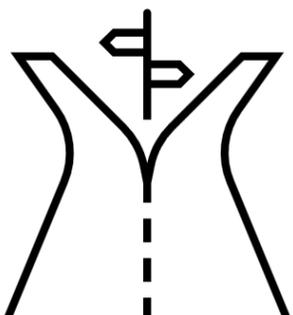
### SECTION SLIDE



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## Standard Lane and Completed Lane Projects

**Standard Lane**  
Projects do not need  
100% of work  
completed.  
Can have both  
estimated and  
completed costs.



**Completed Lane**  
Projects need 100%  
of work completed.  
Must have all costs  
submitted.

Processing lanes help expedite project processing.

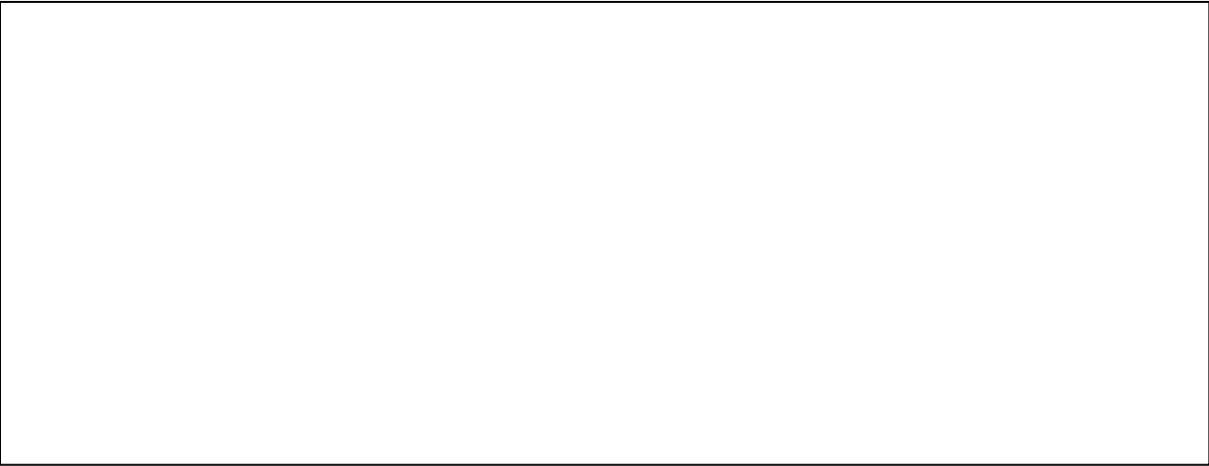


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### NOTES

Processing Lanes are the different types of projects developed to expedite project processing.

- Standard lane: submit projects that do not have 100% of work completed. Can be a mix of estimated and completed costs.
  - Different projects may fall into this category depending on a ULG's ability to upfront project costs. A ULG may not be able to complete all work immediately, but the unfinished project would still be considered a "Standard Lane" project.
- Completed lane: only submit projects with 100% completed work. Must have all costs submitted, no estimates. These projects are processed quickly.



## OTHER PROJECT TYPES

### SECTION OVERVIEW

A detailed description of other project types that can be formed in the Public Assistance process.

### SECTION SLIDE

53

## Other Project Types

**Alternate  
Projects**

**Improved  
Projects**

**Alternative  
Procedure  
Projects**

**Replacement  
Projects**

Facilities are repairable when:

- Repairs to facility are feasible to restore to pre-disaster function
- Repair cost does not exceed 50% of the replacement cost



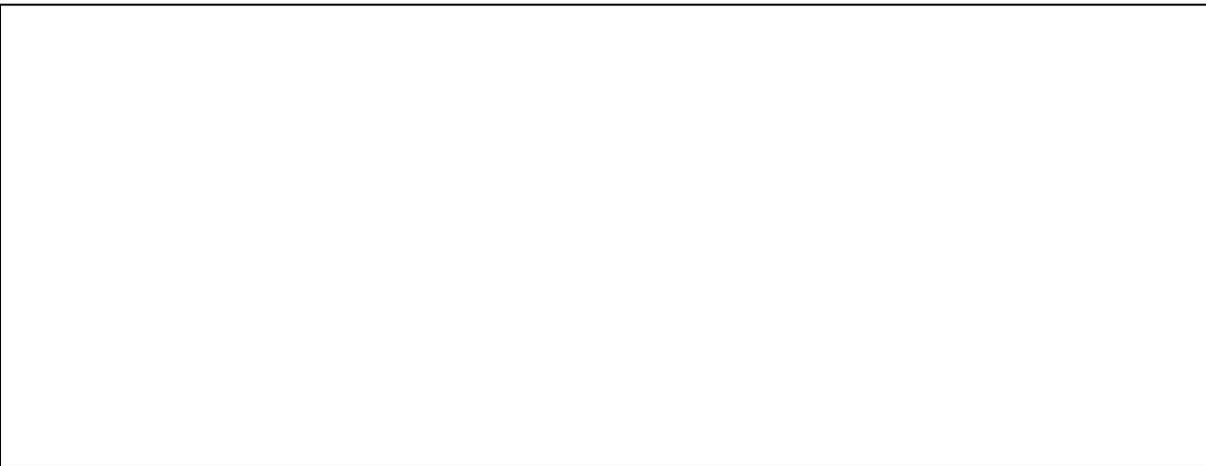
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### NOTES

- **Alternate Projects:** Any permanent project where the Subrecipient chooses to abandon the facility as opposed to conducting disaster repairs. FEMA must approve all Alternate Projects.
  - Example: Local school was destroyed but decision is made to not rebuild and use funds elsewhere
- **Improved Projects:** Any permanent project where improvements are made while disaster repairs are being conducted. Funding for improved projects is capped at the estimate needed to bring the facility back to pre-disaster conditions, and overruns are not eligible for reimbursement. Improved projects must be approved by the state before construction begins.
  - Example: Local school was damaged, but the local municipality wishes to replace asphalt shingles with steel roof, only the cost of the asphalt is eligible
- **Alternative Procedure Projects:** The Subrecipient is restoring the function of a facility but changing the pre-disaster capacity. If the capacity is increased, the proposed Scope Of Work and cost is limited to the Scope Of Work and cost necessary to mitigate to the pre-disaster capacity of the damaged facility.
  - Example: Local school was damaged and had 100-student capacity, but decision is made to rebuild with a 200-student capacity
- **Replacement Projects:** When evaluating whether a damaged facility is eligible for replacement,

FEMA compares the repair cost with the replacement cost and evaluates the feasibility of repairing the facility.

- A facility is considered repairable when:
  - The cost to repair damage does not exceed 50% of the cost to replace the facility based on its pre-disaster size, capacity, and function.
  - It is feasible to repair the facility so that it can perform the pre-disaster function as well as it did prior to the disaster.
- Increased cost of compliance to meet modern codes and standards: rebuilding under current codes and standards is more expensive.
  - Example: An elementary school was built in the 1950s. To rebuild, new building standards would need to be met with obviously increased costs.

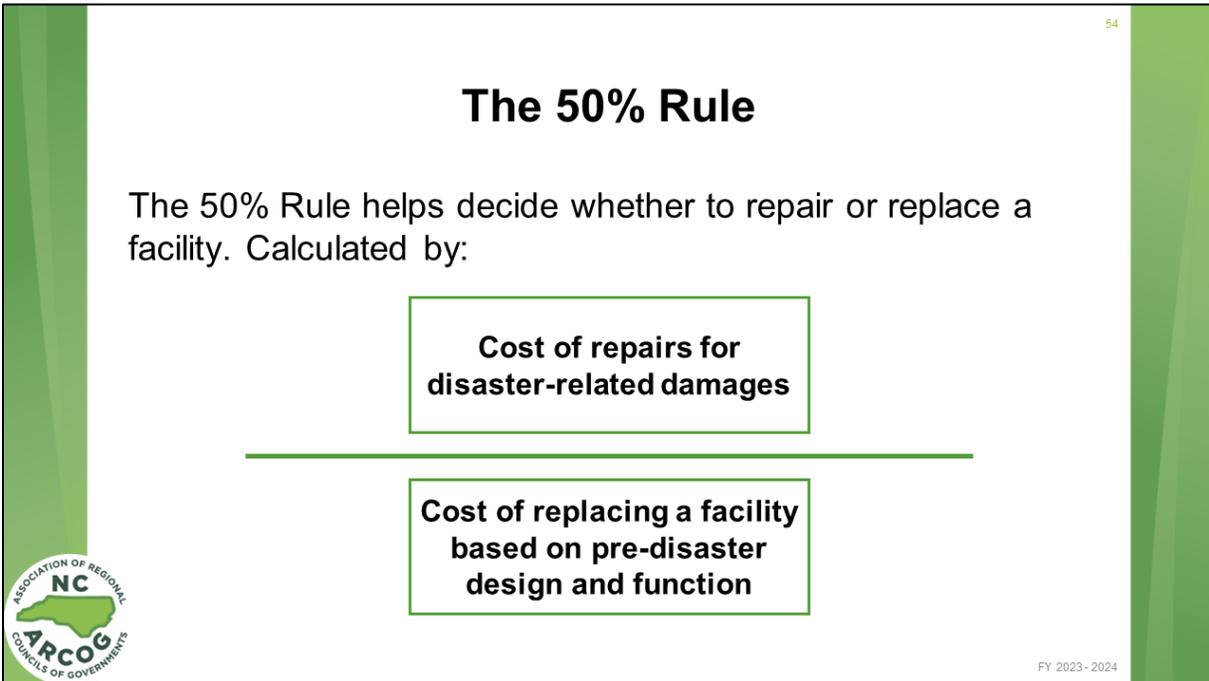


## THE 50% RULE

### SECTION OVERVIEW

A description of the “50% Rule” to determine repair or replace, what it is, why it is used, and how to calculate it.

### SECTION SLIDE



The slide is titled "The 50% Rule" and explains that this rule helps decide whether to repair or replace a facility. It is calculated by comparing the cost of repairs for disaster-related damages to the cost of replacing a facility based on pre-disaster design and function. The slide includes the ARCOG logo in the bottom left corner and the text "FY 2023 - 2024" in the bottom right corner.

**The 50% Rule**

The 50% Rule helps decide whether to repair or replace a facility. Calculated by:

**Cost of repairs for disaster-related damages**

---

**Cost of replacing a facility based on pre-disaster design and function**

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### NOTES

Why use the 50% Rule?

- The purpose of the 50% Rule is to make an early determination on whether it is more prudent to repair or replace a facility. It is not intended to be a full calculation of all eligible project costs.

How is it calculated?

- The percentage is calculated with the repair cost as the numerator and the replacement costs as the denominator.
- The repair cost (numerator) is the cost of repairing disaster-related damage.
  - This includes costs related to compliance with codes and standards that apply to the repair of the damage.
  - This cannot include upgrades of non-damaged elements, emergency work, or soft costs.
- The replacement cost (denominator) is the cost of replacing the facility based on its pre-disaster design (size and capacity) and function in accordance with applicable codes or standards.
  - This cannot include costs associated with demolition, site work, contents, or hazard mitigation measures.



## MODULE 2: UNIT 9 SUMMARY

### SECTION SLIDE

55

## Module 2: Unit 9 Summary

- The types of projects that can be created based on logical grouping of damages
- The difference between Small and Large Projects
- Standard Lane and Completed Lane Projects
- The 50% Rule in deciding to repair or replace facilities

The ARCOG NC logo is located in the bottom left corner of the slide content area.

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### NOTES

- The types of projects that can be created based on logical grouping of damages
- The difference between Small and Large Projects
- Standard Lane and Completed Lane Projects
- The 50% Rule in deciding to repair or replace facilities





## UNIT 10: HAZARD MITIGATION

### SECTION OVERVIEW

In this Unit, we will discuss hazard mitigation programs and determine the proper use of those within the disaster recovery process.

### SECTION SLIDE

56

# Module 2: Post-Disaster Operations

## Unit 10: Hazard Mitigation



FY 2023 - 2024

### NOTES

In this Unit, we will discuss the Hazard Mitigation programs that exist and can be used for additional funding.



## OVERVIEW

57

# Module 2: Unit 10 Overview

- Hazard Mitigation Programs
- 404 and 406 Hazard Mitigation Grants
- 406 Hazard Mitigation Program
- Unit 10 Summary

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## NOTES

## HAZARD MITIGATION PROGRAMS

### SECTION OVERVIEW

An overview of Hazard Mitigation programs available for funding.

### SECTION SLIDES

58

## Hazard Mitigation Programs

**Hazard Mitigation:** Actions taken to reduce or eliminate long-term risk of natural hazards and their effects



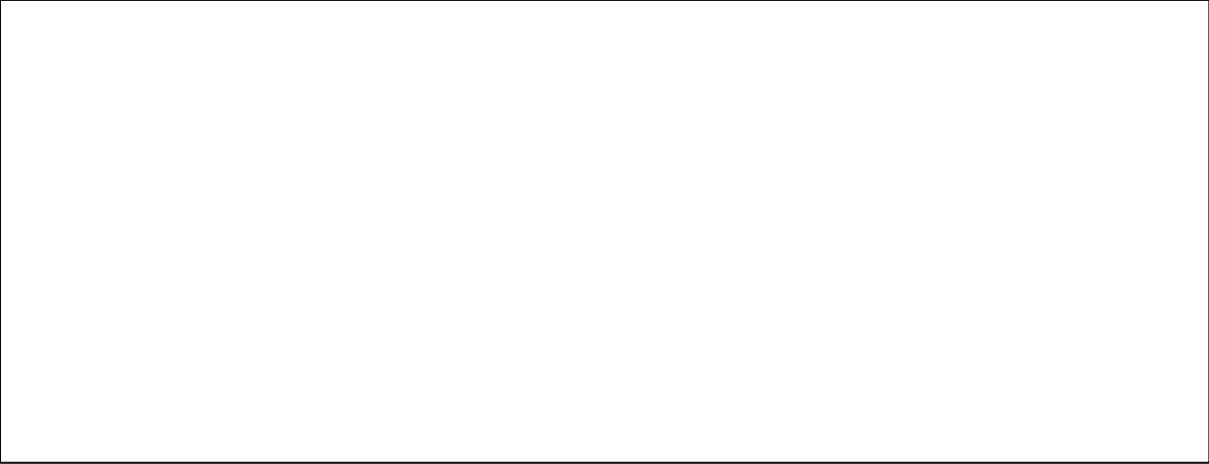
Mitigation measures deemed ineligible as Public Assistance may qualify for Hazard Mitigation Grant Program (HMGP) funding



FY 2023 - 2024

### NOTES

- Hazard Mitigation is defined as any action taken to reduce or eliminate long-term risk to people and property from natural hazards and their effects.
- FEMA has authority to provide Public Assistance funding for cost-effective hazard mitigation measures, as well as hazard mitigation funding under its Hazard Mitigation Grant Program (HMGP).



## 404 AND 406 HAZARD MITIGATION GRANTS

### SECTION OVERVIEW

A brief discussion of the 404 and 406 Hazard Mitigation Grants.

### SECTION SLIDE

59

## 404 and 406 Hazard Mitigation Grants



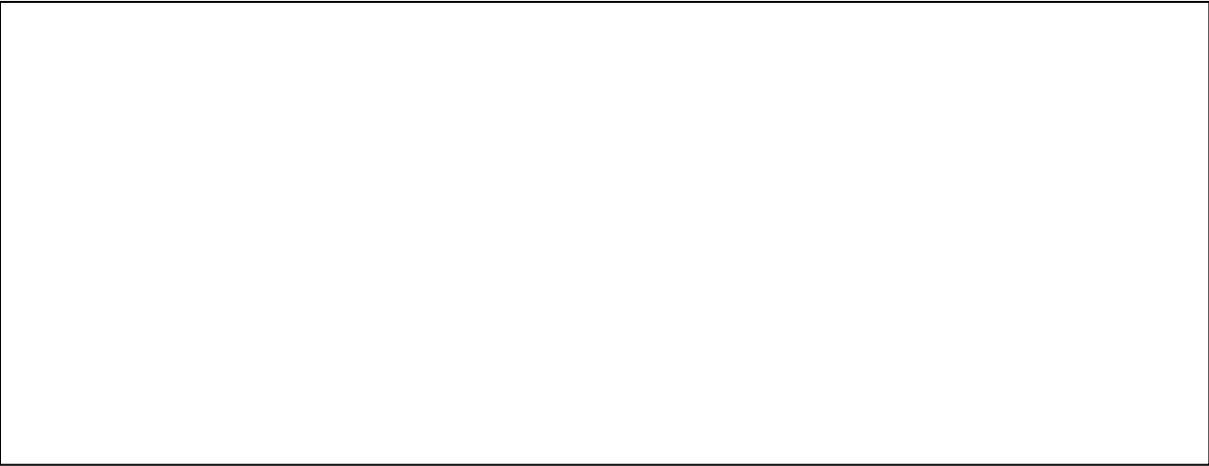
- 404 and 406 Hazard Mitigation funding are distinct programs with key differences
- PA and HMGP funds can both be used on the same facility, but NOT for the same work
- 404 Mitigation will be covered in Module 3



FY 2023 - 2024

### NOTES

- Section 404 hazard mitigation and Section 406 hazard mitigation funding are distinct programs with key differences in their scope, purpose, and funding.
- The Subrecipient may use both PA mitigation (406) and HMGP mitigation (404) funds to implement mitigation measures on the same facility, but not for the same work. The Subrecipient cannot use funds from one of these mitigation programs to meet the non-federal cost share of work funded under the other mitigation program.
  - 404 grant funding may be used in conjunction with 406 mitigation funds to bring an entire facility to a higher level of disaster resistance, when only portions of the facility were damaged by the current disaster event.
  - After a declared event, look for state-distributed info on 404 funding. Current Contact information can be found on FEMA’s website: <https://www.fema.gov/grants/mitigation/state-contacts>
- 404 grant funding will be covered in more detail in Module 3.



## 406 HAZARD MITIGATION PROGRAM

### SECTION OVERVIEW

A detailed description of the 406 Hazard Mitigation Program.

### SECTION SLIDE

60

## 406 Hazard Mitigation Program

**For eligible repair  
within a declared  
area post-disaster**

**Funds mitigation  
measures to reduce  
or prevent similar  
disaster damages**

**Funded under the  
Public Assistance  
program**






FY 2023 - 2024

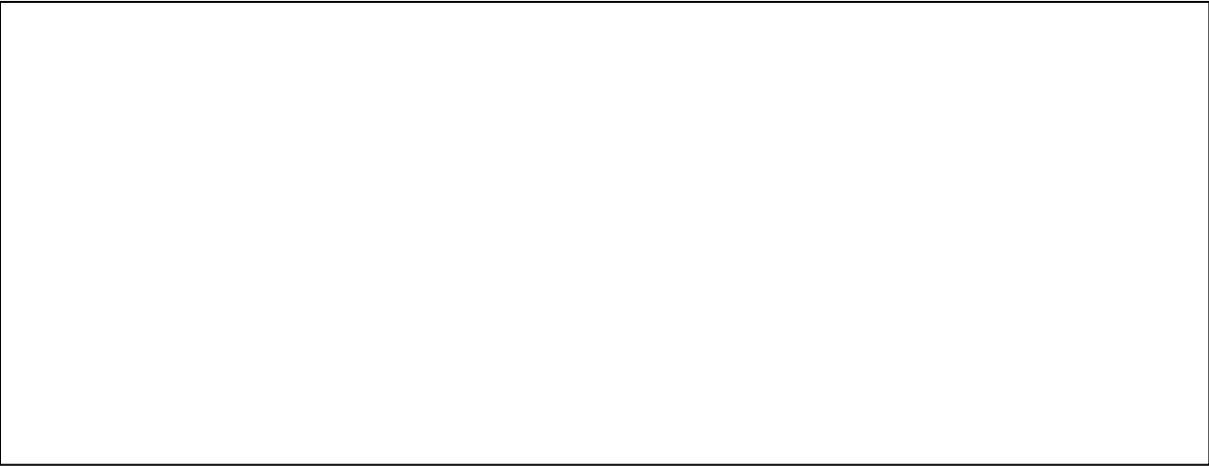
### NOTES

Section 406 funding is limited to counties within a declared disaster area and eligible damaged facilities. The intent is for the repair of disaster-damaged facilities and mitigation measures to reduce the potential of future, similar disaster damages to the same facility.

- Section 406 mitigation measures are funded under the Public Assistance program (PA).
- Examples of 406-approved measures:
  - Constructing floodwalls around damaged facilities
  - Installing new drainage facilities along a damaged road
  - Repairing and strengthening roofs to exceed codes and standards requirements to meet wind speeds of disaster
  - Installing hurricane-rated windows to replace those damaged in disaster



What other projects can you think of that can be funded under this program?



## HAZARD MITIGATION: 406 FUNDING

### SECTION OVERVIEW

A brief description of the basics of Hazard Mitigation 406 Funding.

### SECTION SLIDE

61

## Hazard Mitigation: 406 Funding

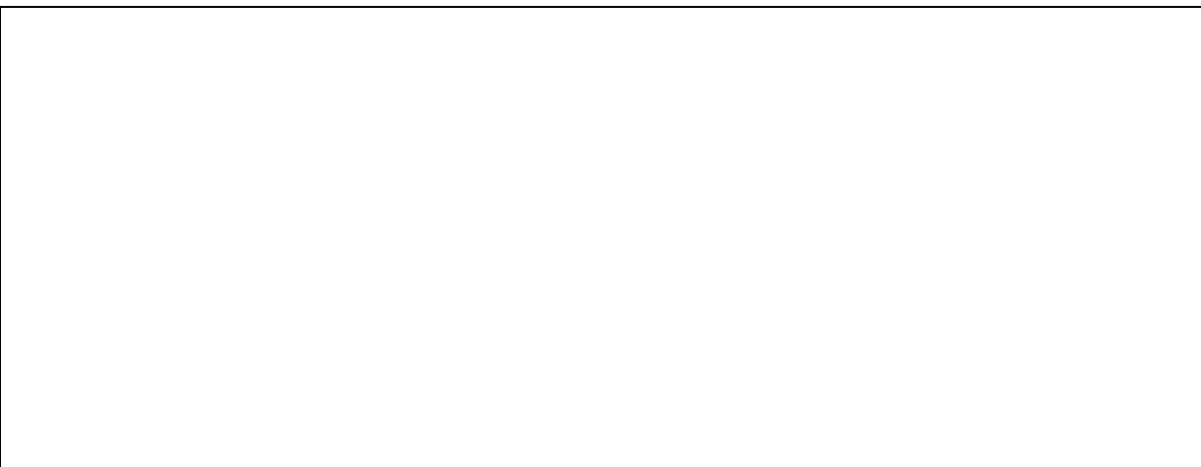


- Provides funding for mitigation measures in conjunction with disaster repairs
- Funding only available for declared counties and eligible damaged facilities

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### NOTES

- The 406 grant is managed by the state under funding provided for in the Stafford Act.
- Section 406 mitigation measures are funded under the Public Assistance, or Infrastructure, program (PA).
- The 406 funding provides discretionary authority to fund mitigation measures in conjunction with the repair of the disaster-damaged facilities, so is limited to declared counties and eligible damaged facilities.

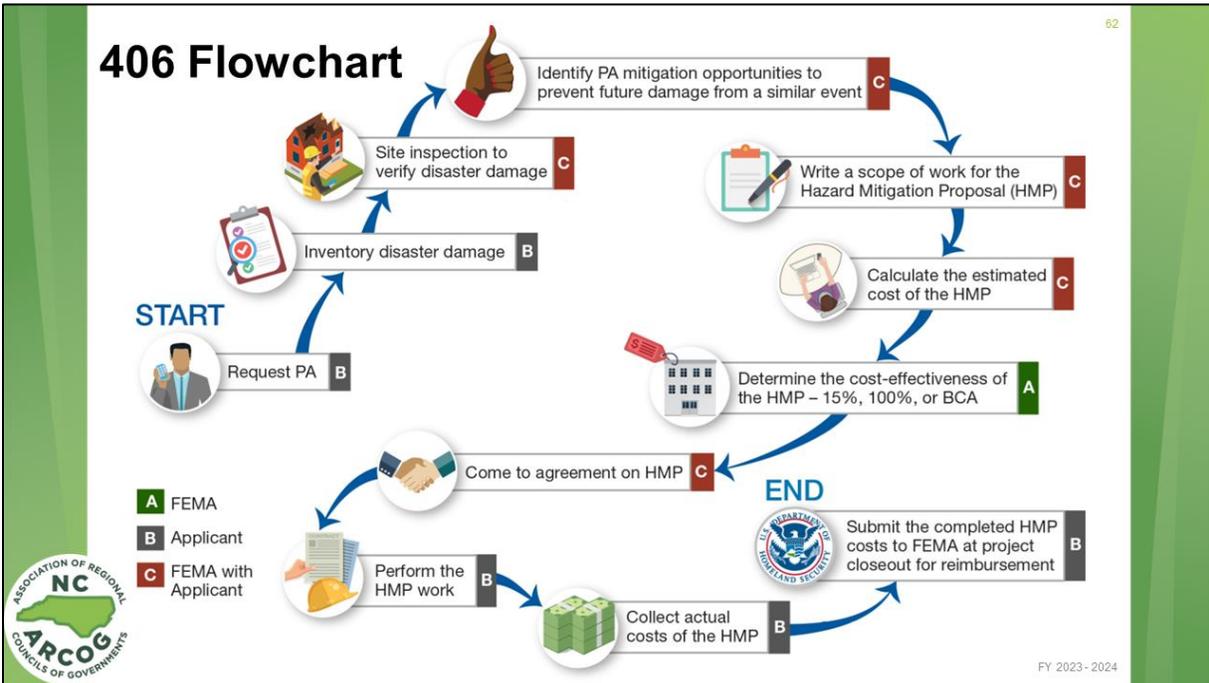


## 406 FLOWCHART

### SECTION OVERVIEW

An overview of the 406 Mitigation process from start to finish showing steps taken by FEMA, by the Applicant, and by both together.

### SECTION SLIDE



### NOTES

Review the steps of the 406 Mitigation process. Note the difference between what FEMA is doing and what the Applicant is doing concurrently, and how both need to work together throughout the process.

## KNOWLEDGE CHECK 2.5

### SECTION SLIDE

63

## Knowledge Check 2.5

A hurricane has hit, causing widespread flooding and power loss. A hospital had generators to provide emergency power but was inadequately prepared for the flooding, resulting in flooded generators. In response, the hospital wants to use Hazard Mitigation funding to elevate their back-up generators and reduce the risk of power-loss during any future flooding.

**Which type of Hazard Mitigation funding is best suited for this scenario?**

FY 2023 - 2024

### NOTES

A hurricane has hit, causing widespread flooding and power loss. A hospital had generators to provide emergency power but was inadequately prepared for the flooding, resulting in flooded generators. In response, the hospital wants to use Hazard Mitigation funding to elevate their back-up generators and reduce the risk of power-loss during any future flooding.

**Which type of Hazard Mitigation funding is best suited for this scenario?**

**Answer:** \_\_\_\_\_

## MODULE 2: UNIT 10 SUMMARY

### SECTION SLIDE

64

## Module 2: Unit 10 Summary

- The two primary types of Hazard Mitigation Grants
- The appropriate use of funding from the 406 grant

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FY 2023 - 2024

### NOTES

In this Unit you learned:

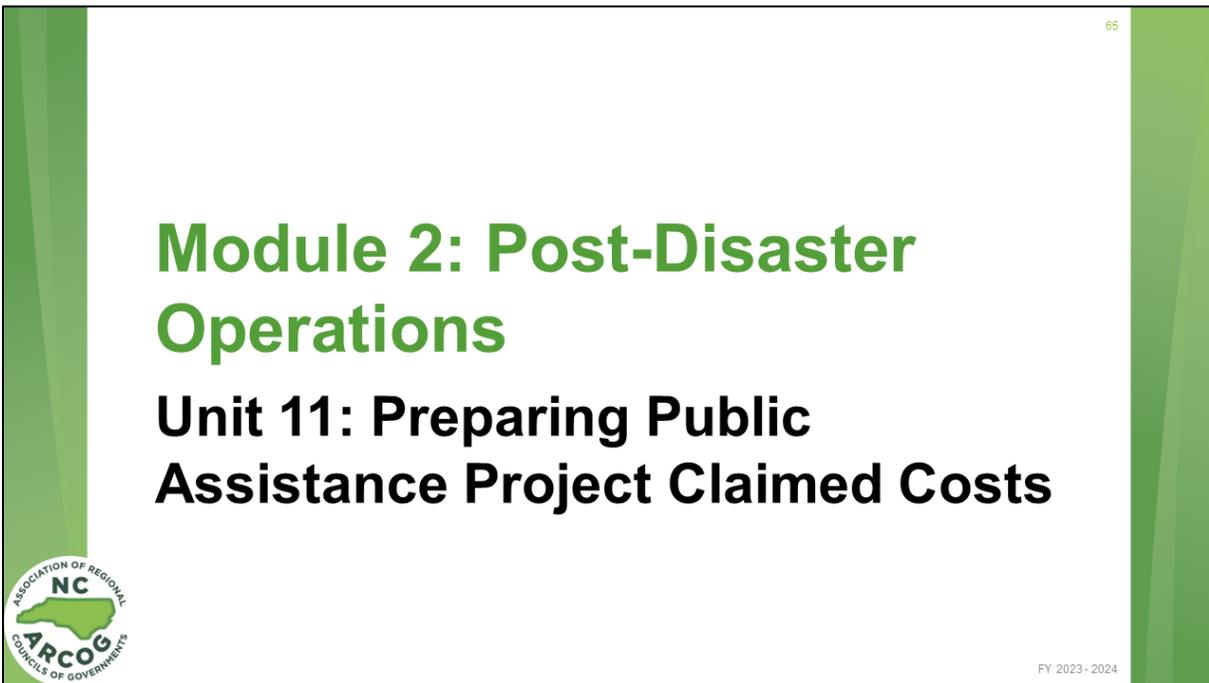
- The two primary types of Hazard Mitigation Grants
- The appropriate use of funding from the 406 grant

## UNIT 11: PREPARING PUBLIC ASSISTANCE PROJECT CLAIMED COSTS

### SECTION OVERVIEW

In this Unit, we will discuss methods to accurately prepare and prioritize PA emergency and permanent work project claimed costs.

### SECTION SLIDE



65

# Module 2: Post-Disaster Operations

## Unit 11: Preparing Public Assistance Project Claimed Costs



FY 2023 - 2024

### NOTES

In this Unit, we will learn about the differences in cost estimates based on project type, as well as complete a walkthrough of how to prepare a cost estimate.



## OVERVIEW

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# Module 2: Unit 11 Overview

- Work Projects and Costs
- Work Project Estimates
- Work Project Estimate Preparation and Strategy
- Mutual Aid
- Unit 11 Summary

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FY 2023 - 2024

## NOTES

## WORK PROJECTS AND COSTS

### SECTION OVERVIEW

A description of how estimates are produced based on the type of project.

### SECTION SLIDE

67

## Work Projects and Costs

**Emergency Work Projects with Work to be Completed**

FEMA may process projects based on estimates

**Permanent Work Projects with Work to be Completed**

FEMA determines amount of funding based on estimates

**Permanent Work Projects with All Work Completed**

Subrecipient submits project documentation for funding

**Small Projects**

FEMA may process projects based on estimates even if all work is completed

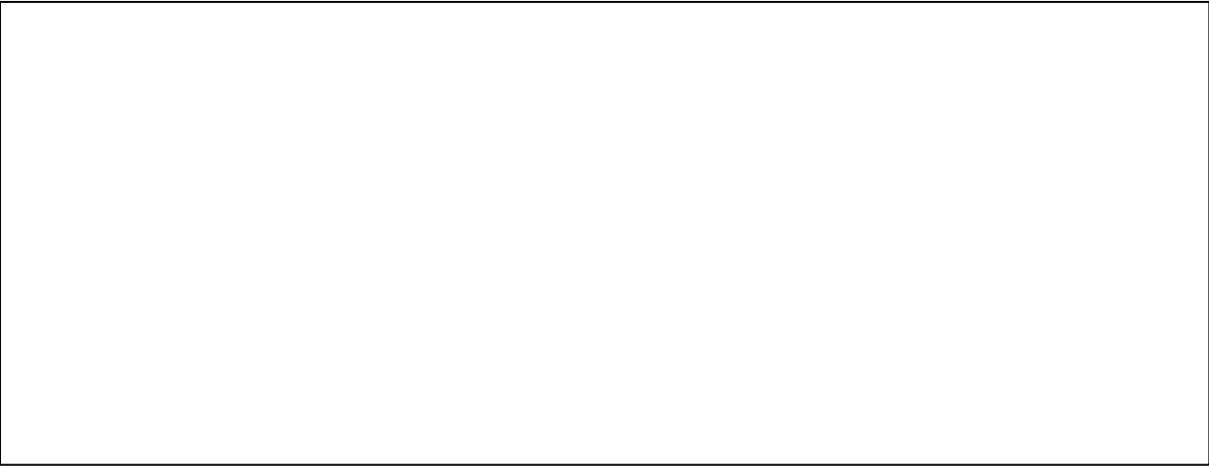
**When FEMA develops costs estimates for sites with Permanent Work to Be Completed and the total costs meet or exceed the Large Project threshold, the Cost Estimating Format (CEF) is used.**



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### NOTES

- **Emergency Work Projects with Work to be Completed:** Emergency Work Projects are difficult to estimate because the Scope of Work is often unknown. Also, emergency response activities do not generally have established unit pricing and have a lot of variables that can impact pricing. With sufficient information, FEMA may process Emergency Work Projects based on estimates.
- **Permanent Work Projects with Work to be Completed:** FEMA determines the amount of funding based on the estimated cost to restore the damaged facility to its pre-disaster design and function. If FEMA developed the Scope of Work, it also develops the associated cost estimate.
- **Permanent Work Projects with All Work Completed:** Once work on a project is complete, the Subrecipient must submit documentation for the project within 90 days of the Recovery Scoping Meeting or within 90 days of the work completion date, whichever is later, regardless of whether the project has been obligated. FEMA denies assistance for work and costs that are not supported with documentation by this deadline.
- **Small Projects:** FEMA may process small projects based on estimated costs even if all work is completed. Small Project estimates are not subsequently adjusted to reflect actual costs.
- 2 CFR 200 states that a contract with a contractor cannot be contingent on receiving federal funding from FEMA or any other source. You must contract for the work regardless of federal funding. In other words, work to be completed cannot be tied to your federal award!



## WORK PROJECT ESTIMATES

### SECTION OVERVIEW

A description of Subrecipient-submitted cost estimates and FEMA-developed cost estimates.

### SECTION SLIDE

68

## Work Project Estimates

FEMA accepts a Subrecipient-submitted cost estimate if the estimate:



Is prepared by a licensed estimating professional according to industry standards



Is based on unit costs for each component of the Scope of Work



Includes certification that the estimated cost corresponds to repairs



Is based on the current phase of design or construction



Includes actual costs for work completed

**When FEMA develops costs estimates for sites with Permanent Work to Be Completed and the total costs meet or exceed the Large Project threshold, the Cost Estimating Format (CEF) is used.**

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### NOTES

FEMA accepts a Subrecipient-submitted cost estimate if the estimate:

- Is prepared by a licensed estimating professional or certified professional cost estimator, who certifies that the estimate was prepared in accordance with industry standards
- Includes certification that the estimated cost directly corresponds to the repair of the agreed upon damage
- Is based on unit costs for each component of the Scope of Work, and that those components are agreed upon
- Is based on the current phase of design or construction inclusive of any known costs
- Includes actual, reasonable costs for work completed at the time the cost estimate is developed

When FEMA develops cost estimates for sites with Permanent Work to Be Completed, and the total costs are expected to meet or exceed the Large Project threshold, FEMA uses the Cost Estimating Format (CEF) in accordance with the CEF Instructional Guide. The CEF Instructional Guide defines various factors and the range of percentage values that FEMA may apply to projects.



## WORK PROJECT ESTIMATE PREPARATION AND STRATEGY

### SECTION OVERVIEW

A brief walkthrough of how to prepare a work estimate.

### SECTION SLIDE

69

## Work Project Estimate Preparation and Strategy



Estimates may not be easy to create based on the damage from the disaster

Subrecipients can use their own template formats for documentation

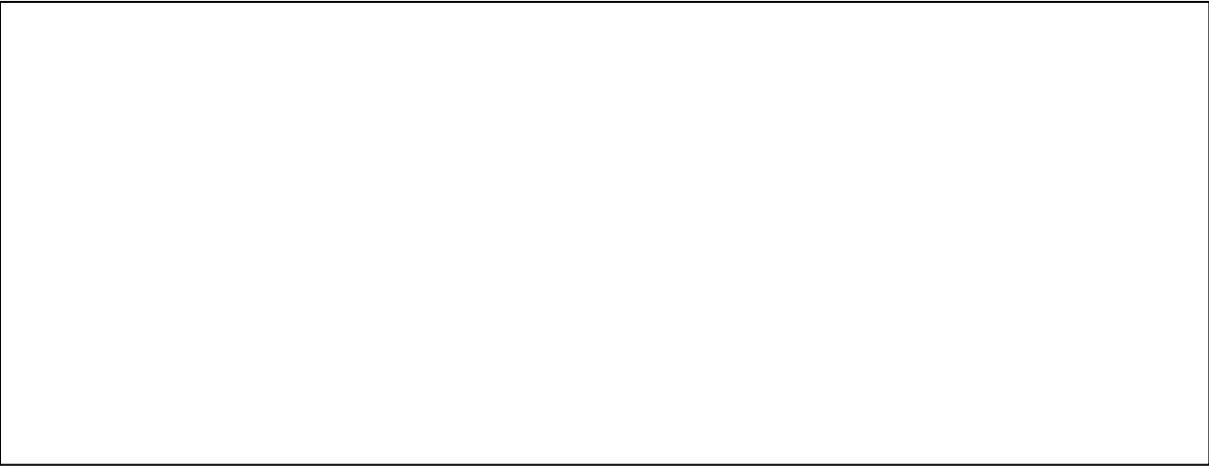
FEMA requires good methodology to validate or support estimates



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### NOTES

- Estimates may not always be easy to create, based on the damage incurred during the disaster. FEMA requires good methodology to validate or support estimates.
  - Good Methodology – Follows federal and FEMA published guidelines on cost estimation, such as utilizing FEMA’s CEF or a certified engineer’s report.
  - Bad Methodology – Contractor’s estimate (e.g., they can estimate whatever they want) or their invoice for costs.
- The Subrecipient can use their own template formats for documentation, as long as it contains required information.
  - E.g., estimating utilities such as water chemicals, mosquito control, generator usage
- Preparing a FEMA project building estimate using the National Template
  - Refer to “DR#####\_#####\_ApplicantName\_CAT X\_EPM\_National Template as of 6 14 2021.xlsx” in the course materials supporting documents
- Preparing an estimate for debris removal (emergency work)
- Preparing an estimate for generator usage
  - Refer to “PRASA Generators Revised 01-08-2018 (Reports until 12-22-2017).xlsx” in the course materials supporting documents



## KNOWLEDGE CHECK 2.6

### SECTION SLIDE

70

## Knowledge Check 2.6

**In which scenario(s) would FEMA accept a Subrecipient-submitted cost estimate?**

- A. The estimate was prepared by a certified professional cost estimator
- B. The estimate is developed based on actual costs for work
- C. Both A and B
- D. None of the above

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FY 2023 - 2024

### NOTES

**In which scenario(s) would FEMA accept a Subrecipient-submitted cost estimate?**

- A. The estimate was prepared by a certified professional cost estimator
- B. The estimate is developed based on actual costs for work
- C. Both A and B
- D. None of the above

## MUTUAL AID

### SECTION OVERVIEW

A brief definition of what mutual aid is following a disaster.

### SECTION SLIDE

71

## Mutual Aid

Resources provided by another jurisdiction following a disaster. Reimbursement practices can be determined by:



Requesting Entities



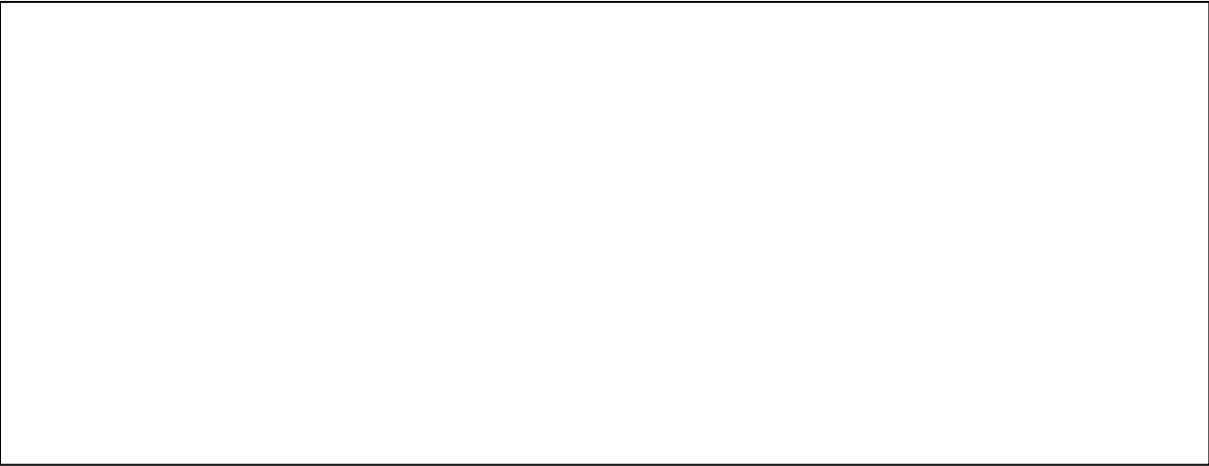
Providing Entities



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### NOTES

- Mutual aid is resources provided by another jurisdiction to help a Subrecipient following a disaster.
- Mutual aid reimbursement practices can be determined by Requesting Entities (those in need of assistance) and Providing Entities (those providing assistance).
- FEMA provides PA funding to the Requesting Entity as it is legally responsible for the work.
- FEMA does not provide PA funding directly to the Providing Entity. For the work to be eligible, the Requesting Entity must have requested the resources provided.
- Some states have a statewide mutual aid agreement, where the state is responsible for reimbursing mutual aid costs.
  - In North Carolina, ULGs can have their own mutual aid agreements, but the state does have a state-wide agreement. Individual ULGs should coordinate with their County Emergency Manager to interface with the state agreement.
- More information about mutual aid can be found in the Public Assistance Program and Policy Guide (PAPPG).



## MODULE 2: UNIT 11 SUMMARY

### SECTION SLIDE

72

## Module 2: Unit 11 Summary

- How estimates are prepared based on project type
- How Subrecipient-submitted cost estimates should be prepared
- How FEMA develops cost estimates
- A walkthrough of how to prepare a cost estimate
- A description of mutual aid

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### NOTES

- How estimates are prepared based on project type
- How Subrecipient-submitted cost estimates should be prepared
- How FEMA develops cost estimates
- A walkthrough of how to prepare a cost estimate
- A description of mutual aid



## MODULE 2: POST-DISASTER OPERATIONS SUMMARY

### SECTION SLIDE

73

## Module 2: Post-Disaster Operations Summary

- Managing disaster recovery programs from start to finish
- Identification and preparation of various project components for disaster recovery
- Obtaining, analyzing, and compiling field documentation during project development
- Differentiation and development of various disaster recovery work project types
- Hazard mitigation programs and their integration into the disaster recovery process
- Preparation and prioritization of Public Assistance emergency and permanent work project costs

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### NOTES

- Managing disaster recovery programs from start to finish
- Identification and preparation of various project components for disaster recovery
- Obtaining, analyzing, and compiling field documentation during project development
- Differentiation and development of various disaster recovery work project types
- Hazard mitigation programs and their integration into the disaster recovery process
- Preparation and prioritization of Public Assistance emergency and permanent work project costs



## MODULE 2 EXPERIENTIAL LEARNING ACTIVITY SCENARIO

### SECTION SLIDES

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## Module 2 Experiential Learning Activity Scenario

You are a government employee in the fictional town of Paro, North Carolina, which has recently been affected by Hurricane Omega. The city has suffered significant damage from the storm.

You have been assigned to support response and recovery operations and have been tasked to assist with developing a Damage Descriptions and Dimensions (DDD) based off a provided Damage Inventory (DI) and site inspection report.



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### NOTES

#### Scenario

You are a government employee in the fictional town of Paro, North Carolina, which has recently been affected by Hurricane Omega. The city has suffered significant damage from the storm.

You have been assigned to support response and recovery operations and have been tasked to assist with developing a Damage Descriptions and Dimensions (DDD) based off a provided Damage Inventory (DI) and site inspection report.



## MODULE 2 EXPERIENTIAL LEARNING ACTIVITY INSTRUCTIONS

### SECTION SLIDE

75

## Module 2 Experiential Learning Activity Instructions

Review the scenario and provided sample Damage Descriptions and Dimensions (DDD). Work individually to develop a DDD from the provided materials including the Damage Inventory (DI), site inspection report, and your own inferences from the information provided. There is no “correct” answer to this activity. Develop a DDD that you feel is appropriate.

Afterwards, discuss your developed DDD with the class and review one example of what it may have looked like. What information did you choose to include or not include?

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FY 2023 - 2024

### NOTES

**Participant Instructions:** Review the scenario and provided sample DDD. Work individually to develop a DDD from the provided materials including the DI, site inspection report, and your own inferences from the information provided. There is no “correct” answer to this activity. Develop a DDD that you feel is appropriate.

Afterwards, discuss your developed DDD with the class and review one example of what it may have looked like. What information did you choose to include or not include?

DDD Sample, Site Inspection Report, Damage Inventory, and DDD worksheet are on the pages that follow.

## Damage Description and Dimensions - Sample

### General Information:

Disaster Declaration Date: October 31, 20xx  
Disaster Declaration #: 9999-DR, Hurricane Omega  
Incident Period: October 29, 20xx through November 12, 20xx  
Local Rep: John Jones  
Title: Highway Superintendent  
Applicant: Town of Paro  
County: Mash  
State: North Carolina  
FIPS #: 099-99999-00  
Phone: 252-999-9999  
FEMA PO: John Doe  
SEMO PO: Jane Doe  
Location: Paro Road

On November 10, 2012, Project Specialists from FEMA and the state went on a site visit to witness/observe/document the damage to Paro Road.

On October 30, 2012, heavy rains resulting from Hurricane Omega caused Paro River and its tributaries to overflow their banks causing damage to sections adjacent to Paro Road. Upon arrival they found that Paro Road is a rural, gravel-surfaced roadway serving several communities in Mash County.

The Roadway is typically 14 feet wide with shoulder widths of 5 feet and has a compacted gravel surface of approximately 2 inches thick over an 18-inch compacted base.

Damage to Paro Road occurred at 2 different locations between Milepost .7 and 2.7. Location 1 had been scoured the worst. It was scoured for 1000', the entire width of the surface. Location 2 had been scoured for 200', the entire width.

Damages included scouring and loss of some gravel. Localized embankment erosion and embankment slope failures at both locations. Much of the eroded aggregate was deposited within the roadway drainage ditch.

The Highway Superintendent stated they intended to perform the repairs with force account and anticipates \$500,000 in costs.

# Site Inspection Summary Report for Paro, NC

**Site:** Paro Creek

**Location:** Between Benson Road and Burnwood Road, Paro, NC 27800

**Date Inspected:** November 9<sup>th</sup>, 20xx

**Attendees:**

FEMA Project Specialist John Doe

State Emergency Management Representative Jane Doe

**Damage Observed:**

Significant damage to Paro Creek Drainage Channel.

On October 30, 20xx Hurricane Omega caused a side slope washout along the improved channel for Paro Creek between Benson Road and Burnwoods Road.

Damage was measured at 500' long x 80' wide x 60' deep.

**Inspection Notes:**

The alignment and slopes of Paro Creek had been improved as part of storm water management improvements in the 1990s. The original water course had been eroded and was straightened, profiled, and vegetated to improve its hydraulic capacity while remaining compatible with a naturalized landscape appearance. The channel is regularly maintained. Accordingly, the channel is considered an improved and maintained natural feature and is an eligible facility in accordance with 44 CFR §206.221 (d).

The Highway Superintendent said the town plans to use a contractor to repair the damage and that the contractor had been procured properly.



## Damage Inventory for Paro, NC

Category	Name of damage/facility	Address 1	City	State	Zip	Latitude	Longitude	Describe Damage	Primary Cause of Damage	Approx. Cost	% Work Complete	Labor Type	Has received PA grant(s) on this facility in a	Applicant priority
C	Scouring damage to Paro Road	1 Paro Road	Paro	NC	28000	35.90170	-77.87870	Major scouring of Paro Road due to flooding from the Paro River. Scouring is located at two locations between mileposts .7 and 2.7. Roughly 1000 feet of scouring of the entire road at location 1, roughly 200 feet of scouring at location 2. Loss of gravel and embankment erosion.	Hurricane	\$500,000.00	0%	FA	U	High
D	Damage to Paro Creek drainage channel	Paro Creek between Benson Road and Burnwood Road	Paro	NC	28000	35.82780	-77.76550	Large side-slope washout as a result of flooding along Paro Creek approximately 500' long x 80' wide x 60' deep.	Hurricane	\$900,000.00	10%	C	U	Medium



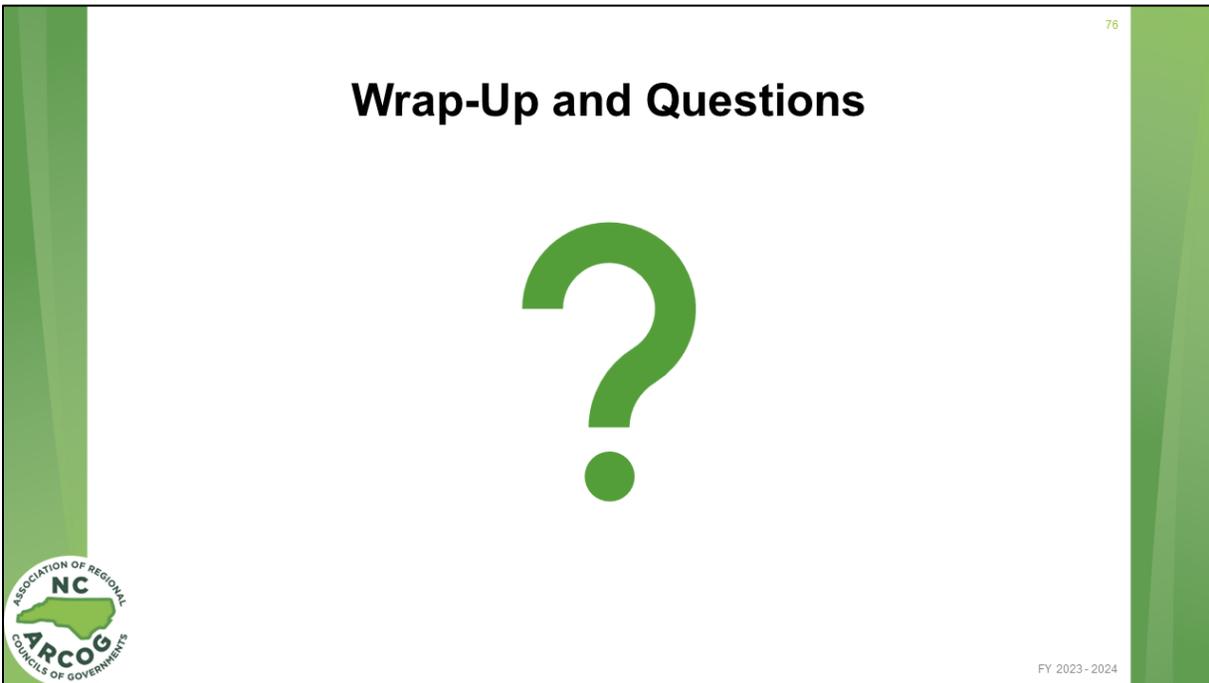
## Damage Description and Dimensions – ELA (Participant Worksheet)

### General Information:

Disaster Declaration Date: October 31, 20xx  
Disaster Declaration #: 9999-DR, Hurricane Omega  
Incident Period: October 29, 20xx through November 12, 20xx  
Local Rep: John Jones  
Title: Highway Superintendent  
Applicant: Town of Paro  
County: Mash  
State: North Carolina  
FIPS #: 099-99999-00  
Phone: 252-999-9999  
FEMA PO: John Doe  
SEMO PO: Jane Doe  
Location: Paro Creek

## WRAP-UP AND QUESTIONS

### SECTION SLIDE

A presentation slide with a white background and green vertical bars on the left and right sides. At the top center, the text "Wrap-Up and Questions" is displayed in a bold, black font. Below this text is a large, green question mark. In the bottom left corner, there is a small version of the ARCOG NC logo. In the bottom right corner, the text "FY 2023 - 2024" is visible. The number "76" is located in the top right corner of the slide area.

76

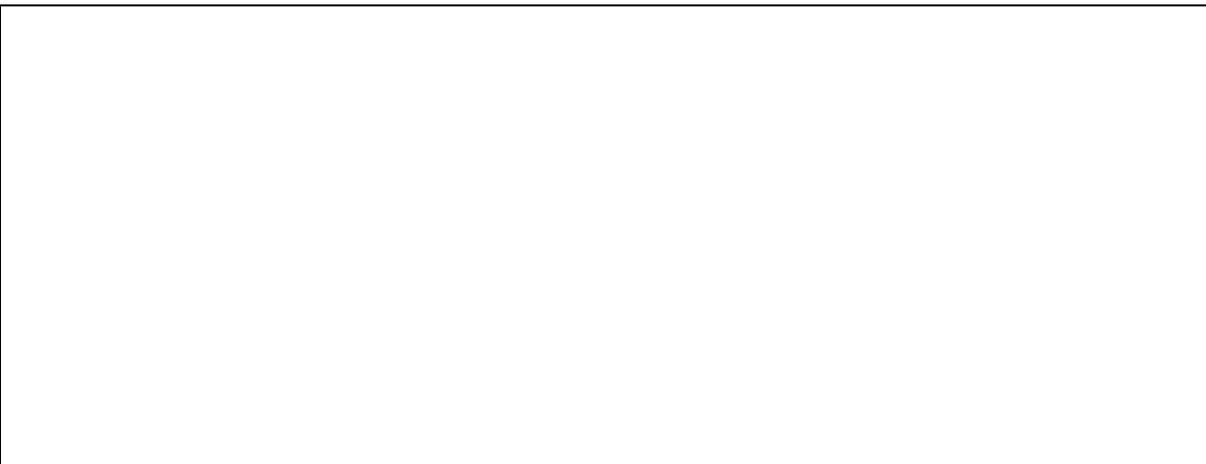
## Wrap-Up and Questions



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### NOTES

The instructor will ask if you have any additional questions and will address any final items.

A large, empty rectangular box with a black border, intended for taking notes during the presentation.

# CONCLUSION

## SECTION SLIDE

**Contact your regional Council of Government to schedule training and to access more information about Public Assistance!**

FY 2023 - 2024

### NOTES

The instructor will administer the Module 2 post-test. It consists of 15 multiple choice questions.

## COURSE KEY TERMS AND ACRONYMS

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**Appeal** - When there is a FEMA determination the Applicant disagrees with, PA Applicants are provided a two-tiered administrative appeal process. The Regional Administrator (RA) of the applicable FEMA Region decides the first level appeal. If the Applicant chooses to second appeal that decision, then the Assistant Administrator for Recovery at FEMA Headquarters determines the Agency's final decision regarding the matter. If the Applicant does not second appeal the decision within 60 days of the first appeal decision, the first appeal decision becomes the final agency decision.

**Applicant** - A non-federal entity submitting an application for assistance under the Recipient's federal award, a Subrecipient is an Applicant that receives a subaward from a pass-through entity to carry out part of a federal program. When an entity applies for PA funding, it is the Applicant. Once the Applicant receives funding, it is either the Recipient, pass-through entity or a Subrecipient. For simplicity, FEMA uses the term Applicant throughout this document when referring to the responsible entity for a project rather than making distinctions between an entity as the Applicant, Recipient, pass-through entity, or Subrecipient. FEMA uses the terms Recipient and Subrecipient when necessary to differentiate between the two entities.

**Categories of Work** - To facilitate the processing of Public Assistance Funding, FEMA separates eligible work into different categories under Emergency Work and Permanent Work. Emergency Work is separated into two categories and Permanent Work into five categories based on general types of facilities.

**Consolidated Resource Center (CRC)** - North Carolina is in Region IV (Region 4) The staff at the CRC process grant applications and create Applicants' Damage Description and Dimensions for Completed Work, Scope of Work, and cost estimates across multiple disasters. The Consolidated Resource Center Public Assistance staff coordinate with field staff located at the disaster in making eligibility determinations. The teams and staff at the CRCs include but are not limited to Validation Specialists, Costing Specialists, Hazard Mitigation Specialists, Environmental and Historic Preservation Specialists, Insurance Specialists, and Technical Specialists.

**Damage Inventory (DI)** - lays the foundation for all future actions including Project Formulation, Damage Description and Dimensions, scope of work, and cost estimates; all of which lead to the Applicant acquiring grant funding.

**Deobligation (of funds)** - The process by which FEMA may take back awarded (obligated) PA funds. This may occur for a number of reasons such as work being done that was not outlined in the approved SOW.

**Determination Memorandum** - When FEMA denies assistance, it will provide written notice, often in the form of a Determination Memorandum (DM), which explains the basis for the denial and sets forth an Applicant's appeal rights. Generally, FEMA will electronically transmit eligibility determinations through its web-based system, [Grants Manager/Grants Portal](#).

**Duplication of Benefits** - Funding received from two sources for the same item of work.

**Emergency Project** - Any emergency work project that addresses an immediate threat including debris removal (Category A) Work and emergency protective measures (Category B Work).



**Emergency Protective Measure (EPM)** - An action taken by a community before, during, and after an incident to save lives, protect public health and safety, and prevent damage to improved public and private property.

**Environmental and Historic Preservation (EHP)** - The entity or sector within FEMA that reviews work and projects for environmental and historic regulation compliance.

**Exploratory Calls** - the initial call in which the FEMA Program Delivery Manager and Applicant discuss the disaster-related damage identified by the Applicant. During the discussion, the Program Delivery Manager describes the Damage Inventory to the Applicant.

**Federal Coordinating Officer (FCO)** - appointed by the Director of FEMA on behalf of the President to coordinate federal assistance following a declared disaster or emergency. The FCO establishes the joint field office (JFO) and works in partnership with the SLTT partners to determine state and local disaster assistance requirements. For all Stafford Act declared incidents, the FCO reports to the Regional Administrator for the region in which the incident occurs.

**Federal share** - The portion of the total project costs that are paid by federal funds.

**Fieldcraft** - The knowledge and skills one gains from experience or receives from a mentor outside of a defined curriculum. Fieldcraft represents how business is conducted despite doctrine.

**Force Account Equipment** - refers to Applicant owned equipment. An Applicant's own equipment

**Force Account Labor** - Refers to the Applicant's personnel. An Applicant's own labor forces.

**Fringe benefits** - A percentage of the actual wages that pays for employee benefits.

**Grantee** - Please see Recipient/Applicant

**Grants Manager** - FEMA side of Grants Portal, PA Program Delivery software.

**Grants Portal** <https://grantee.fema.gov/> - Applicant side of FEMA PA Program delivery software.

**Large Project** - A project for which the final obligated (federal and non-federal) amount is equal to or greater than the annually adjusted cost threshold for small project grants.

**Local Government** - A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian Tribe or authorized tribal organization, or Alaska Native village or organization that does not meet the definition of Indian Tribal Government; or a rural community, unincorporated town or village, or other public entity, for which an application for assistance is made by a state or political subdivision of a state.

**Management Cost** - Any indirect cost, any direct administrative cost, and any other administrative expense associated with a specific project under a major disaster or emergency.

**National Disaster Recovery Framework (NDRF)** - enables effective recovery support to disaster-impacted states, tribes, territorial and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. The NDRF focuses on how best to restore, redevelop and revitalize the health, social, economic, natural and environmental

fabric of the community and build a more resilient nation.

**NC EM Grants** <https://emgrants.nc.gov/> - This site is for the online application and management of Public Assistance (PA) and Hazard Mitigation (HM) grants for Applicants in North Carolina. These federal grant programs aid state and local governments in returning a disaster area to pre-disaster conditions and mitigating the future impact of natural hazards. Eligible Applicants include local and Tribal governments as well as certain Private Non-Profit organizations.

**Non-Federal Entity** - An institution of higher education, nonprofit organization, local government, Indian Tribe, or state that carries out a federal award as a Recipient or Subrecipient.

**Obligated** - Funds that FEMA has made available are available to the Recipient (state) to pass through to the appropriate Subrecipient. FEMA obligates funds to the state once a project meets Stafford Act eligibility requirements. The state is the official recipient of FEMA federal assistance. The state is then responsible for disbursing the money to Applicants.

**Pass-through Entity** - A non-federal entity that provides a subaward to a Subrecipient to carry out part of a federal program.

**Permanent Work Project** - Any work project that addresses the restoration of roads/bridges (Category C), water control facilities (Category D), buildings/equipment (Category E), utilities (Category F), parks, recreational, and other facilities (Category G).

**Preliminary Damage Assessment (PDA)** - a mechanism used to determine the impact and magnitude of damage and the resulting unmet needs of individuals, businesses, the public sector, and the community. Information is collected from the field, the public, teams within the Emergency Operations Center, etc. to determine the damages of the area.

**Private Non-Profit Organization (PNP)** - A facility that provides a critical service, which is defined as education, utility, emergency, or medical or a facility that provides a noncritical, but essential social service and provides those services to the public. Any nongovernmental agency or entity that currently has an effective ruling letter from the U.S. Internal Revenue Service, granting tax exemption under Sections 501(c), (d), or (e) of the Internal Revenue Code, or satisfactory evidence from the state that the nonrevenue producing organization or entity is a nonprofit one organized or doing business under state law.

**Procurement Disaster Assistance Team (PDAT)** - entity within FEMA that monitors, reviews, and can provide guidance on procurement.

**Public Assistance (PA)** - FEMA's Public Assistance Program provides supplemental grants to state, tribal, territorial, and local governments, and certain types of private non-profits so communities can quickly respond to and recover from major disasters or emergencies. The program acts as a reimbursement program for eligible disaster related costs.

**Public Assistance Program and Policy Guide** - The federal guide to the Public Assistance Program. This guide is updated regularly and applies to specific timeframes and disasters. The Guide references the Code of Federal Regulations and Stafford Act to assist with guidance and regulations on the Public Assistance Program.

**FEMA Public Assistance Program Delivery Manager (PDMG)** - the Applicant's primary point of contact, the FEMA Program Delivery Manager, is the first way that FEMA works with the Applicant to inform them of what project-specific documentation they need to provide.

**Recipient** - The State, Territorial, or Tribal government that receives and manages the federal award under the disaster declaration and disburses funding to eligible subrecipients. A non-federal entity that receives a federal award directly from a federal awarding agency to carry out an activity under a federal program.

**Recovery Scoping Meeting (RSM)** - The first substantive meeting between the Applicant and FEMA which starts the 60-day regulatory timeframe for the Applicant to identify and report damage. It is a detailed and in-depth meeting regarding the Applicant's disaster damages and the PA process.

**Request for Public Assistance (RPA)** - The form a public entity or PNP organization uses to apply for assistance under the Public Assistance Program.

**Request for Reimbursement (RFR)** - The phase of the Public Assistance Program in which subgrantees/subrecipients request their awarded funding from the Recipient/Grantee. This process is typically processed through a state grant management system and requires additional documentation to further validate costs initially obligated by FEMA. This is the official request to receive the funding obligated by FEMA and is monitored closely by the Recipient.

**Small Project** - A project for which the final obligated (federal and non-federal) amount is less than the annually adjusted cost threshold for small project grants.

**Subject Matter Expert (SME)** - An individual with qualifications and experience in a particular field or work process; an individual who by education, training, and/or experience is a recognized expert on a particular subject, topic, or system.

**Special Population** - In disaster response and recovery, a population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care.

**State, Local, Territorial, or Tribal (SLTT)** - partners in the disaster recovery process and referred to in a group as partners to the federal government.

**Subgrantee** - Please see Subrecipient

**Subrecipient** - Applicants who have received a subaward from the Recipient and are then bound by the conditions of the award and subaward. A non-federal entity that receives a subaward from a pass-through entity to carry out part of a federal program. It does not include an individual that is a beneficiary of such program. A Subrecipient may also be a Recipient of other federal awards directly from a federal awarding agency.

**Unit of Local Government (ULG)** - Organizations of local government including counties and municipalities

## ADDITIONAL RESOURCES

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### FEMA Resources

FEMA Independent Study Courses - <https://training.fema.gov/is/crslist.aspx?lang=en>

- Basic recommended courses:
  - IS-100 Introduction to the Incident Command System, ICS 100
  - IS-200 Basic Incident Command System for Initial Response, ICS-200
  - IS-700 An Introduction to the National Incident Management System
  - IS-800 National Response Framework, An Introduction
  - IS-1000 Public Assistance Program and Eligibility

[FEMA Acronyms, Abbreviations, and Terms Job Aid](#)

[FEMA Arbitration Fact Sheet Version 4 20220630](#)

[FEMA A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action](#)

[FEMA Disaster Financial Management Guide: Guidance for State, Local, Tribal & Territorial Partners – April 2020](#)

[FEMA Donated Resources Fact Sheet](#)

[Fact Sheet – Contracting Requirements Checklist – October 2018](#)

[FEMA Force Account Equipment Summary Record Form](#)

[FEMA Force Account Labor Summary Form](#)

[Grants Manager and Grants Portal Fact Sheet](#)

[FEMA Grants Portal](#)

[FEMA Hazard Mitigation Assistance Program and Policy Guide March 23, 2023](#)

[FEMA Hazard Mitigation Grants 404 and 406 Job Aide – May 2017](#)

[FEMA Job Aid: Public Assistance – Reasonable Cost Evaluation](#)

[FEMA Materials Summary Sheet Form](#)

[FEMA Public Assistance Program and Policy Guide \(PAPPG\) Version 4](#)

[FEMA Public Assistance CEF Instructional Guide](#)

[FEMA Public Assistance Project Templates and Forms](#)



[FEMA Public Assistance Management Costs Standard Operating Procedures – February 2019](#)

[FEMA Public Assistance Program Delivery Guide – September 2022](#)

[FEMA Project Worksheet FEMA Form FF-104-21-133](#)

[FEMA Policy FP-104-23-001 Public Assistance Simplified Procedures](#)

[FEMA Preliminary Damage Assessment Guide – May 2020](#)

[FEMA PA Contract Work Summary Record Form](#)

[FEMA Rented Equipment Summary Record Form](#)

[FEMA Request for Public Assistance Form](#)

[FEMA Schedule of Equipment Rates – 2023](#)

[FEMA State-Led Public Assistance Guide – February 2019](#)

## North Carolina Resources

[2020 North Carolina Disaster Recovery Framework](#)

[North Carolina Disaster Recovery Assistance Guide](#)

[North Carolina Enhanced Hazard Mitigation Plan – Dec 2022](#)

[NC EM Grants Portal](#)

[NC Grants Management Documents](#)

[North Carolina NFIP](#)

[North Carolina NFIP Participating Communities](#)

[North Carolina Purchasing Procedures - Subchapter 05B – Procurement Purchase Procedures](#)

[University of North Carolina School of Government Procurement Presentation](#)

[University of North Carolina School of Government Municipal and County Administration Course](#)

[University of North Carolina School of Government Public Employment Law and Human Resource Management Microsite](#)

[University of North Carolina American Indian Center – Tribes and Urban Indian Organizations](#)

## Other Resources

[Applicant Information – Damage Information and Inspections Checklist](#)

[Applicant Quick Guide – Exploratory Call and Recovery Scoping Meeting](#)



[Environmental and Historic Preservation Guide](#)

[Subrecipient Small Project Self Certification Form – Template](#)