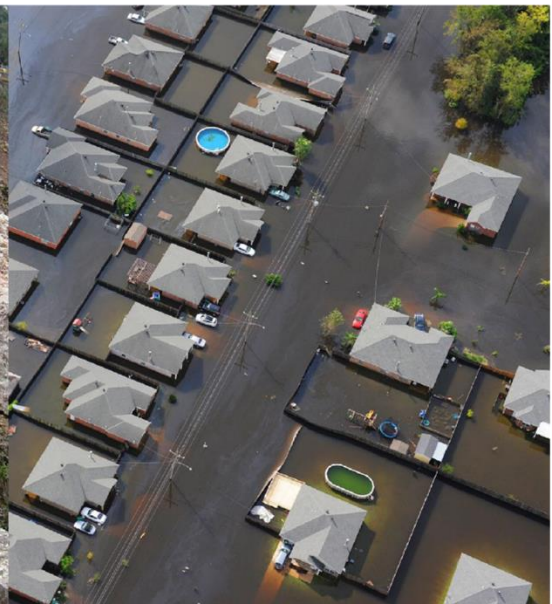




# Module 1 Participant Guide

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 1 and a sample schedule for full-day and half-day deliveries. Your instructor will review the chosen schedule prior to beginning the course.



Module 1 Pre-Assessment – 30 Minutes

Unit 0: Welcome and Administrative Items – 40 Minutes

Unit 1: Introduction to Public Assistance – 60 Minutes

Unit 2: Government Roles in Disaster Recovery – 35 Minutes

Unit 3: Roles and Responsibilities of Local Government – 25 Minutes

Unit 4: Pre-Disaster Planning, Policies, and Best Practices – 60 Minutes

Unit 5: Identifying Risks – 30 Minutes

Experiential Learning Activity – 40 Minutes

Module 1 Post-Assessment – 30 Minutes

Module 1 Microlearning Videos

- Units 1 and 2: The Public Assistance Program – 3 Minutes
- Unit 3: Roles and Responsibilities of Local Government – 5 Minutes
- Unit 4: Procurement and Contracting Requirements – 3 Minutes
- Unit 5: Identifying Risks – 5 Minutes

### Full-Day Example Schedule

Module/Unit/Activity	Estimated Time
Participant Registration	8:00 a.m. – 8:30 a.m.
Module 1 Pre-Assessment	8:30 a.m. – 9:00 a.m.
Module 1 Intro / Unit 0: Welcome and Administrative Items	9:00 a.m. – 9:40 a.m.
Break	9:40 a.m. – 9:50 a.m.
Units 1 and 2 Microlearning Video / Unit 1: Introduction to Public Assistance	9:50 a.m. – 10:50 a.m.
Break	10:50 a.m. – 11:00 a.m.
Unit 2: Government Roles in Disaster Recovery	11:00 a.m. – 11:35 a.m.
Lunch Break	11:35 a.m. – 12:30 p.m.
Unit 3 Microlearning Video / Unit 3: Roles and Responsibilities of Local Government	12:30 p.m. – 12:55 p.m.
Break	12:55 p.m. – 1:05 p.m.
Unit 4 Microlearning Video / Unit 4: Reviewing and Revising Internal Policies and Procedure	1:05 p.m. – 2:05 p.m.
Break	2:05 p.m. – 2:15 p.m.



<b>Unit 5 Microlearning Video / Unit 5: Pre-Disaster Planning Coordination</b>	2:15 p.m. – 2:45 p.m.
<b>Break</b>	2:45 p.m. – 3:00 p.m.
<b>Experiential Learning Activity</b>	3:00 p.m. – 3:40 p.m.
<b>Module 1 Post-Assessment</b>	3:40 p.m. – 4:10 p.m.
<b>“Parking Lot” Items / Closing Remarks / End of Day</b>	4:10 p.m. – 4:30 p.m.

### Half-Day Example Schedule

<b>Module/Unit/Activity</b>	<b>Estimated Time</b>
<b>Participant Registration</b>	8:00 a.m. – 8:30 a.m.
<b>Module 1 Pre-Assessment</b>	8:30 a.m. – 9:00 a.m.
<b>Module 1 Intro / Unit 0: Welcome and Administrative Items</b>	9:00 a.m. – 9:40 a.m.
<b>Break</b>	9:40 a.m. – 9:50 a.m.
<b>Units 1 and 2 Microlearning Video / Unit 1: Introduction to Public Assistance</b>	9:50 a.m. – 10:50 a.m.
<b>Break</b>	10:50 a.m. – 11:00 a.m.
<b>Unit 2: Government Roles in Disaster Recovery</b>	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 1

## COURSE OVERVIEW

### SECTION OVERVIEW

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


### SECTION SLIDES

2

## 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 their member governments' 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.

FY 2023-2024

### NOTES




## UNIT 0: WELCOME AND ADMINISTRATIVE ITEMS

### SECTION SLIDES

3

# Module 1: Pre-Disaster Conditions

## 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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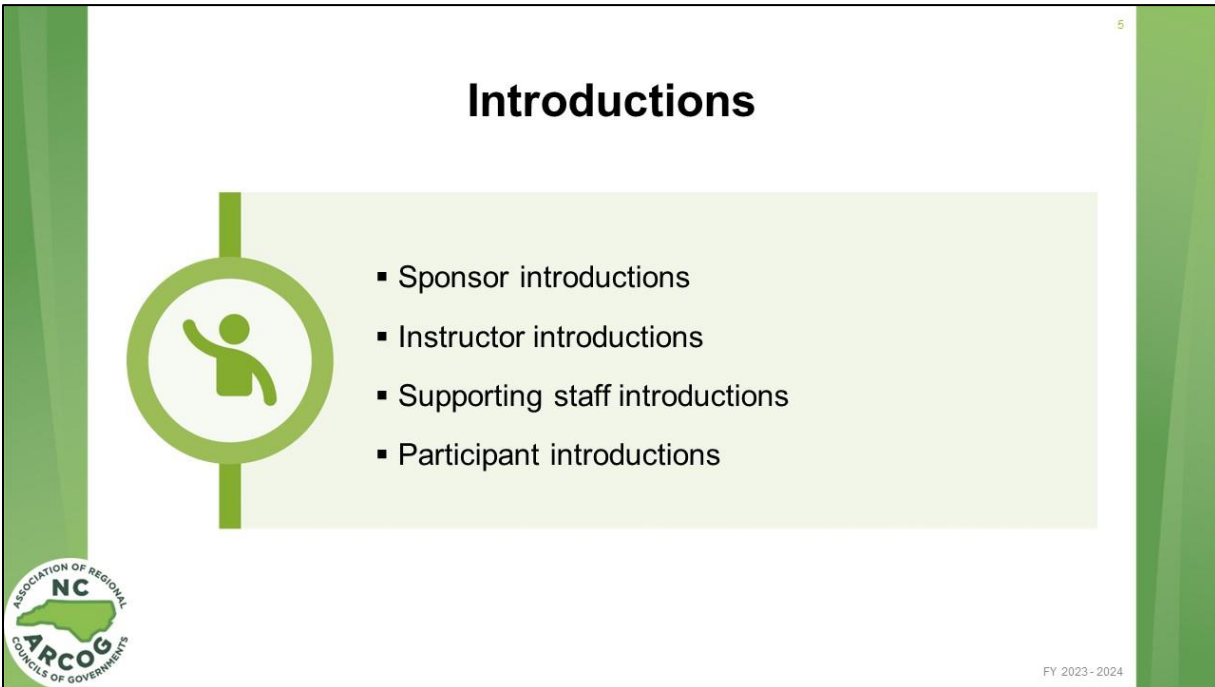
## NOTES

## INTRODUCTIONS

### SECTION OVERVIEW

Instructors and supporting staff will introduce themselves.

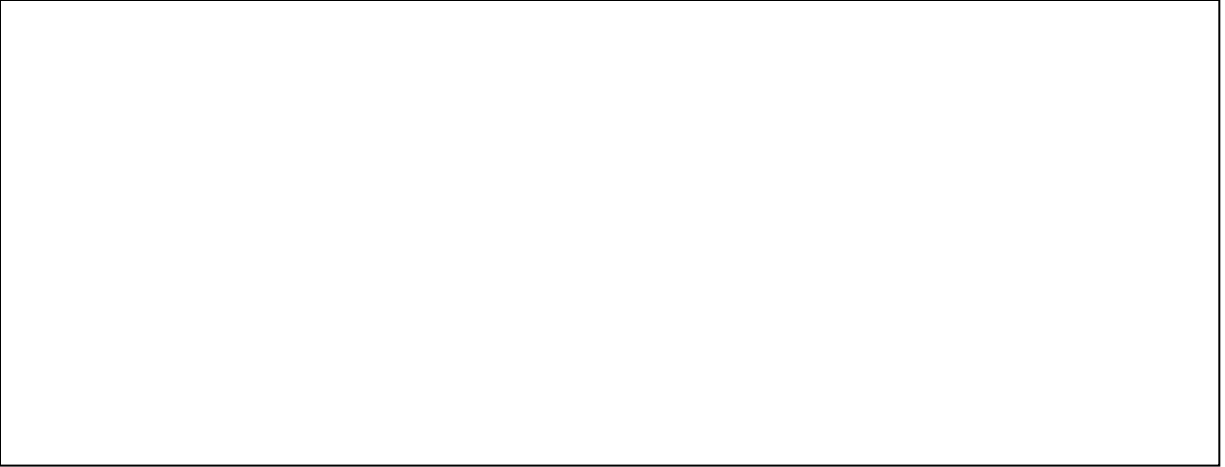
### SECTION SLIDE

A presentation slide titled 'Introductions'. The slide has a white background with green vertical bars on the left and right sides. At the top center, the word 'Introductions' is written in a bold, black, sans-serif font. Below the title, there is a light green rectangular box containing a bulleted list of four items: 'Sponsor introductions', 'Instructor introductions', 'Supporting staff introductions', and 'Participant introductions'. To the left of this list is a green circular icon containing a white silhouette of a person with one arm raised. 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 '5' is located in the top right corner of the slide's content area.

### 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

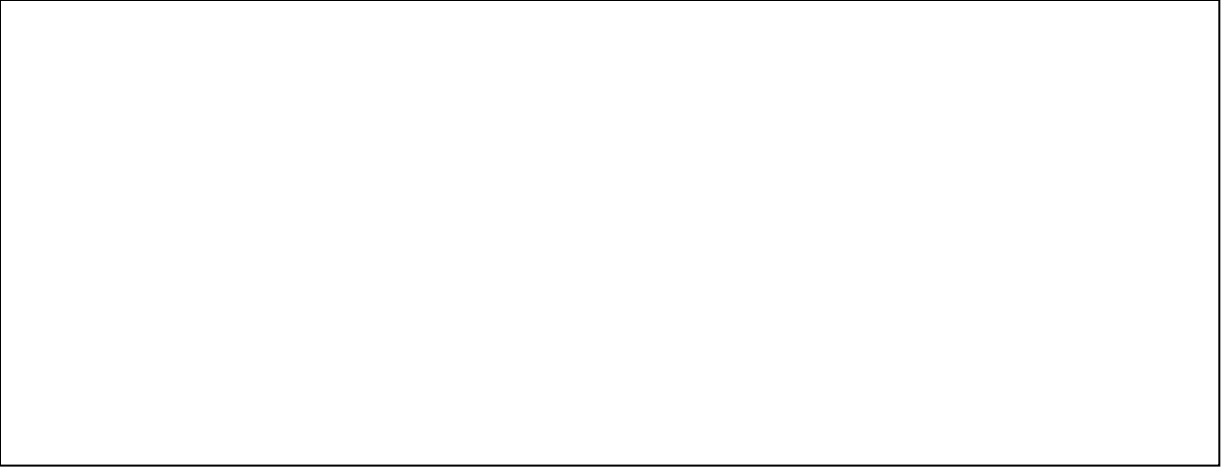


The slide is titled "Administrative Orientation" and lists seven topics with corresponding icons: Emergency Exits (exit sign), Classroom Etiquette (group of people), Inclement Weather (cloud with lightning), Phone Etiquette (phone with signal waves), Breaks & Lunch (apple), Communication Rules (speech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

### 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.



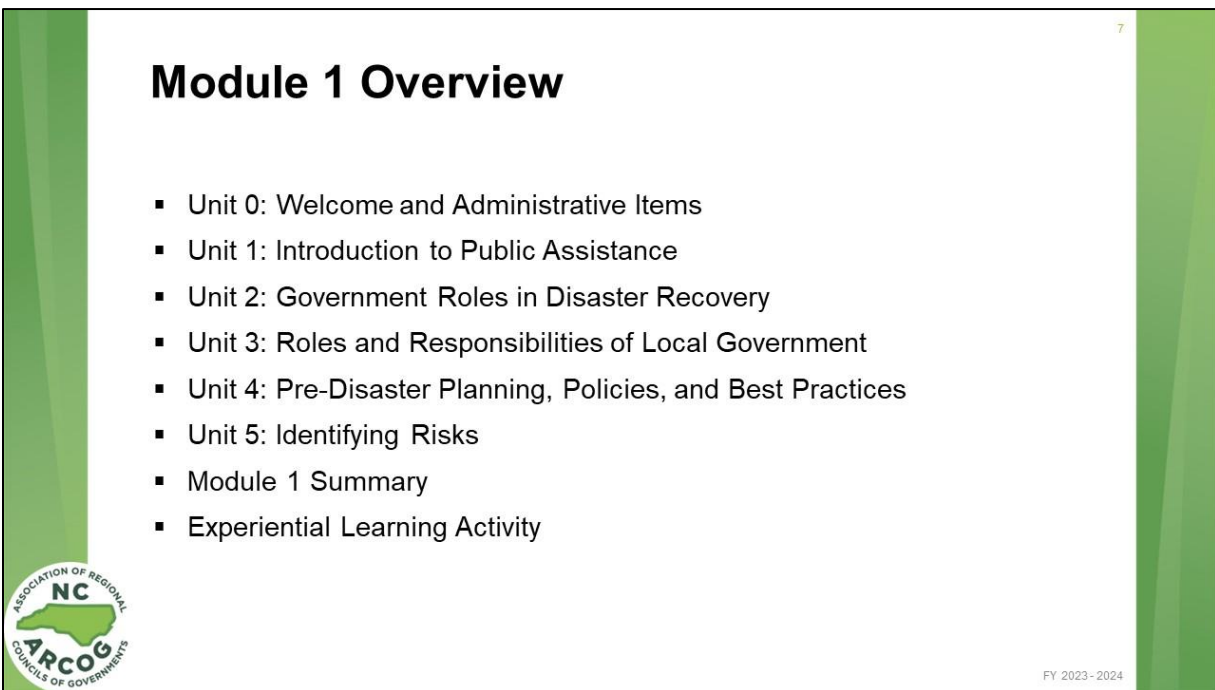


## MODULE 1 OVERVIEW

### SECTION OVERVIEW

The instructor will provide an overview of the units in Module 1, and the learning objectives for the Module.

### SECTION SLIDE

A presentation slide titled 'Module 1 Overview'. The slide has a white background with green vertical bars on the left and right sides. The title 'Module 1 Overview' is in a large, bold, black font. Below the title is a bulleted list of units. In the bottom left corner, there is a circular logo for ARCOG NC. In the bottom right corner, the text 'FY 2023-2024' is visible. A small number '7' is in the top right corner of the slide content area.

**Module 1 Overview**

- Unit 0: Welcome and Administrative Items
- Unit 1: Introduction to Public Assistance
- Unit 2: Government Roles in Disaster Recovery
- Unit 3: Roles and Responsibilities of Local Government
- Unit 4: Pre-Disaster Planning, Policies, and Best Practices
- Unit 5: Identifying Risks
- Module 1 Summary
- Experiential Learning Activity

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FY 2023-2024

### NOTES

- Unit 0: Welcome and Administrative Items
- Unit 1: Introduction to Public Assistance
- Unit 2: Government Roles in Disaster Recovery
- Unit 3: Roles and Responsibilities of Local Government
- Unit 4: Pre-Disaster Planning, Policies, and Best Practices
- Unit 5: Identifying Risks
- Module 1 Summary
- Experiential Learning Activity




## OBJECTIVES

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# Module 1 Terminal Learning Objective

## Terminal Learning Objective

By the end of this Module, participants will be able to explain 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.

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

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## NOTES

By the end of this Module, you will be able to explain 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.

## Module 1 Key Takeaways

### Enabling Learning Objectives:

- Participants will be able to define the terms and concepts of the Public Assistance (PA) Program and define their roles and responsibilities within the PA process.
- Participants will be able to discuss the roles that different levels of government play in disaster recovery and distribution of Public Assistance.
- Participants will be able to develop language to embed disaster recovery financial administration responsibilities into finance department job descriptions.
- Participants will be able to identify the internal policies and procedures, such as procurement, contracting, and payroll, to ensure compliance for eligible cost reimbursement and subsequent audit reviews.
- Participants will be able to demonstrate effective pre-disaster planning coordination and financial administration of federal, state, and local disaster recovery funding.
- Participants will be able to identify risks within their operations that could affect their ability to lessen timing and to optimize reimbursements.
- Participants will be able to outline pre-disaster preparedness activities they will make actionable in their community.

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### NOTES

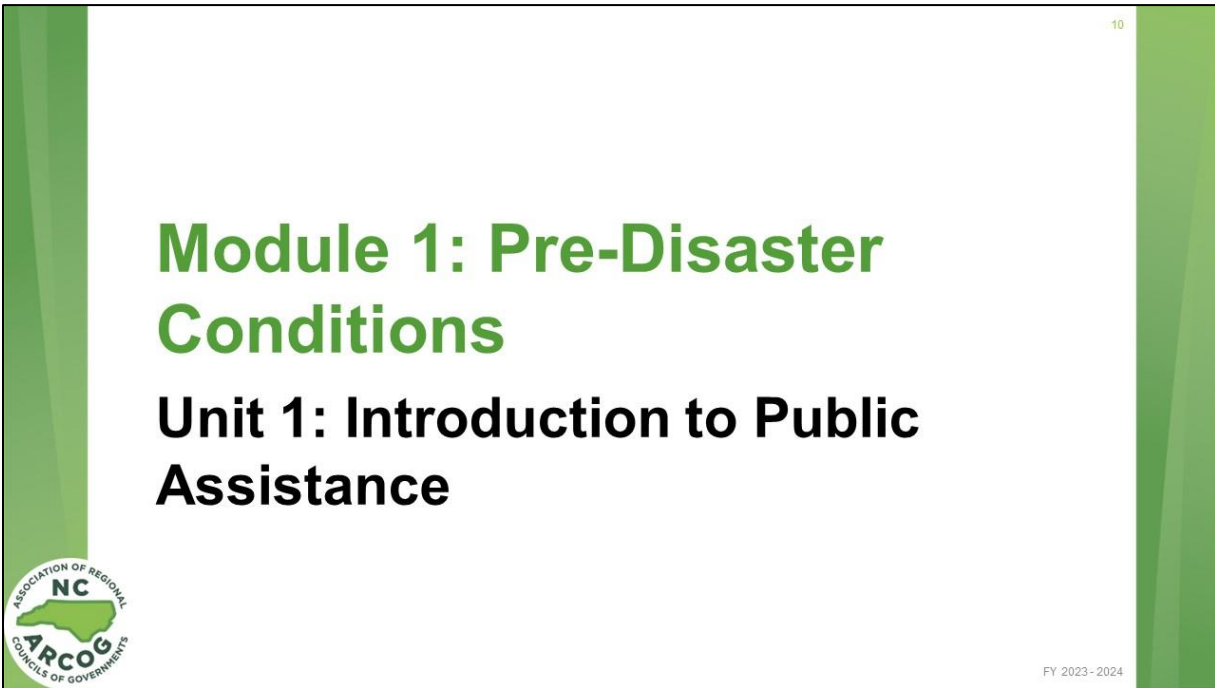
- You will be able to define the terms and concepts of the Public Assistance (PA) Program and define your roles and responsibilities within the PA process.
- You will be able to discuss the roles that different levels of government play in disaster recovery and distribution of Public Assistance.
- You will be able to develop language to embed disaster recovery financial administration responsibilities into finance department job descriptions.
- You will be able to identify the internal policies and procedures, such as procurement, contracting, and payroll, to ensure compliance for eligible cost reimbursement and subsequent audit reviews.
- You will be able to demonstrate effective pre-disaster planning coordination and financial administration of federal, state, and local disaster recovery funding.
- You will be able to identify risks within their operations that could affect your ability to lessen timing and to optimize reimbursements.
- You will be able to outline pre-disaster preparedness activities you will make actionable in your community.



## UNIT 1: INTRODUCTION TO PUBLIC ASSISTANCE

### SECTION OVERVIEW


In this Unit, you will define the terms and concepts of the Public Assistance (PA) Program and define their roles and responsibilities within the PA process.

A presentation slide with a white background and green vertical bars on the left and right sides. The text is centered and reads: "Module 1: Pre-Disaster Conditions" in a large green font, followed by "Unit 1: Introduction to Public Assistance" in a large black font. 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 "10" is in the top right corner.

10

# Module 1: Pre-Disaster Conditions

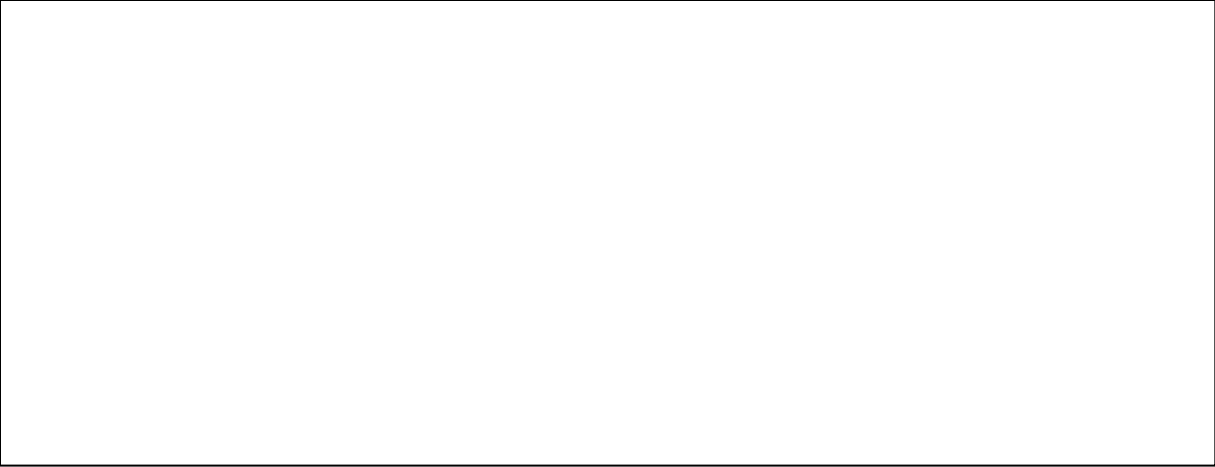
## Unit 1: Introduction to Public Assistance



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### NOTES

Disaster response and financial recovery are critical activities within the framework of disaster recovery. In this Unit, we will discuss the importance of local governments to be prepared to navigate and meet the federal requirements established in the FEMA Public Assistance process regardless of the size of the staff or the community they serve. One large responsibility is having the capacity to effectively recoup funding from FEMA's Public Assistance Program. We will explain the Public Assistance process, including the entities involved and their roles. We will also discuss how recovery needs shift throughout the disaster continuum and which local government roles support those endeavors.






## OVERVIEW

11

# Module 1: Unit 1 Overview

- Disaster Recovery Overview
- The Public Assistance (PA) Program
- Roles and Responsibilities in the PA Process
- Roles and Responsibilities in Local Disaster Recovery
- Pre- vs. Post-Disaster Recovery Plans
- Transitioning from Response to Recovery
- Resources and Policies
- Unit 1 Summary

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

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## NOTES

A large, empty rectangular box intended for taking notes during the presentation.

## DISASTER RECOVERY OVERVIEW (1 OF 3)

### SECTION OVERVIEW

An overview of the National Disaster Recovery Framework (NDRF), which provides recommended actions communities can take following a disaster. This introduction stages the basis of the course: obtaining Public Assistance funding to help facilitate disaster response and recovery plans.

### SECTION SLIDE

## Disaster Recovery Overview (1 of 3)





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### NOTES

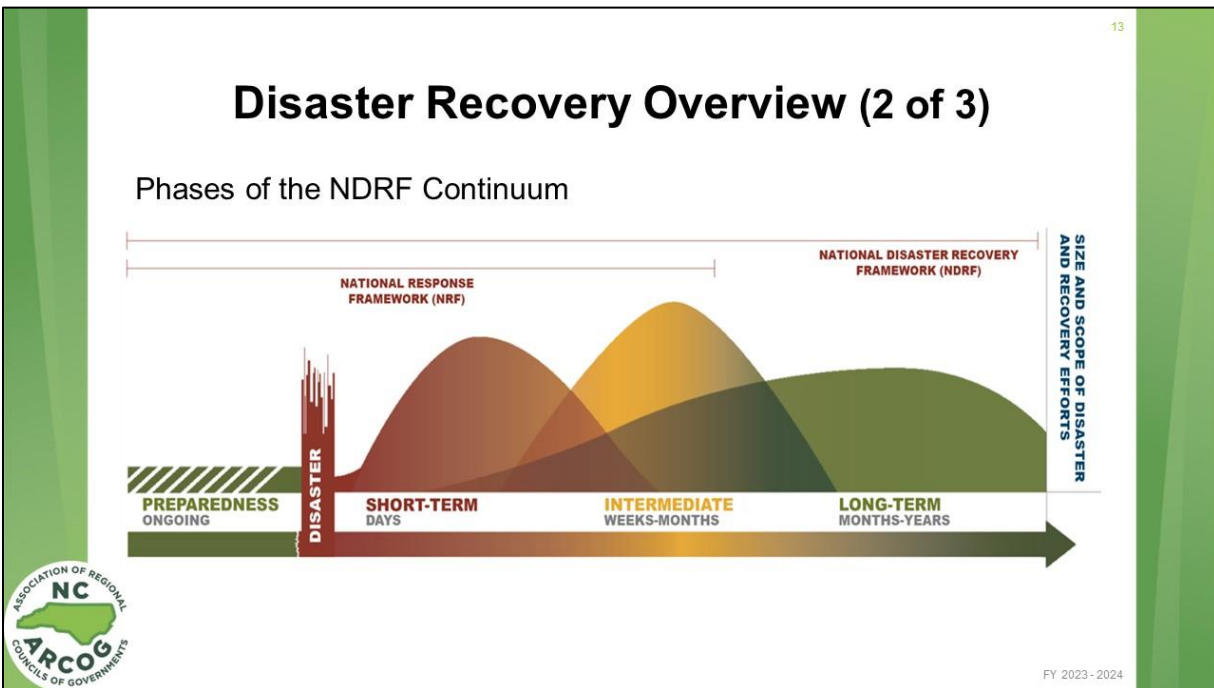
- It is important that [Applicants](#) have the capacity to meet the recovery needs of their community following a disaster, as well as to build resiliency in the event of future disasters.

## DISASTER RECOVERY OVERVIEW (2 OF 3)

### SECTION OVERVIEW

An overview of the National Disaster Recovery Framework (NDRF), which provides recommended actions communities can take following a disaster. This introduction stages the basis of the course: obtaining Public Assistance funding to help facilitate disaster response and recovery plans.

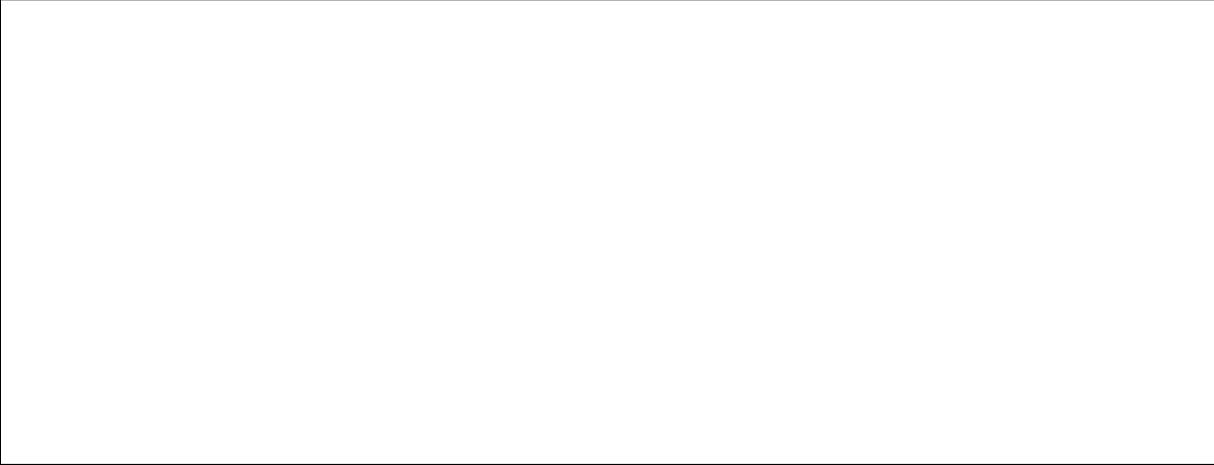
### SECTION SLIDE



### NOTES

- The [National Disaster Recovery Framework \(NDRF\)](#) provides recommended roles, responsibilities, and planning efforts to enable effective recovery following a disaster.
- It defines how to best meet the needs of disaster-impacted local, state, and tribal governments and communities through strong leadership structures, as well as federal recovery leadership support.
- The NDRF also outlines recovery activities beginning with preparedness efforts in advance of the disaster and spanning through rebuilding efforts to return communities to pre-disaster conditions.
- Phases of the NDRF Continuum:
  - Pre-Disaster Preparedness: During this phase, hazard mitigation planning and community resilience building takes place before the disaster happens.
  - Post-Disaster Short-Term: In the immediate days/weeks following the disaster, activities should include debris removal to clear transportation routes and mass sheltering/care.
  - Post-Disaster Intermediate-Term: In the weeks/months following, activities focus on infrastructure repair and restoration, as well as plans for future mitigation.

- Post-Disaster Long-Term: In the months/years following a disaster, activities may include rebuilding infrastructure to meet the future needs of the community.
- Financial assistance may be necessary for communities to effectively carry out their disaster response and recovery plans. There are several federal and state programs that provide funding to communities following a disaster.

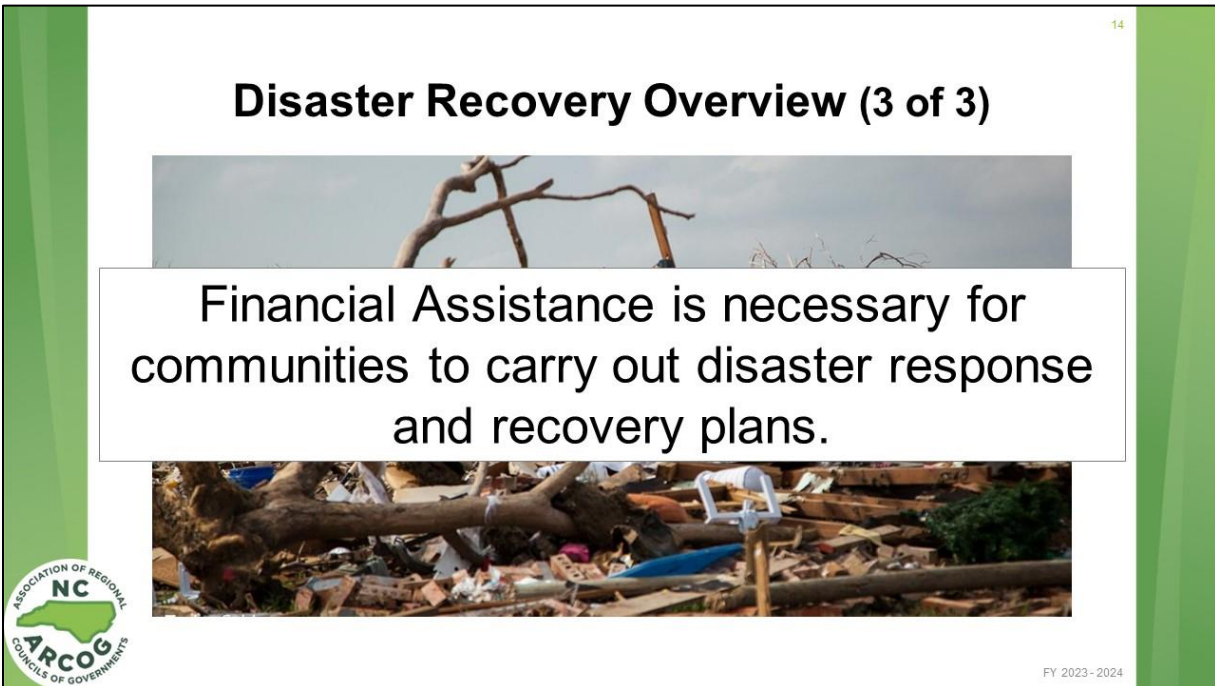


## DISASTER RECOVERY OVERVIEW (3 OF 3)

### SECTION OVERVIEW

An overview of the National Disaster Recovery Framework (NDRF), which provides recommended actions communities can take following a disaster. This introduction stages the basis of the course: obtaining Public Assistance funding to help facilitate disaster response and recovery plans.

### SECTION SLIDE

A presentation slide titled "Disaster Recovery Overview (3 of 3)". The slide features a central text box with the text "Financial Assistance is necessary for communities to carry out disaster response and recovery plans." The background of the slide is a photograph of a disaster site with debris, including a large log and a white plastic chair. The slide is framed by green vertical bars on the left and right sides. In the bottom left corner, there is a small ARCOG NC logo. In the bottom right corner, the text "FY 2023-2024" is visible. A small number "14" is in the top right corner of the slide area.

**Disaster Recovery Overview (3 of 3)**

Financial Assistance is necessary for communities to carry out disaster response and recovery plans.

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FY 2023-2024

### NOTES

- Financial assistance may be necessary for communities to effectively carry out their disaster response and recovery plans. There are several federal and state programs that provide funding to communities following a disaster.



## THE PUBLIC ASSISTANCE (PA) PROGRAM


### SECTION OVERVIEW

Brief overview of FEMA's Public Assistance Program.


### SECTION SLIDE

15


## The Public Assistance (PA) Program



# FEMA



- FEMA's largest grant program
- **REIMBURSEMENT** program following a federally declared disaster
- PA Grants are managed by North Carolina Emergency Management (NCEM)

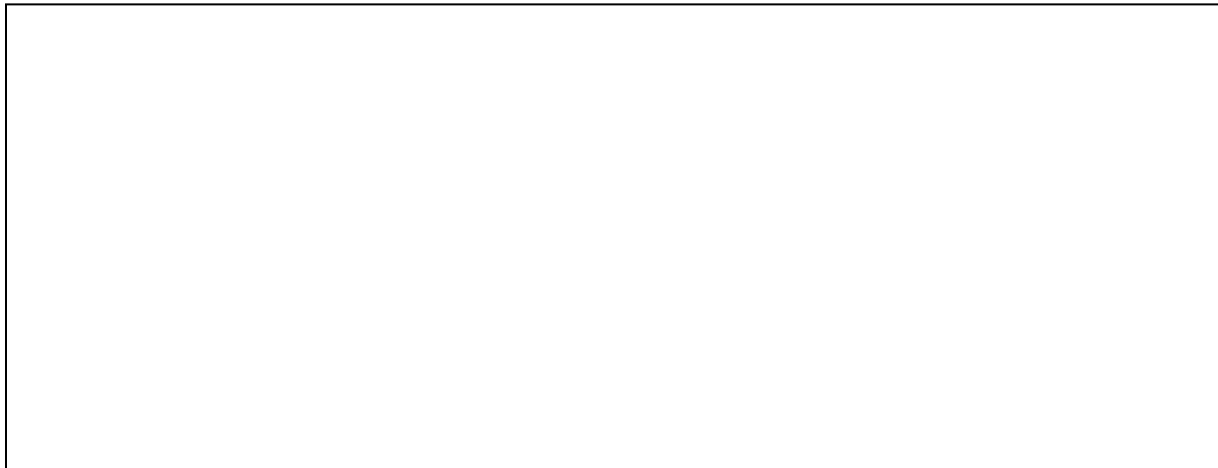


FY 2023 - 2024

### NOTES

- The Public Assistance (PA) Program is FEMA's largest grant program. It is a reimbursement program that provides federal grant assistance for eligible response and recovery efforts directly related to a disaster and specific hazard mitigation work to aid in preventing similar future damages to the same facilities. FEMA's share of eligible work will always be at least 75% of the total cost. The LGU budget must be able to fund the PA FEMA approved activities for its staff, contractors, and consultants. For example, the LGU cannot go out to bid for a FEMA PA approved activity anticipating that the FEMA funding will be used to pay that contractor at some point in the future because the LGU budget is not sufficient.
  - Eligible projects conducted during disaster recovery will be reimbursed with funding from the PA Program.
  - All disaster-related work will always be tied to one of the eight [Categories](#) of Work that will be further discussed in Module 2. These Categories are:
- Emergency work, which 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

- Permanent work, which 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](#) will be covered in more detail in Module 2. 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).
- The program functions as a partnership between FEMA, [state, local, and tribal/territorial](#) emergency managers, and Applicants for disaster recovery assistance.
- The PA Program Delivery Process occurs in a series of phases that begin with pre-declaration activities through closeout of awards.
- PA grants are managed by North Carolina Emergency Management (NCEM), who is the “Recipient” of PA funds.
- North Carolina will match funds on behalf of Subrecipients.



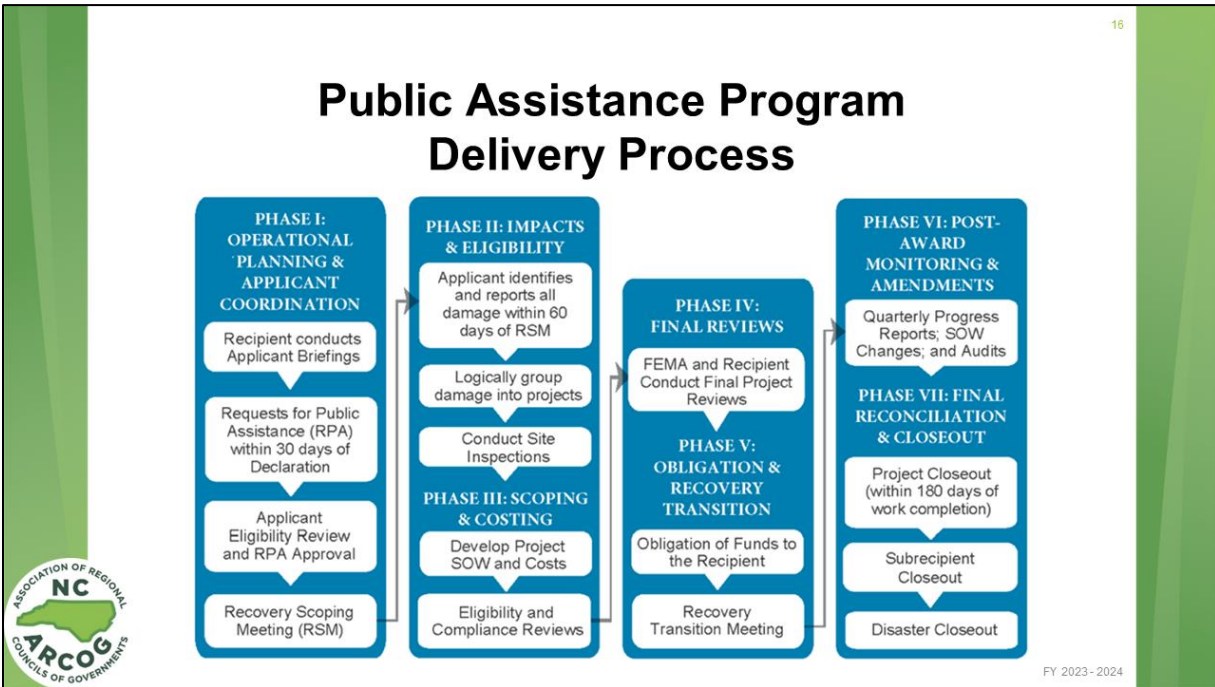


## PUBLIC ASSISTANCE PROGRAM DELIVERY PROCESS

### SECTION OVERVIEW

Brief overview of FEMA's Public Assistance Program.

### SECTION SLIDE



### NOTES

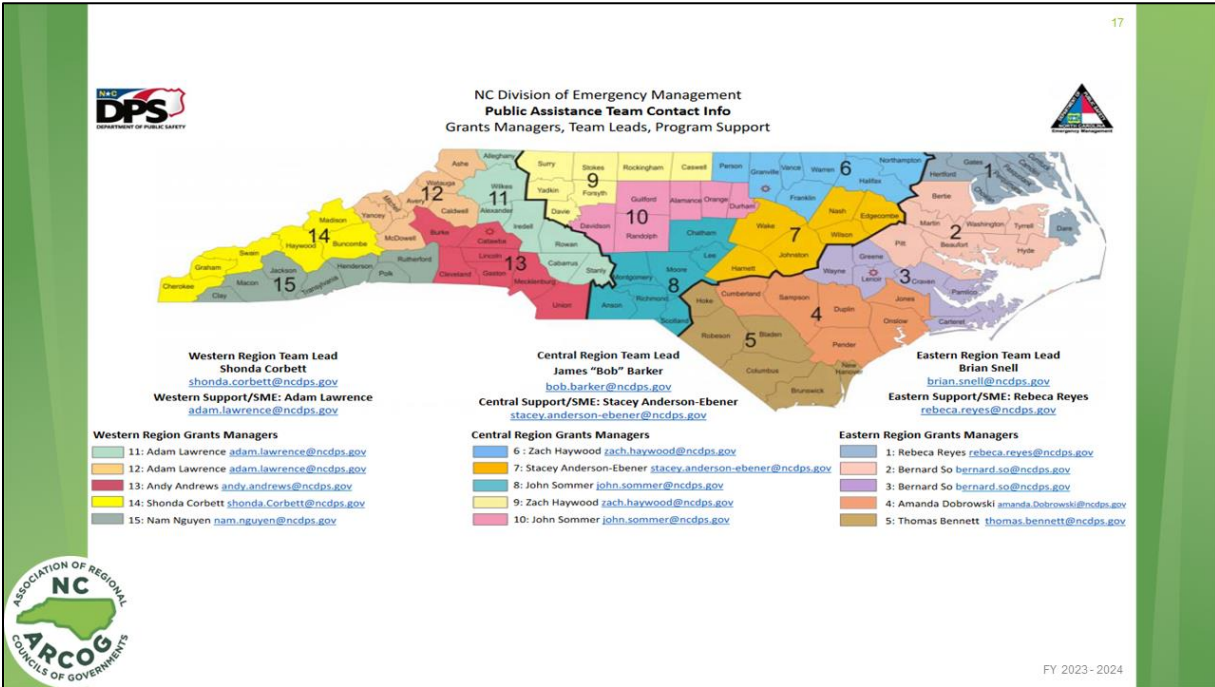
- The PA Program Delivery Process occurs in a series of seven phases that begin with pre-declaration activities through closeout of awards. FEMA and NCEM will follow these phases as they work with LGUs on the PA process.
- PA grants are managed by NCEM, who is the “Recipient” of PA funds.
- The instructor will display the NCEM Public Assistance Team Contact Map on the next slide and confirm contacts with you.



Note the Key Terms appendix in this Participant Guide. The appendix contains definitions of terms and abbreviations within the PA delivery process that will be referenced throughout the course. Reference the terms when needed.

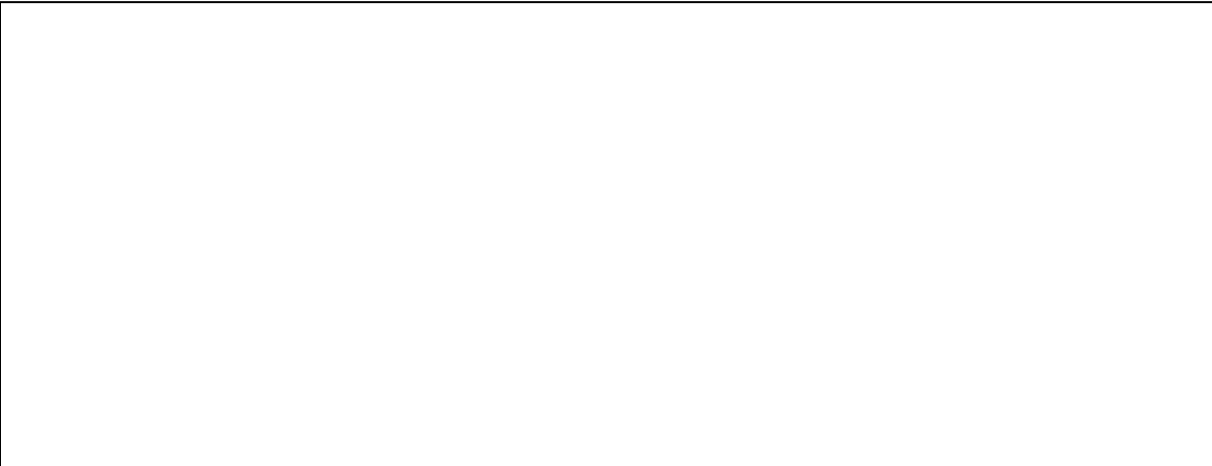


## SECTION SLIDE



## NOTES

- The instructor will display the PA Team contact information for North Carolina. Do you know who your contact is? If not, plan to reach out after the course.




## ROLES AND RESPONSIBILITIES IN THE PA PROCESS




### SECTION OVERVIEW

The entities involved in FEMA's Public Assistance Process.

### SECTION SLIDE



## Roles and Responsibilities in the PA Process

 <p><b>Federal Agency</b></p> <p>Manages and awards PA funding; determines eligibility</p>	 <p><b>State/Recipient/Applicant</b></p> <p>Receives the federal award; manages and disburses award to Subrecipients</p>	 <p><b>Subrecipients/Sub-Applicants</b></p> <p>Receives a subaward from the Recipient</p>
---	---	---

These entities **MUST** work together to ensure efficient delivery of the PA Process.

FY 2023-2024

### NOTES

- In the Public Assistance Process, collaboration takes place between the following entities:
  - FEMA: the federal agency authorized to manage and award PA funding. FEMA determines the amount of eligible funding to award, assists with applications, and ensures project compliance.
  - [State/Recipient/Applicant](#): the state, territorial, or tribal government that receives the federal award. Recipients are the award Grantees and are also Applicants. They serve as [pass-through entities](#) to Subrecipients/Sub-applicants. The Recipient manages the award and disburses funding to its Subrecipients. Knowing your NCEM PA contact is critical.
  - [Subrecipients/Sub-Applicants](#): Applicants who receive a subaward from the Recipient. Subrecipients are local governments.
- These entities must work together to ensure efficient delivery of the PA Process.



## KNOWLEDGE CHECK 1.1


### SECTION SLIDE

19

# Knowledge Check 1.1

**As a member of a local government, which description best describes the role within the PA Process that you will fulfill?**

- A. Recipient/Applicant
- B. Subrecipient/Sub-applicant
- C. Subrecipient/Applicant
- D. Author/Reviewer

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FY 2023 - 2024

### NOTES

**As a member of a local government, which description best describes the role within the PA Process that you will fulfill?**

- A. Recipient/Applicant
- B. Subrecipient/Sub-applicant
- C. Subrecipient/Applicant
- D. Author/Reviewer

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## ROLES AND RESPONSIBILITIES IN LOCAL DISASTER RECOVERY

### SECTION OVERVIEW

An overview of possible roles and responsibilities that may be assumed in a local government following a disaster.

### SECTION SLIDE

20

## Roles and Responsibilities in Local Disaster Recovery




**Leadership and Administration**  
Provide direction and communication

**Infrastructure Recovery**  
Restore infrastructure systems




**Community Outreach**  
Communicate recovery efforts to volunteers and stakeholders





**Policy and Oversight**  
Advise leadership on the direction of recovery

**Funding and Financial Management**  
Manage financial records



Review your organization's Emergency Operations Plan or speak to your Emergency Management Coordinator to understand the roles you are expected to fulfill during an emergency!



FY 2023 - 2024

### NOTES

- There are many roles in local government that are involved in disaster response and financial recovery. These roles have different responsibilities to ensure quick and efficient delivery of the PA process.
- Local government roles may fall into the following categories:
  - Leadership and Administration: responsible for providing direction and communication during recovery.
  - Policy and Oversight: responsible for advising leadership on the direction and focus of recovery efforts.
  - Community Outreach: responsible for communicating and connecting recovery efforts of community volunteers and stakeholders.
  - Funding and Financial Management: responsible for managing financial records and procedures, including Public Assistance.
  - Infrastructure Recovery: responsible for restoring infrastructure systems following a disaster.
- Depending on the Subrecipient, there may be other roles that are specific to them based on the structure of their organization. You should coordinate with your organization's EM staff to understand your disaster role!



Think of the structure of your local government. What are some roles that fit into each category?  
What do their responsibilities look like?



## PRE- VS. POST-DISASTER RECOVERY PLANS

### SECTION OVERVIEW

An explanation of the difference between pre-disaster and post-disaster recovery, including examples of actions to take during each period.

### SECTION SLIDE

21

## Pre- vs. Post-Disaster Recovery Plans

<p><b>Before the disaster occurs:</b></p> <ul style="list-style-type: none"> <li>▪ Establishing post-disaster roles</li> <li>▪ Determining recovery priorities</li> <li>▪ Mitigation tasks</li> </ul>	<p><b>After the disaster occurs:</b></p> <ul style="list-style-type: none"> <li>▪ Assessing disaster-related damages</li> <li>▪ Debris removal, emergency repairs</li> <li>▪ Financial recovery</li> </ul>
---	--



FY 2023 - 2024

### NOTES

- Disaster recovery is more than repairing damaged structures; it often requires critical efforts before and after the disaster to ensure a resilient community is rebuilt.
- Before the disaster occurs, recovery planning involves:
  - Establishing post-disaster roles and responsibilities
  - Determining recovery priorities and identify post-disaster policies and processes
  - Performing tasks to mitigate\* damages prior to the disaster: tasks such as using sandbags to prevent flooding, securing structures to withstand high winds, and relocating equipment outside of disaster areas
- Pre-disaster planning helps effectively guide and expedite recovery efforts.
- After the disaster occurs, actions are focused on:
  - Assessing damages to facilities
  - Debris removal and emergency repairs to stabilize the community
  - Financial recovery: recovery for costs incurred because of the disaster. The PA Program reimburses funding for repairs done following a federally declared disaster.



\*In this instance, “mitigation” refers to actions that can be taken to increase community resilience and minimize/prevent disaster-related damages. This differs from mitigation measures overseen and funded under the Hazard Mitigation Grant Program (HMGP). We will discuss the concept of Hazard Mitigation later in the course.



Recall the local government roles we discussed in the previous slide. How do you think actions necessary for disaster recovery correlate to those roles? For example: who would be responsible for making necessary decisions at each stage, overseeing debris removal, handling different aspects of disaster recovery, etc.?

## TRANSITIONING FROM RESPONSE TO RECOVERY

### SECTION OVERVIEW

Discussion of how local government roles may need to modify their daily roles in response to a disaster. Individuals with the capacity and capability to do so should expect an increase in daily duties (examples provided).


### SECTION SLIDE

22

## Transitioning from Response to Recovery


Before and after a disaster, it is important to identify individuals with transferable capabilities to meet specific disaster-related needs.

**Pre-Disaster**  
Accounting,  
auditing, contract  
management,  
procurement  
policy



**Post-Disaster**  
Managing Public  
Assistance  
financial records,  
emergency  
procurement, and  
contracts

Pre-Disaster actions taken now will pay dividends once disaster strikes!


FY 2023 - 2024

### NOTES

- Before and after a disaster, local governments will need individuals to fulfill specific roles to ensure effective recovery efforts. This may not always align directly with someone's immediate job description in non-disaster times; the goal is to identify individuals with capabilities that can fulfill necessary obligations to ensure disaster and financial recovery.
  - Example: someone with capabilities related to accounting, auditing, and contract management can serve in a role where they support the management of PA funding in the recovery period.
- During the transition from response to recovery, expect the PA process to require more detailed documentation to ensure compliance and timely delivery of funds.



Discuss with how you foresee your roles/responsibilities changing during the transition from response to recovery.

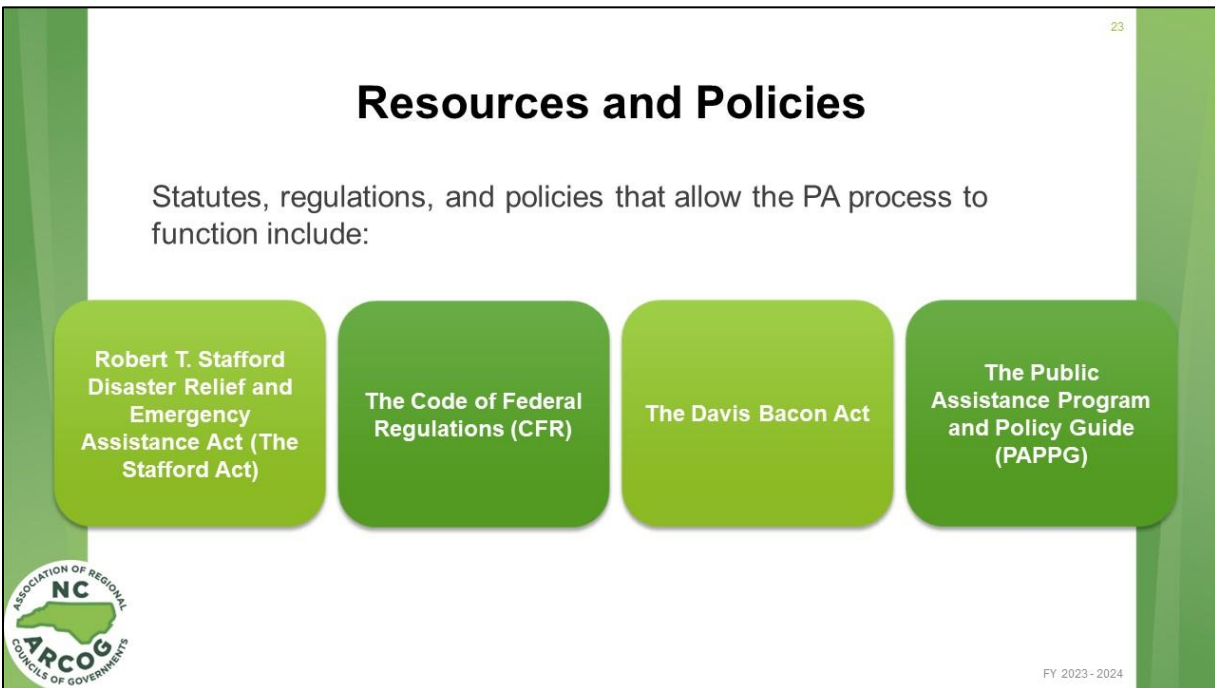


## RESOURCES AND POLICIES

### SECTION OVERVIEW

A brief description of laws and policies that allow the Public Assistance process to function as it does. This list of guidelines, statutes, and regulations is not all inclusive.

### SECTION SLIDE



23

## Resources and Policies

Statutes, regulations, and policies that allow the PA process to function include:

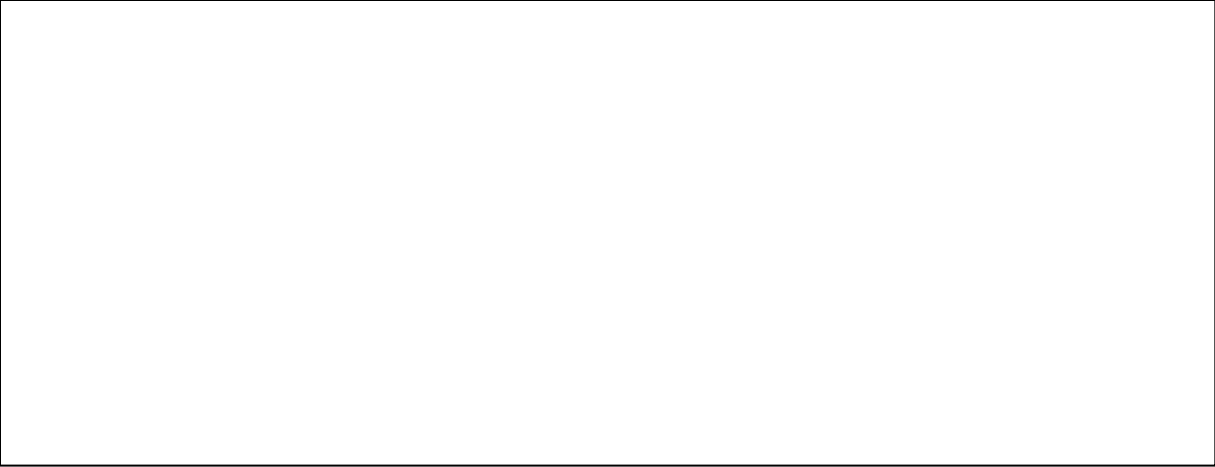
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (The Stafford Act)
- The Code of Federal Regulations (CFR)
- The Davis Bacon Act
- The Public Assistance Program and Policy Guide (PAPPG)

ARCOG logo: Association of Regional Councils of Governments, NC

FY 2023 - 2024

### NOTES

- Federal Public Assistance is made possible by authorities granted to them in several statutes, regulations, and policies. It is essential that the Applicant follows requirements outlined in these policies, as failure to comply jeopardizes [obligation](#) of funding.
- The Robert T. Stafford Disaster Relief and Emergency Assistance Act (the Stafford Act) authorizes the federal government to aid in the event of a disaster.
- Title 44 of the Code of Federal Regulations (C.F.R.), Emergency Management and Assistance includes PA Program rules and regulations, outlining some administrative requirements for federal awards:
  - Part 206 Subpart G, Public Assistance Project Administration
  - Part 206 Subpart H, Public Assistance Eligibility
  - Part 206 Subpart I, Public Assistance Insurance Requirements
- The Davis Bacon Act is a federal law that requires paying the local “prevailing wage” to contracted workers; the wage is based on the local union wage scale.
- The [Public Assistance Program and Policy Guide \(PAPPG\)](#) describes Public Assistance policy, requirements, and delivery information. It ensures consistent implementation and adoption throughout the United States and territories.




## UNIT 1 SUMMARY

### SECTION OVERVIEW

24

## Module 1: Unit 1 Summary

- The general process of disaster recovery
- Overview of the Public Assistance program
- Key roles and responsibilities of stakeholders in the Public Assistance process
- Key roles and responsibilities of community stakeholders during disaster recovery
- Actions to take when transitioning from pre- to post-disaster
- Actions to take when transitioning from disaster response to recovery
- Resources and policies that enable federal Public Assistance and outlines of policies and procedures to follow

FY 2023 - 2024

### NOTES

In this Unit, you learned:

- The general process of disaster recovery
- Overview of the Public Assistance program
- Key roles and responsibilities of stakeholders in the Public Assistance process
- Key roles and responsibilities of community stakeholders during disaster recovery
- Actions to take when transitioning from pre- to post-disaster
- Actions to take when transitioning from disaster response to recovery
- Resources and policies that enable federal Public Assistance and outlines of policies and procedures to follow

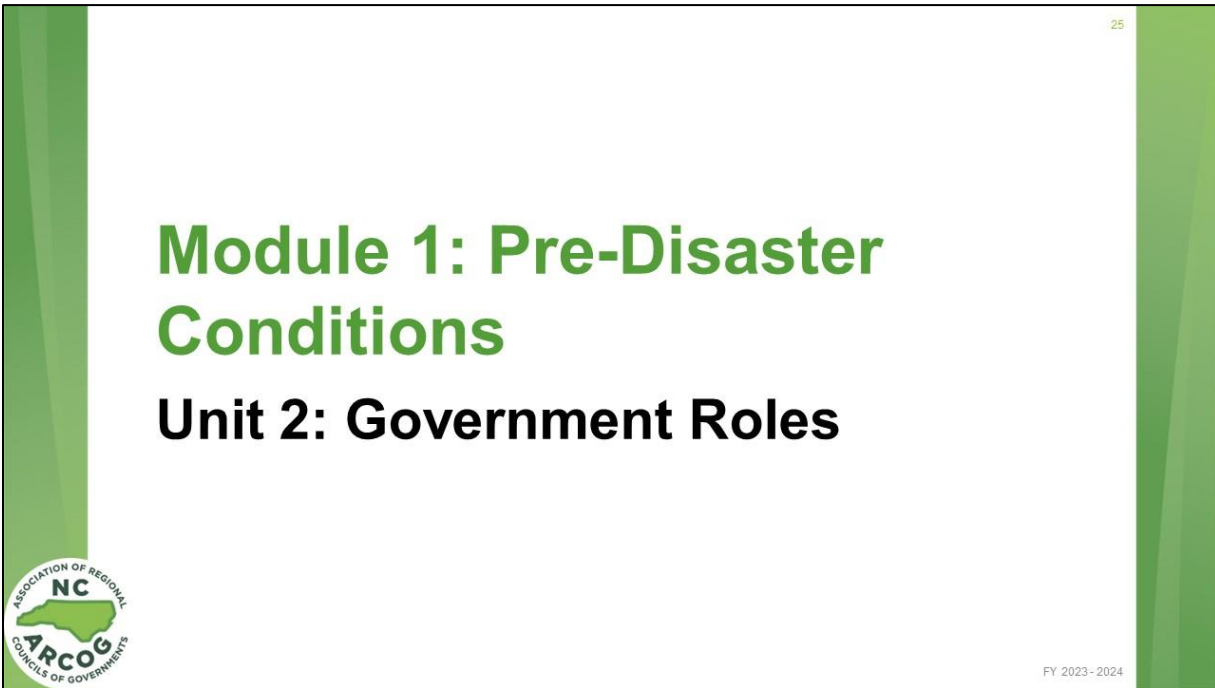




## UNIT 2: GOVERNMENT ROLES

### SECTION OVERVIEW


In Unit 2, we will discuss the roles that different levels of government play in disaster recovery and distribution of Public Assistance.

A presentation slide with a white background and green vertical bars on the left and right sides. The text is centered and reads: "Module 1: Pre-Disaster Conditions" in a large green font, followed by "Unit 2: Government Roles" in a large black font. In the bottom left corner, there is a small ARCOG NC logo. In the bottom right corner, the text "FY 2023 - 2024" is visible. A small number "25" is in the top right corner.

25

# Module 1: Pre-Disaster Conditions

## Unit 2: Government Roles



FY 2023 - 2024

### NOTES

The Public Assistance Program is a partnership between federal, state/territorial/tribal, and local government entities. In this Unit, we will learn the roles assumed by different levels of government within the Public Assistance process, as well as additional federal funding programs that can be used for disaster funding.


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## OVERVIEW

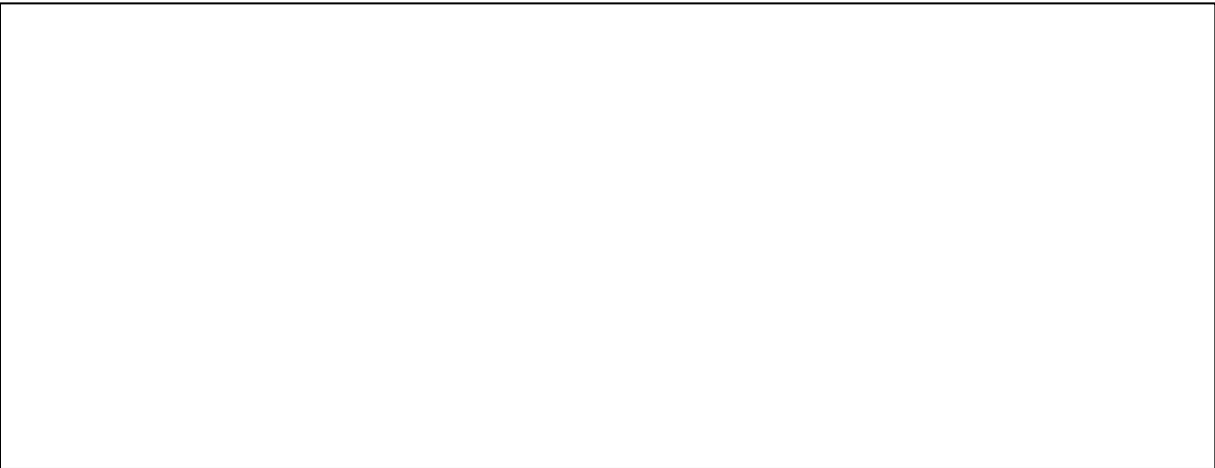
26

### Module 1: Unit 2 Overview

- Government Roles in the Public Assistance Process
- Federal Disaster Funding Programs
- State Government as the Recipient
- Public Assistance Eligibility
- Unit 2 Summary

The ARCOG NC logo is located in the bottom left corner of the slide. It consists of a green map of North Carolina with "NC" in the center, surrounded by the text "ASSOCIATION OF REGIONAL COUNCILS OF GOVERNMENTS".

FY 2023 - 2024






## GOVERNMENT ROLES IN THE PUBLIC ASSISTANCE PROCESS


### SECTION OVERVIEW

A discussion of the roles assumed by each level of government during the Public Assistance process. More specifically, how each entity's actions help move along the process and who gives/receives the funds.

### SECTION SLIDE

## Government Roles in the Public Assistance Process

 <b>Federal Government</b>	 <b>State Government</b>	 <b>Local Government</b>
<ul style="list-style-type: none"> <li>▪ President declares major disasters</li> <li>▪ FEMA manages PA Program</li> </ul>	<ul style="list-style-type: none"> <li>▪ Serves as the Applicant/Recipient</li> <li>▪ Disburses PA award to eligible Subrecipients</li> </ul>	<ul style="list-style-type: none"> <li>▪ Serves as the Subrecipients</li> <li>▪ Requests assistance, performs disaster repairs</li> </ul>


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### NOTES

- The Public Assistance Program is a partnership between federal, state/territorial/tribal, and local government entities.
- The federal government's role: Public Assistance does not begin until a disaster is declared. The President is responsible for declaration of a major disaster in an area.
  - Once the disaster is declared, the PA process officially begins. FEMA is the federal agency that manages the PA Program. They oversee determining and delivering eligible funding to Applicants, as well as ensure compliance for all projects and claims that funding is awarded for.
- The state government's role: in the PA process, the state serves as the Applicant/Recipient/Grantee. The federal award is given to state/territorial/tribal governments, who are then responsible for disbursing the award to eligible Subrecipients through the [Request for Reimbursement \(RFR\)](#) process.
  - State governors and tribal leaders request a federal disaster declaration. They also work with local governments as they move through the PA process to ensure timely delivery of PA grants to Subrecipients.
- Local governments' role: local governments are the Subrecipients. They are responsible for

requesting assistance, performing repairs, and providing documentation that supports their requests for funding.

## FEDERAL DISASTER FUNDING PROGRAMS

### SECTION OVERVIEW


A list of other federal programs that can be used for disaster funding. It includes a brief description of who the funding is for and what it can be used for.

### SECTION SLIDE

28

## Federal Disaster Funding Programs

<b>US Small Business Administration (SBA)</b>	Provides low-interest disaster loans to homeowners, renters, and businesses
<b>US Department of Housing and Urban Development (HUD)</b>	Community Development Block Grant-Disaster Recovery (CDBG-DR) grant funding for cities, counties, and states for disaster relief
<b>FEMA Individual Assistance</b>	A FEMA program that provides assistance to individuals for disaster-related costs
<b>FEMA Hazard Mitigation Grant Program (HMGP)</b>	A FEMA program that provides local, state, tribal, and territorial governments with funding for mitigation
<b>USDA Rural Communities Program</b>	The USDA provides financial resources and support for rural communities, residents, and business impacted by disasters
<b>US Economic Development Administration (EDA)</b>	Economic Adjustment Assistance (EAA) program funding for local and regional governments



Take the time to become familiar with your town's Hazard Mitigation Plan *before* the next disaster!  
Your HMP affects how PA is administered!

FY 2023 - 2024

### NOTES

While Public Assistance is FEMA's largest grant program, there are other funding programs that can provide assistance following a disaster.

- **SBA:** The US Small Business Administration (SBA) provides low-interest disaster loans to homeowners and renters for their homes, as well as businesses to repair property and recover lost wages. The SBA loan is for those who may not meet FEMA's eligibility for funding.
- **HUD:** The US Department of Housing and Urban Development (HUD) provides a Community Development Block Grant-Disaster Recovery (CDBG-DR) grant for cities, counties, and states following a disaster. CDBG-DR funding can be used for disaster relief, including housing, restoration of infrastructure, economic revitalization, and long-term recovery.
- **Individual Assistance:** FEMA's Individual Assistance (IA) program provides financial assistance to individuals in serious need. Individuals apply directly to FEMA. Funding can be used for home repairs, as well as disaster-related medical and dental costs.
- **HMGP:** The Hazard Mitigation Grant Program is a FEMA program that provides federal funding for mitigation plans. The funding is for local, state, tribal, and territorial governments; individuals cannot apply for this grant.
- **USDA Rural Communities Program:** The USDA provides financial resources and support for rural

communities, residents, and business impacted by disasters.

- EDA: The US Economic Development Administration (EDA) provides Economic Adjustment Assistance (EAA) Program funds for local and regional governments following federally declared disasters. <https://www.eda.gov/strategic-initiatives/disaster-recovery/supplemental>.




The instructor will check for understanding and ask you to review the Hazard Mitigation Plan for your community when you get back. Do you know what multi-jurisdictions your HMP serves? Do you agree with the hazard mitigation priorities identified for your community in the current HMP?

## STATE GOVERNMENT AS THE RECIPIENT


### SECTION OVERVIEW

A more detailed description of the role of the state in the Public Assistance process, and some of their responsibilities as the Recipient.


### SECTION SLIDE


29

## State Government as FEMA Recipient



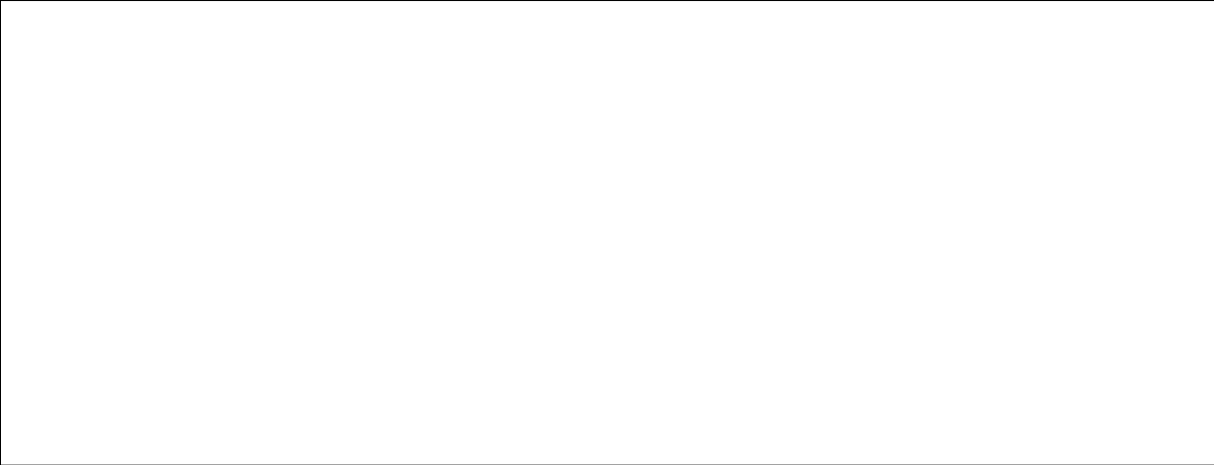
- Disbursing and managing grants for Subrecipients
- Providing technical assistance to Subrecipients
- Ensuring compliance from Subrecipients
- Assisting with project closeout


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### NOTES

- As the Recipient, the state is responsible for disbursing and managing grants given to Subrecipients. In the state of North Carolina, the Emergency Management department manages Public Assistance (more specifically, the PA Branch of the Recovery Section of the NCEM).
  - The North Carolina EMGrants Portal is where Subrecipients submit Requests for Reimbursement, as well as where they will submit supporting documents for their claims.
- The state provides technical assistance to Subrecipients as they pursue their claims. This includes helping submitting [requests for Public Assistance \(RPA\)](#) to the FEMA Grants portal and the EMGrants Portal. The portal is also where Subrecipients can submit time extension and scope of work amendment requests.
  - Registering in Grants Portal as an Applicant before a disaster will ensure that the PA process can be started quickly and easily when needed.
- The state ensures Subrecipients maintain compliance throughout the course of the PA process. They provide support to Subrecipients through actions such as:
  - Assisting with [Damage Inventory](#) and site inspections
  - Performing request for reimbursement reviews
  - Requesting time extensions and scope amendments

- Auditing invoices and other documentation
- Providing technical assistance regarding [Environmental and Historic Preservation \(EHP\)](#)
- Disbursing funding and assisting with project closeout





## KNOWLEDGE CHECK 1.2


### SECTION SLIDE

30

# Knowledge Check 1.2

What organization manages Public Assistance in the state of North Carolina?

**North Carolina Emergency Management**

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

FY 2023 - 2024

### NOTES

**What organization manages Public Assistance in the state of North Carolina?**

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

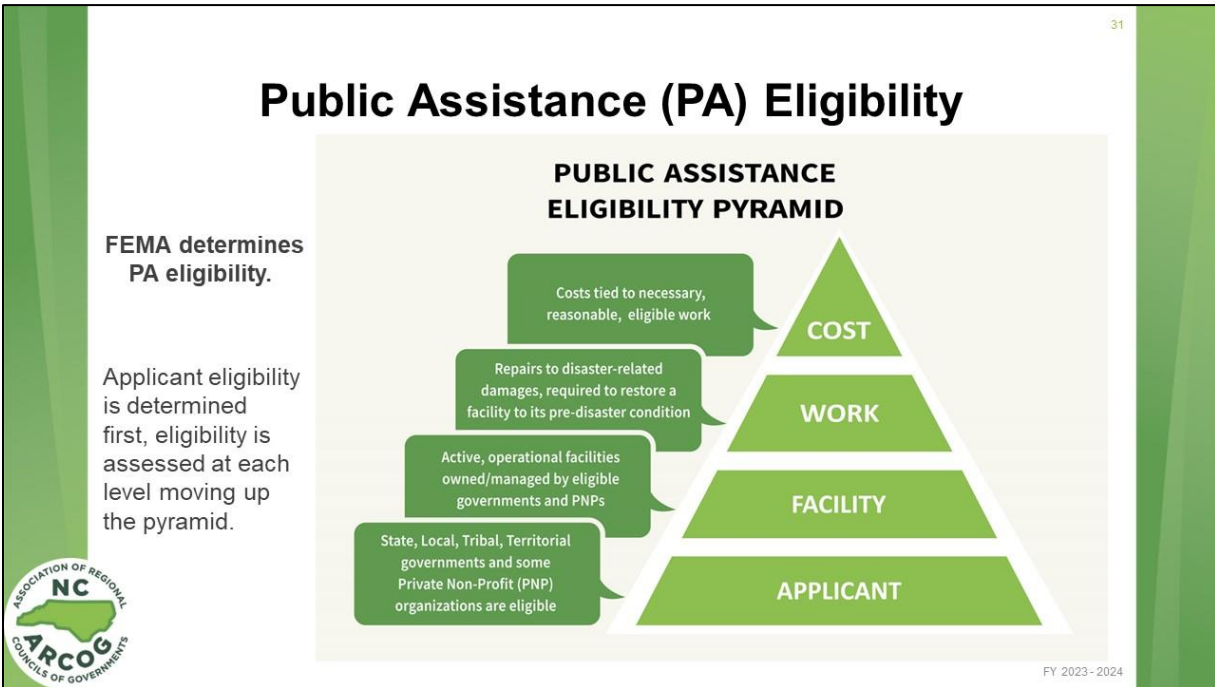
A large empty rectangular box provided for the user to write their answer to the knowledge check question.

## PUBLIC ASSISTANCE ELIGIBILITY

### SECTION OVERVIEW

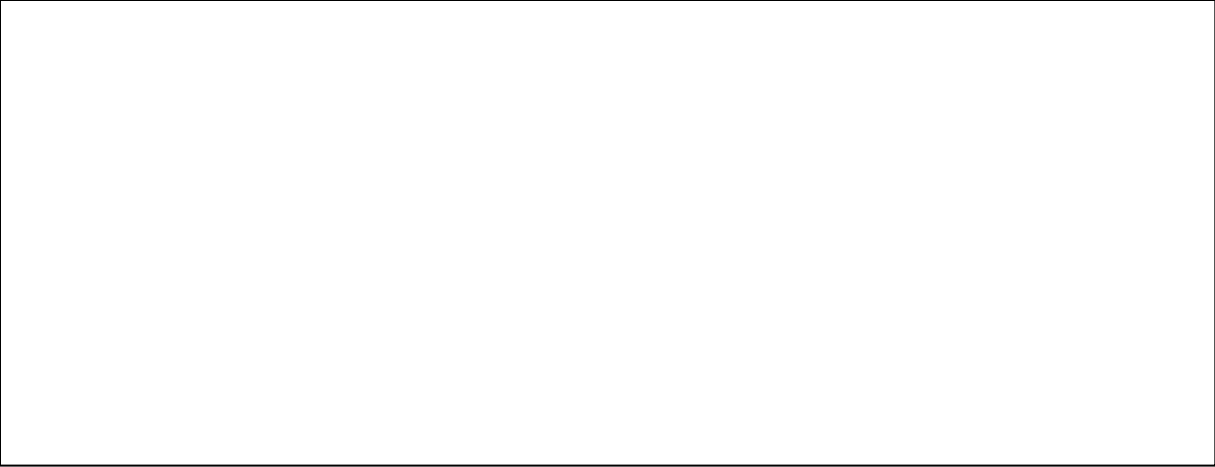
An overview of the four elements of Public Assistance eligibility.

### SECTION SLIDE



### NOTES

- The four basic elements of Public Assistance eligibility are:
  - Applicant: State, Local, Tribal, Territorial (SLTT) governments and some private nonprofit (PNP) organizations are eligible
  - Facility: Active facilities owned and/or managed by eligible Applicants
  - Work: Repairs that are required to be performed to restore facilities to pre-disaster conditions
  - Cost: Reimbursement of costs tied to eligible work
- FEMA determines and ensures eligibility of each component, beginning with the Applicant, and working up the pyramid.



## PUBLIC ASSISTANCE APPLICANT ELIGIBILITY

### SECTION OVERVIEW

A detailed description of who are eligible Applicants in the Public Assistance process.

### SECTION SLIDE

A presentation slide titled 'Public Assistance Applicant Eligibility'. The slide contains the text 'Public Assistance funding is ONLY available to eligible Applicants:' followed by four green parallelogram boxes listing eligible applicant types: 'All State and Territorial Governments', 'Federally Recognized Tribal Governments', 'Local Governments (Cities, Municipalities, Councils of Government)', and 'Private Non-Profit Organizations'. The slide includes the ARCOG logo in the bottom left corner and the text 'FY 2023 - 2024' in the bottom right corner. A small number '32' is visible in the top right corner of the slide area.

**Public Assistance Applicant Eligibility**

Public Assistance funding is ONLY available to eligible Applicants:

- All State and Territorial Governments
- Federally Recognized Tribal Governments
- Local Governments (Cities, Municipalities, Councils of Government)
- Private Non-Profit Organizations

ARCOG NC  
ASSOCIATION OF REGIONAL COUNCILS OF GOVERNMENTS

FY 2023 - 2024

### NOTES

- PA funding is only available to eligible Applicants.
- State/Territorial Governments: All state and territorial governments are eligible Applicants. The state/territory then designates an agency to serve as the Recipient.
- Tribal Governments: Only federally recognized tribal governments are eligible.
- Local Government eligible Applicants include:
  - Cities, towns, boroughs
  - Municipalities, townships
  - Counties, parishes
  - Councils of government
  - State recognized Tribes
  - Intrastate districts
    - Regional government entities



## EXAMPLES OF ELIGIBLE PRIVATE NON-PROFIT (PNP) ORGANIZATIONS









### SECTION OVERVIEW


A detailed description of who are eligible Applicants in the Public Assistance process.

### SECTION SLIDE

33

## Examples of Eligible Private Non-Profit (PNP) Organizations

Critical Services		Essential, Noncritical Services	
<b>Education</b> 	<b>Emergency Services</b> 	<b>Community Centers/Houses of Worship</b> 	<b>Food Banks</b> 
<b>Medical Care</b> 	<b>Utilities</b> 	<b>Museums</b> 	<b>Child/Adult Care</b> 



FY 2023 - 2024

### NOTES

- Private Non-Profit Organizations: To be eligible, [Private Non-Profits \(PNPs\)](#) must provide a critical or essential service to the public.
  - Critical services include education, emergency services, medical care, and utilities.
    - Example: Utilities such as water treatment and communications, emergency services such as ambulance and fire, primary/secondary schools
  - Essential services are noncritical but provide social services to the general public.
    - Example: Community centers, houses of worship, libraries, museums, daycare and adult care centers



## KNOWLEDGE CHECK 1.3


### SECTION SLIDE

34

## Knowledge Check 1.3

**Which of the following is NOT an example of a Private Nonprofit (PNP) critical service?**

- A. Water treatment plant
- B. Fire department
- C. Local Boy Scout Troop
- D. K-5 elementary school

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

FY 2023 - 2024

### NOTES

**Which of the following is NOT an example of a PNP critical service?**

- A. Water treatment plant
- B. Fire department
- C. Local Boy Scout Troop
- D. K-5 elementary school

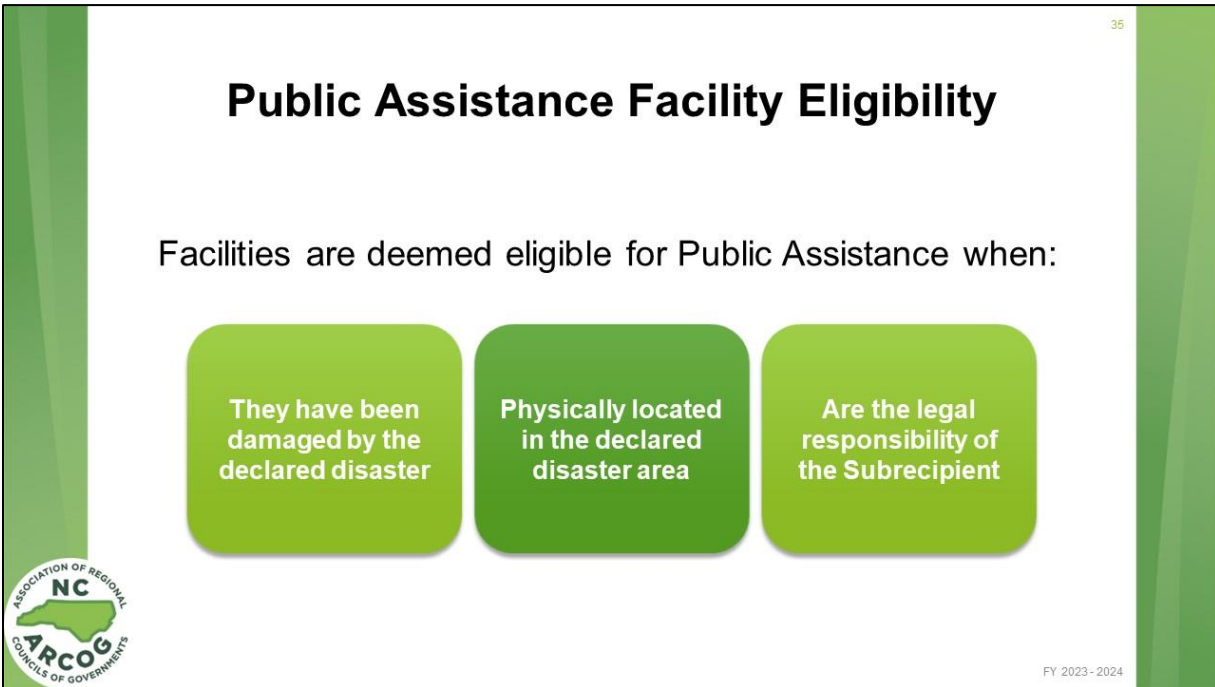


## PUBLIC ASSISTANCE FACILITY ELIGIBILITY

### SECTION OVERVIEW

A description of eligible facilities in the Public Assistance process.

### SECTION SLIDE

A presentation slide titled "Public Assistance Facility Eligibility". The slide has a white background with green accents on the left and right sides. At the top right, the number "35" is visible. The title "Public Assistance Facility Eligibility" is centered in a large, bold, black font. Below the title, the text "Facilities are deemed eligible for Public Assistance when:" is centered. Underneath this text are three green rounded rectangular boxes, each containing a criterion: "They have been damaged by the declared disaster", "Physically located in the declared disaster area", and "Are the legal responsibility of the Subrecipient". 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 displayed.

### NOTES

- Facilities must meet certain criteria to be deemed eligible for Public Assistance funding:
  - Damaged by the declared disaster
  - Physically located within the declared disaster area
  - Legal responsibility of the Subrecipient

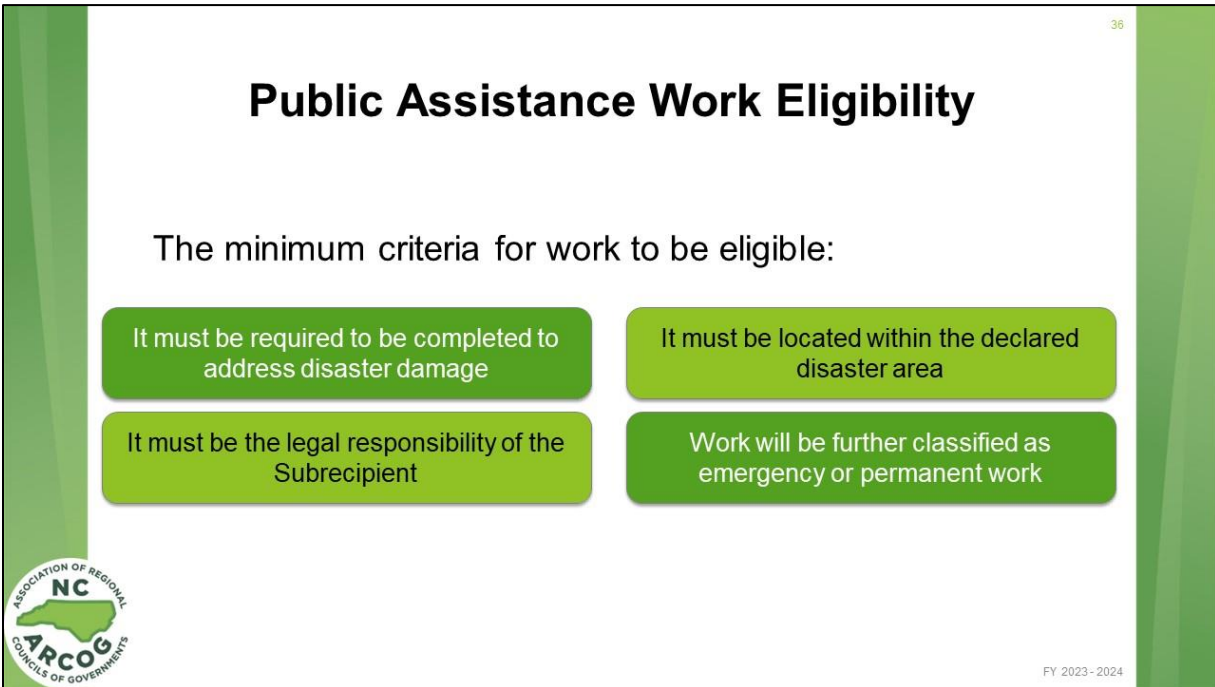


## PUBLIC ASSISTANCE WORK ELIGIBILITY

### SECTION OVERVIEW

A description of eligible work in the Public Assistance process.

### SECTION SLIDE

A presentation slide titled 'Public Assistance Work Eligibility'. The slide has a white background with green accents on the left and right sides. At the top right, the number '36' is visible. The title 'Public Assistance Work Eligibility' is centered in a large, bold, black font. Below the title, the text 'The minimum criteria for work to be eligible:' is centered. There are four green rounded rectangular boxes arranged in a 2x2 grid, each containing a criterion. The top-left box says 'It must be required to be completed to address disaster damage'. The top-right box says 'It must be located within the declared disaster area'. The bottom-left box says 'It must be the legal responsibility of the Subrecipient'. The bottom-right box says 'Work will be further classified as emergency or permanent work'. In the bottom left corner of the slide, there is a smaller version of the ARCOG NC logo. In the bottom right corner, the text 'FY 2023 - 2024' is displayed.

### NOTES

- 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.

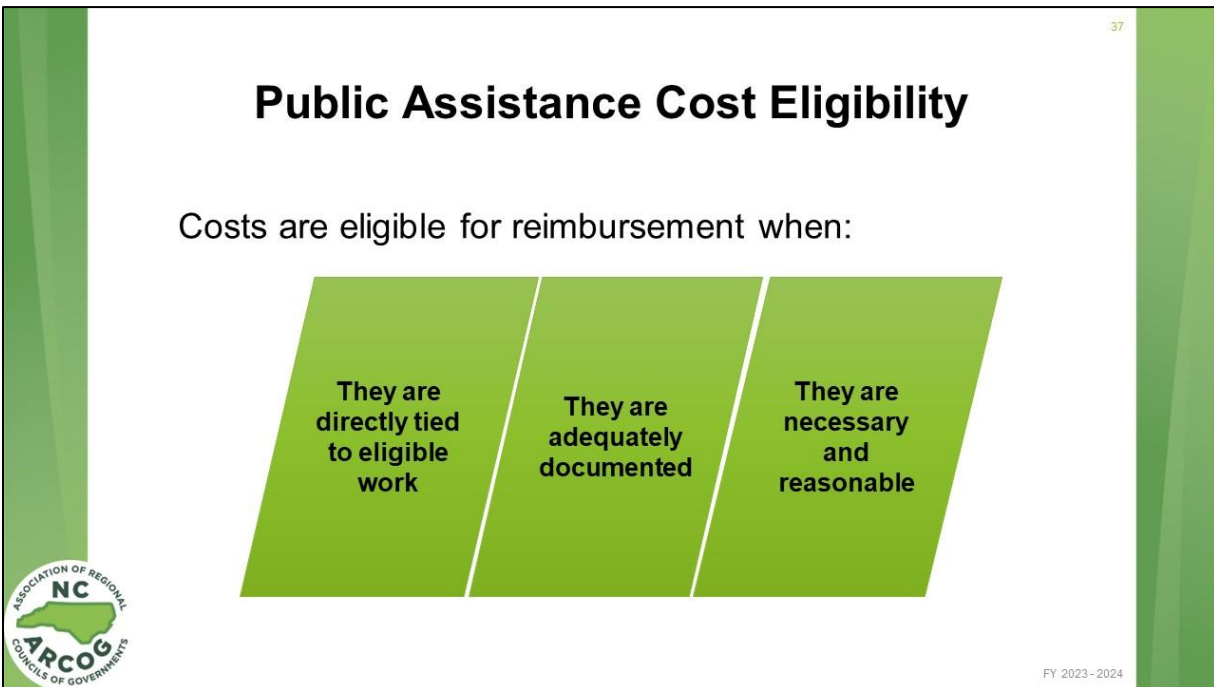


## PUBLIC ASSISTANCE COST ELIGIBILITY

### SECTION OVERVIEW

A description of eligible costs in the Public Assistance process.

### SECTION SLIDE

A presentation slide titled 'Public Assistance Cost Eligibility'. The slide has a white background with green vertical bars on the left and right sides. At the top center, the title 'Public Assistance Cost Eligibility' is written in bold black font. Below the title, the text 'Costs are eligible for reimbursement when:' is centered. Underneath this text are three green parallelogram-shaped boxes, each containing one of the eligibility criteria in white text: 'They are directly tied to eligible work', 'They are adequately documented', and 'They are necessary and reasonable'. In the bottom left corner of the slide, there is a small circular logo for ARCOG NC. In the bottom right corner, the text 'FY 2023 - 2024' is visible. A small number '37' is in the top right corner of the slide area.

**Public Assistance Cost Eligibility**

Costs are eligible for reimbursement when:

- They are directly tied to eligible work
- They are adequately documented
- They are 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)
  - Necessary and reasonable: Refer participants to FEMA’s Public Assistance: Reasonable Cost Evaluation Job Aid (located in this document’s appendix) for further information on how FEMA determines necessity and reasonability. In short costs are generally considered reasonable when they comply with the entity’s existing policies such as pay rates and cost schedules, as well as when contracts are subject to full and open competition as per the required regulations (covered in more detail later in this course).




## UNIT 2 SUMMARY

### SECTION OVERVIEW

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## Module 1: Unit 2 Summary

- The roles of each level of government in the Public Assistance process
- Additional federal programs that provide funds for disaster recovery
- Responsibilities of the state as the Recipient in the Public Assistance process
- The elements of Public Assistance eligibility
- The criteria for Applicant, Facility, Work, and Cost eligibility in the Public Assistance process

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### NOTES

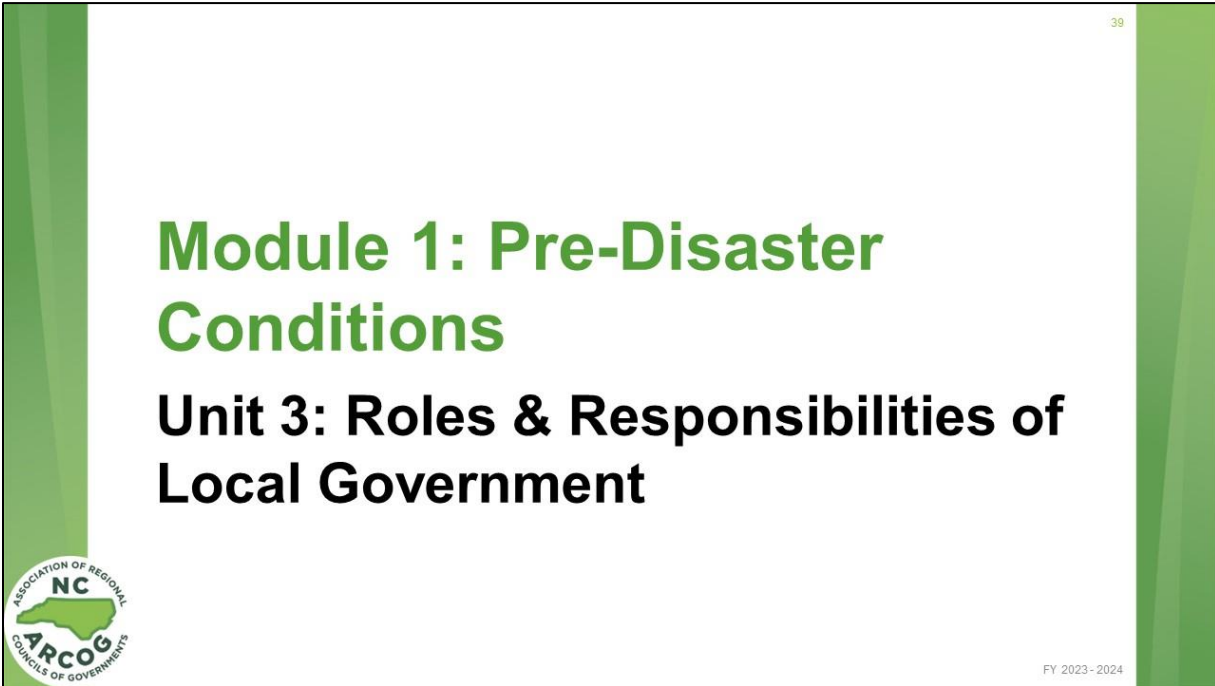
In this Unit you learned:

- The roles of each level of government in the Public Assistance process
- Additional federal programs that provide funds for disaster recovery
- Responsibilities of the state as the Recipient in the Public Assistance process
- The four elements of Public Assistance eligibility
- The criteria for Applicant, Facility, Work, and Cost eligibility in the Public Assistance process

## UNIT 3: ROLES AND RESPONSIBILITIES OF LOCAL GOVERNMENT

### SECTION OVERVIEW


In Unit 3, we will discuss the development of language to embed disaster recovery financial administration responsibilities into finance department job descriptions.



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# Module 1: Pre-Disaster Conditions

## Unit 3: Roles & Responsibilities of Local Government



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### NOTES

As discussed in the previous Unit, local governments' main role in the Public Assistance process is to recover their communities from disaster-related damages and recoup funds from the appropriate funding sources. In this Unit, we will discuss specific roles in local government and their duties in Public Assistance. In addition, we will develop language to embed disaster recovery financial administration responsibilities into job descriptions that ensure the appropriate knowledge and skills are built within the workforce.




## OVERVIEW

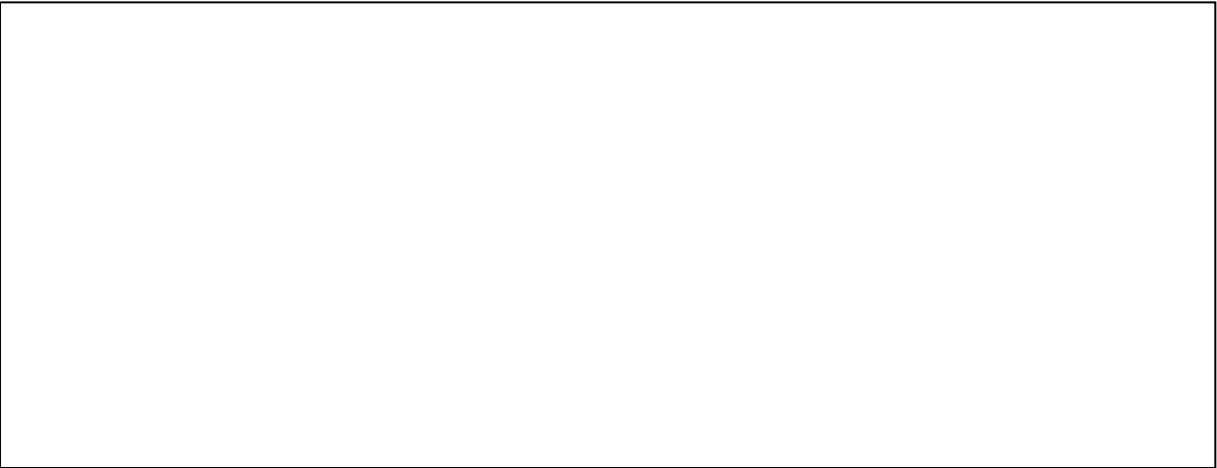
40

### Module 1: Unit 3 Overview

- Local Governments and the Public Assistance Process
- Roles and Responsibilities in Local Disaster Recovery
- Building Capacity for Disaster Recovery
- Unit 3 Summary

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## LOCAL GOVERNMENTS AND THE PUBLIC ASSISTANCE PROCESS

### SECTION OVERVIEW





A description of local governments' responsibilities during the Public Assistance process and how responsibilities are impacted in the post-disaster period.


### SECTION SLIDE

41

## Local Governments and the Public Assistance Process

The role of local government in the PA Process is to:

 <p>Complete disaster-related repairs</p>	 <p>Provide necessary documentation for reimbursement</p>	 <p>Allocate aspects of the PA Process to individuals with necessary capabilities</p>	 <p>Ensure accurate management of expenses and documents</p>
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FY 2023 - 2024

### NOTES

- The Public Assistance Program is a reimbursement program; therefore, it is important that local municipalities have the capacity to conduct financial administrative procedures before, during, and after a disaster to ensure costs will be obligated (the process of FEMA makes funds available to the Recipient (state) to pass through to the appropriate Subrecipient).
- The role of local government in the PA process is to complete disaster-related repairs and provide necessary documentation that will allow for reimbursement to take place. Local entities will need to allocate different aspects of the PA process to the proper individuals who are within a role that can perform the capabilities necessary to ensure compliance.
- During the period of disaster recovery, systems must be in place to ensure accurate management of expenses and documents. This allows little interruption and delay in the financial recovery process. (NOTE: we will discuss some of those systems later)
- Response and recovery efforts impact the scope and size of an individual's roles and responsibilities: ALL roles may see an increase in administrative financial duties because of disaster recovery efforts.



Your current staff will be your strongest resources in disaster times, as they are most familiar with your systems and processes. However, staff may be victims of disasters themselves and unable to fulfill their routine and additional roles. How would you go about having those functions be filled by someone else?

## ROLES AND RESPONSIBILITIES IN LOCAL DISASTER RECOVERY


### SECTION OVERVIEW

A detailed description of duties related to Disaster Recovery/Public Assistance based on local government job categories. These duties are examples of the increased capacity that may be necessary in the post-disaster period.


### SECTION SLIDE

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## Roles and Responsibilities in Local Disaster Recovery



**Leadership and Administration**  
Specific Roles: Disaster Recovery Manager, Mayors, Administrative Staff, Records Manager



**Economic Recovery**  
Specific Roles: Economic Recovery Coordinator, Payroll Staff, Business Case Manager




**Community Outreach**  
Specific Roles: Volunteer Coordinator, School District Emergency Management Coordinators



**Funding and Financial Management**  
Specific Roles: Public Assistance Coordinator, Contracts Manager, Payroll Staff, Finance Director



**Infrastructure Recovery**  
Specific Roles: Debris Manager, Public Works Department Staff, Roads and Bridges Department Staff



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### NOTES

- Recall the categories of roles introduced in Unit 2. These roles have different responsibilities to ensure quick and efficient delivery of the Public Assistance process. To prepare individuals for the increased capacity that occurs during disaster periods, their roles should describe how they can be expected to support recovery.

Local government roles and their duties in the Disaster Recovery and Public Assistance processes:

- Leadership and Administration
  - Oversees management process, including maintaining recovery-related documents
  - Recruits, assigns, and manages staff
  - Communicates recovery needs to federal and state agencies
  - Sets and manages budgets
  - Ensures local, state, and federal compliance of records management and submission
  - Specific roles may include Disaster Recovery Manager, Mayors, Administrative Staff, Records Manager

- Economic Recovery
  - Identifies funding sources and programs that can aid local recovery projects
  - Provides businesses with appropriate recovery resources
  - Specific roles may include Economic Recovery Coordinator, Payroll Staff, Business Case Manager
- Community Outreach
  - Oversees volunteers by organizing and training them, as well as ensuring their basic needs are met during volunteer efforts
  - Records all volunteer time donated. This is not a FEMA eligible cost for the LGU but may be important to other grant funds.
  - Manages the donations process, including keeping records of all monetary and physical donations and overseeing their disbursement
  - Oversees the collection of donations, as well as the disposal/transfer of unneeded donations
  - Specific roles may include Volunteer Coordinator, School District Emergency Management Coordinators
- Funding and Financial Management
  - Coordinates with state and federal agencies on Public Assistance program implementation and documentation, as well as other funding programs (such as Individual Assistance and Hazard Mitigation)
  - Maintains all financial records, including procurement documentation, cost documentation, and staff time; this is done in collaboration with Administrative roles
  - Monitors awarded grants and coordinates with state and local government entities to disburse funds
  - Periodically audits financial records and reports to ensure continued compliance
  - Specific roles may include Public Assistance Coordinator, Contracts Manager, Payroll Staff, Finance Director, County Treasurer
- Infrastructure Recovery
  - Coordinates with federal, state, and local agencies on hazard mitigation plans and infrastructure planning
  - Conducts [damage assessments](#) and site inspections following a disaster
  - Leads the deployment of emergency and permanent work projects following a disaster
  - Manages and coordinates debris removal following a disaster
  - Maintains all infrastructure records, including expense claims and procurement documents; this is done in collaboration with Administrative and Financial Management roles
  - Specific roles may include Debris Manager, Public Works Department Staff, Roads and Bridges Department Staff
- Depending on the Subrecipient there may be other roles that are specific to them based on the structure of their organization.
- These roles may be assigned in your organization’s Emergency Operations Plan (EOP). It’s a good idea to review your organization’s EOP, or the EOP of the County you work in, to

understand what roles and duties have been assigned. If you're not familiar with the EOP, check with your Emergency Management Coordinator.



Some local governments are much smaller than others. How can a local government with limited staff fulfill the necessary capacity for a multitude of roles? What role might mutual aid, CERTs, or other supporting resources play?

## BUILDING CAPACITY FOR DISASTER RECOVERY


### SECTION OVERVIEW

Continuing from the previous section, a continued description of duties that ensure local government employees possess the capacity to conduct Public Assistance-related processes. More specifically, this section includes financial administration responsibilities that can be written into various job descriptions.

### SECTION SLIDE


43

## Building Capacity for Disaster Recovery



The increased capacity that occurs during disaster periods should be documented, introduced, and referenced in a role's detailed job description. They can be written in as such:

- Abides by organizational standards for document naming conventions and management
- Coordinates with FEMA Program Delivery Manager to ensure compliance of all rules and regulations
- Coordinates with other agencies on reimbursement documentation (this documentation may vary based on role)
- Monitors auditing, contract management, and document management of all Public Assistance activities
- Examines financial records to ensure compliance with both local organizational and state/federal policies



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### NOTES

- Recall from Unit 1: Before and after a disaster, local governments will need individuals to fulfill specific roles to ensure effective recovery efforts. The goal is to identify individuals with capabilities that can fulfill necessary obligations to ensure disaster and financial recovery.
- The practice of planning and exercising Continuity of Government (COG) and Continuity of Operations (COOP) plans should be addressed as its own deliberate effort included in an All-Hazards Plan.
- These increased capabilities should be documented in a role's detailed job description, as well as introduced and referenced often.
- As it pertains to financial administration, responsibilities can be written into job descriptions in the following manner:
  - Abides by organizational standards for document naming conventions and management
  - Coordinates with other agencies on reimbursement documentation (this documentation may vary based on role)
  - Follows and maintains financial policies to ensure compliance with funding rules and

regulations (these policies may vary based on role and/or funding source)

- Ensures all financial records are appropriately maintained and coordinated with the proper individuals (financial records will vary based on role)
- Coordinates with FEMA Public Assistance Coordinator to ensure compliance of all rules and regulations
- Monitors auditing, contract management, and document management of all Public Assistance activities
- Coordinates with appropriate entities for disbursement of funds
- Implements and monitors awarded funds
- Examines financial records to ensure compliance with both local organizational and state/federal policies
- Note: some job descriptions may feature physical requirements such as being able to lift up to a specific number of pounds. Individuals who do not have the physical ability to do so are NOT disqualified from these roles; instead, these stipulations are meant to signify an “all hands on deck” mentality in disaster periods.



Example: A facilities manager may spend their time during the recovery period addressing immediate needs after a disaster, as well as conducting temporary repairs to facilities. During the transition to the recovery period, they will then be doing more administrative duties that are relevant to their daily work, such as addressing permanent repairs and procuring contractors. The scale and scope of their responsibilities are increased due to the disaster but are not completely new to them.





## KNOWLEDGE CHECK 1.4


### SECTION SLIDE

44

## Knowledge Check 1.4

**Which of the following phrases would be best suited to add to a job description to represent financial administration responsibilities?**

- A. Implements and monitors awarded funds
- B. Coordinates with appropriate entities for disbursement of funds
- C. Follows and maintains financial policies to ensure compliance with funding rules and regulations
- D. All of the above



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### NOTES

**Which of the following phrases would be best suited to add to a job description to represent financial administration responsibilities?**

- A. Implements and monitors awarded funds
- B. Coordinates with appropriate entities for disbursement of funds
- C. Follows and maintains financial policies to ensure compliance with funding rules and regulations
- D. All of the above


## UNIT 3 SUMMARY

### SECTION OVERVIEW

45

## Module 1: Unit 3 Summary

- The role of local governments in the Public Assistance process
- Local government duties related to Disaster Recovery and Public Assistance
- Financial administration responsibilities that increase employee capacity to fulfill Public Assistance-related tasks

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### NOTES

In this Unit you learned:

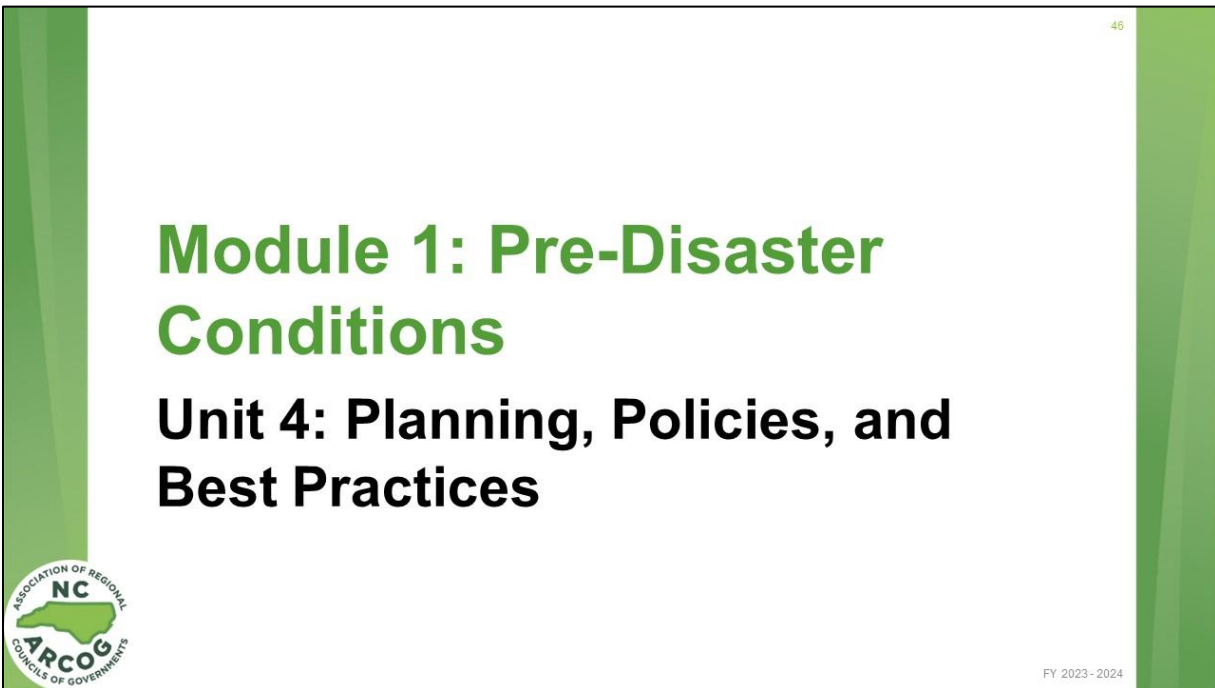
- The role of local governments in the Public Assistance process
- Local government duties that related to Disaster Recovery and Public Assistance
- Financial administration responsibilities that increase employee capacity to fulfill Public Assistance-related tasks



## UNIT 4: PRE-DISASTER PLANNING, POLICIES, AND BEST PRACTICES

### SECTION OVERVIEW


In Unit 4, we will identify the internal policies and procedures, such as procurement, contracting, and payroll, to ensure compliance for eligible cost reimbursement and subsequent audit reviews. We will also discuss effective pre-disaster planning coordination and financial administration of federal, state, and local disaster recovery funding.

A presentation slide with a white background and green vertical bars on the left and right sides. The text is centered and reads: "Module 1: Pre-Disaster Conditions" in a large green font, followed by "Unit 4: Planning, Policies, and Best Practices" in a large black font. In the bottom left corner, there is a small ARCOG NC logo. In the bottom right corner, the text "FY 2023 - 2024" is visible. A small number "46" is in the top right corner.

46

# Module 1: Pre-Disaster Conditions

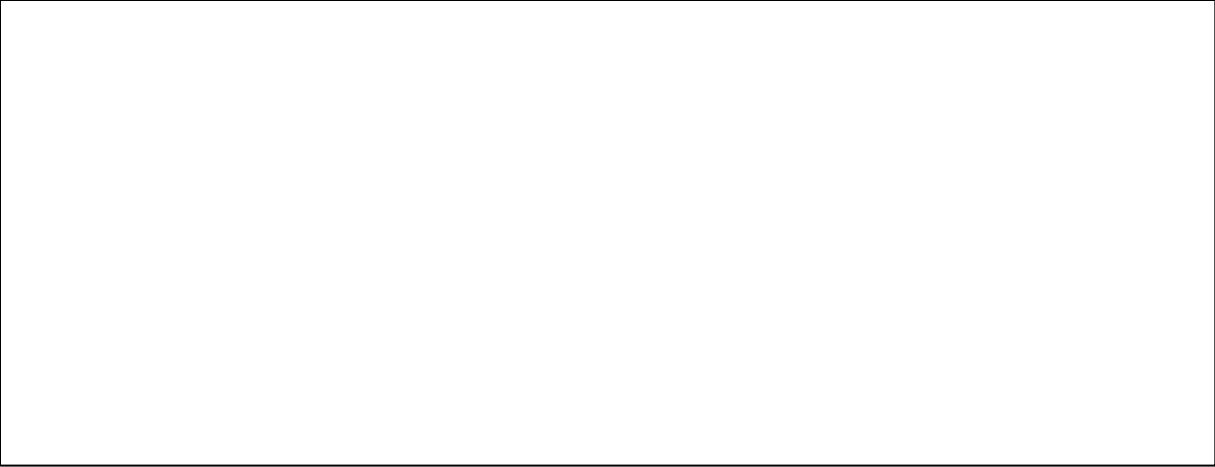
## Unit 4: Planning, Policies, and Best Practices



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### NOTES

So far in this course, we have discussed the roles of different levels of government in the Public Assistance process, and how local governments need to be prepared to successfully conduct financial recovery following a disaster. Ensuring that individuals possess the capability to do so, regardless of their role in non-disaster times, is integral to this happening. In this Unit, we will continue to build on local governments' capacity to conduct the financial recovery process by discussing best-practice policies for Public Assistance. We will also discuss some of the federal, state, and local laws that guide your entity's financial recovery as well as the planning work that can be done during prior to a disaster.




## OVERVIEW

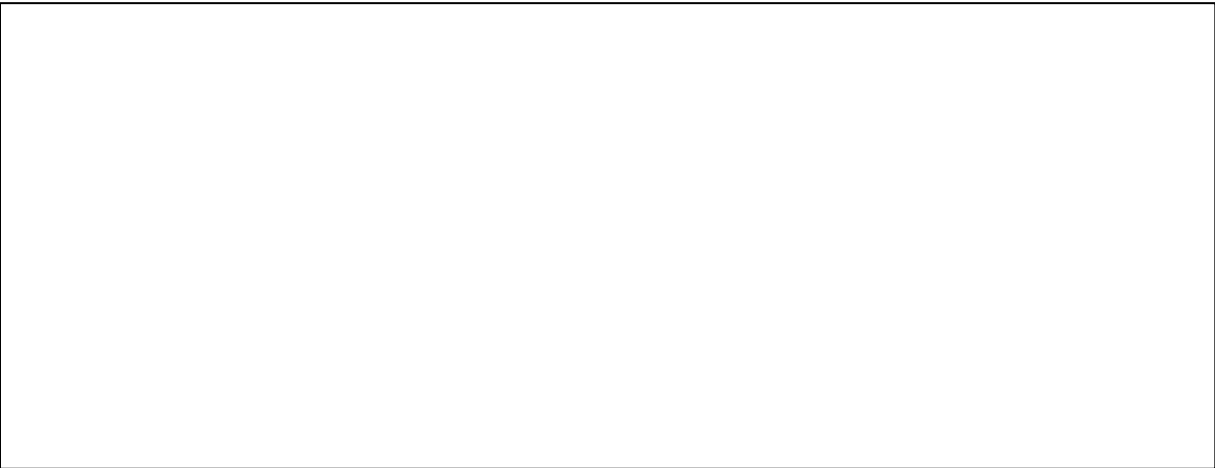
47

### Module 1: Unit 4 Overview

- Essential Policies and Procedures for Public Assistance
- Federal Procurement Policies and Procedures
- State Procurement Policies and Procedures
- Aligning Federal and State Criteria for Funding
- Reviewing Compliance Criteria
- Key Concepts for Effective Financial Administration
- Local SMEs and Best Practices Pre-Disaster
- Necessary/Required Processes from Inception through Closeout
- Identifying Pre-Disaster Procedures for Information and Documentation Collection
- Unit 4 Summary

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## ESSENTIAL POLICIES AND PROCEDURES FOR PUBLIC ASSISTANCE

### SECTION OVERVIEW

A description of general Public Assistance-related topics that local governments should have policies for. It is not an exhaustive list, but instead the more important aspects of Public Assistance that can disrupt funding if one is not compliant with federal requirements.

### SECTION SLIDE

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## Essential Policies and Procedures for Public Assistance

It is important local governments have policies and procedures in place that address:



**Mutual-Aid**



**Procurement and contract requirements**



**Payroll and fringe benefits**



**Insurance**



**Disaster-specific emergency procurement**



Taking these steps now can help ensure your town is ready for a disaster!

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### NOTES

- Public Assistance grants are subject to Uniform Rules (Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards). These rules include standards for procurement of goods, contracts for services, and construction.
- It is important that local governments have policies and procedures in place that ensure compliance with federal requirements for financial reimbursement. Specifically, policies that address the following:
  - Mutual-Aid between municipalities
  - Procurement and contract requirements
  - Payroll and fringe benefits ([Fringe Benefits](#): the calculation worksheet that shows an allocation of benefits that entities pay to their employees)
  - Insurance that is up to date on the nature and extent of the Public Asset conditions. Insurance pays first before FEMA and it is typically quicker and less resource intensive to implement provided it is kept up to date and reflective of the community PA assets and conditions.

- Disaster-specific procedures to include local emergency-procurement policy and procedures: flexibility is allowed such as sole-source procurement
- The emergency procurement policy should:
  - Define when emergency procurement is necessary
  - Include pre-approved contracts for emergency services and materials
  - Specify situations when non-competitive procurement is acceptable
  - Identify who has authority to approve certain amounts or types of procurement arrangements



Are you aware of any policies in place in your local government structure?

## FEDERAL PROCUREMENT POLICIES AND PROCEDURES

### SECTION OVERVIEW

A brief description of federal procurement policies. This section can be used as a reference to ensure internal policies are federally compliant.

### SECTION SLIDE



**Federal Procurement Policies and Procedures**

- Service, bidding requirements, and evaluation criteria outlined in writing
- Micro-purchases not subjected to competitive bidding requirements
- Publicly advertised Requests for Proposals (RFP) required for contracts >\$250,000
- Small purchases must obtain quotes from at least three sources

ARCOG logo: Association of Regional Councils of Governments, NC

FY 2023-2024

### NOTES

- Federal law dictates procurement and contracting requirements for Subrecipients to receive their PA grants.
- Federal Procurement Methods and Procedures:
  - Selection procedures should be written in a manner that clearly describes the service, bidding requirements, and evaluation criteria.
  - Ensure open competition, avoiding conflicts of interest and unnecessary requirements.
  - Micro-purchases (purchase of goods/services up to \$10,000) are not subjected to competitive bidding requirements.
  - Small purchases (purchase up to \$250,000): quotes must be obtained from at least three sources and awarded to the lowest cost bidder.
  - Competitive Proposals: Contracts more than \$250,000 must have a publicly advertised Request for Proposals (RFP) that includes any evaluation criteria. The method for evaluating and selecting a contractor must be written; the contract must be awarded to the firm with the most advantageous proposal and price.
- In the event there are not state-specific procurement policies, local governments should adopt federal policies to ensure compliance with PA Program requirements, and ultimately obligation of



funding.

- [PDAT \(Procurement Disaster Assistance Team\)](#) monitors procurement for FEMA. PDAT is where entities can go for assistance, reviews, etc. for funding.

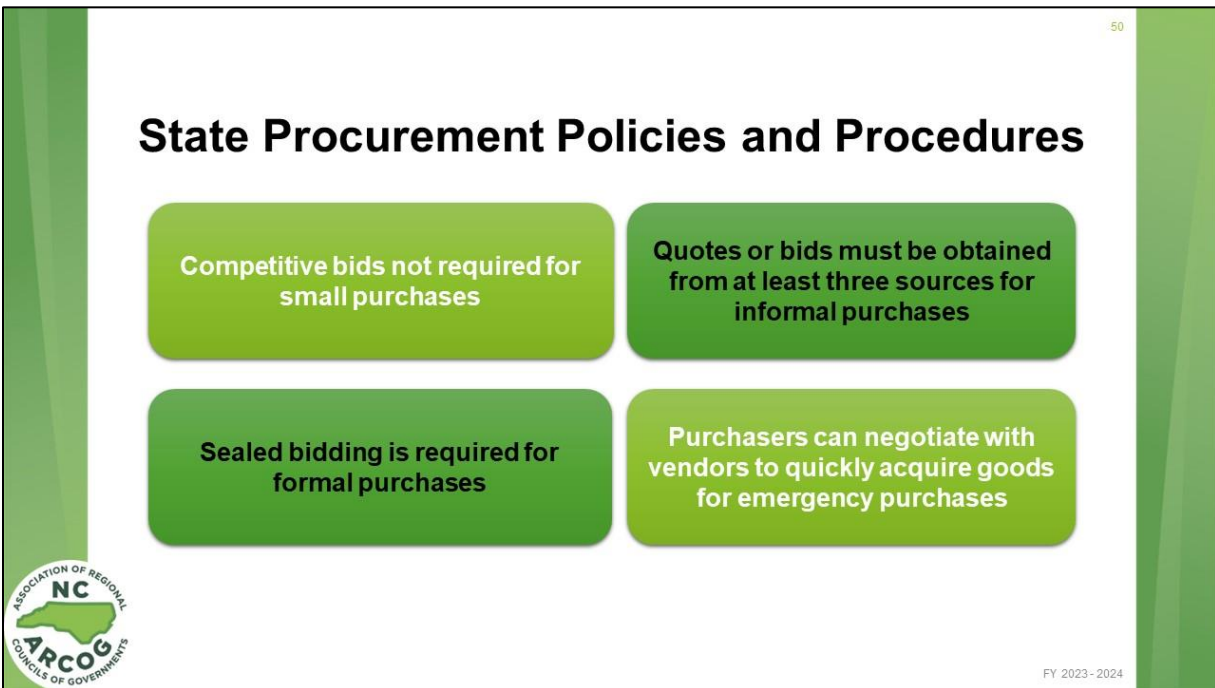


## STATE PROCUREMENT POLICIES AND PROCEDURES

### SECTION OVERVIEW

A brief description of state procurement policies. This section can be used as a reference to ensure internal policies are state compliant.

### SECTION SLIDE



**State Procurement Policies and Procedures**

- Competitive bids not required for small purchases
- Quotes or bids must be obtained from at least three sources for informal purchases
- Sealed bidding is required for formal purchases
- Purchasers can negotiate with vendors to quickly acquire goods for emergency purchases

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### NOTES

- State and federal procurement requirements for local governments may not always be the same. Local governments want to align their procurement policies to whichever has the most stringent requirements between the federal and state. Locally adopted procurement procedures may be more stringent than federal or state policies. The most stringent policy must be applied.
- North Carolina State Procurement Methods and Procedures:
  - Small Purchases: applies to goods costing up to \$25,000. Competitive bids are not required. Since approval is not needed for small purchases, the purchaser can use their own internal policies and procedures.
  - Informal Purchases: applies to goods costing between \$25,000 and (an agency's general delegation?). Quotes or bids must be obtained from at least three sources.
  - Formal Purchases: applies to goods costing more than (an agency's general delegation?). Sealed bidding is required. Contracts must be publicly advertised on NC eProcurement System for at least 10 calendar days.
  - Emergency Purchases: in the event of an emergency, the purchaser can negotiate with vendors to quickly acquire the necessary good/service.
  - Note: "Formal" and "Informal" purchases is language that is state-specific; other states may

not use this language to describe these purchase and bidding requirements.



## ALIGNING FEDERAL AND STATE CRITERIA FOR FUNDING

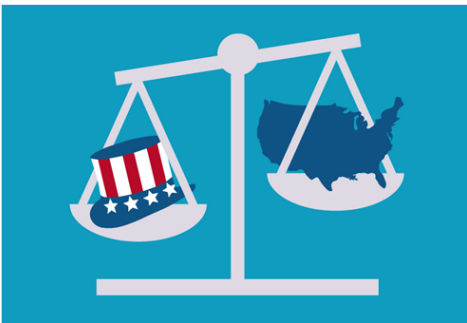
### SECTION OVERVIEW

A comparison of federal and state procurement policies. This section can be used as reference to ensure internal policies are federally and state compliant.


### SECTION SLIDE

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## Aligning Federal and State Criteria for Funding

An illustration of a pair of white scales of justice on a blue background. The left pan contains a stylized American flag with red and white stripes and white stars on a blue field. The right pan contains a dark blue silhouette of the United States map.

When dealing with multiple sources of funding, local governments should align their policies to whichever has the most stringent requirements between the federal and state.

The ARCOG NC logo, identical to the one in the top left corner, is positioned in the bottom left corner of the slide.

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### NOTES

- Unlike federal requirements, North Carolina does not have requirements for:
  - Written selection procedures
  - Micro-purchases
- Local governments want to align their policies to whichever has the most stringent requirements between the federal and state. This ensures federal requirements for reimbursement are met.
- Local requirements are reviewed during monitoring and closeout.



## KNOWLEDGE CHECK 1.5

### SECTION SLIDE

52

## Knowledge Check 1.5

A state policy states that purchases of goods/services up to \$20,000 are not subjected to competitive bidding requirements. The federal policy states that purchases up to \$10,000 are not subjected to those requirements.

**Which policy should a local government adopt, and why?**

**The local government should adopt the federal policy when mixing funding sources, since it is the most restrictive.**

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### NOTES

A state policy states that purchases of goods/services up to \$20,000 are not subjected to competitive bidding requirements. The federal policy states that purchases up to \$10,000 are not subjected to those requirements. **Which policy should a local government adopt, and why?**

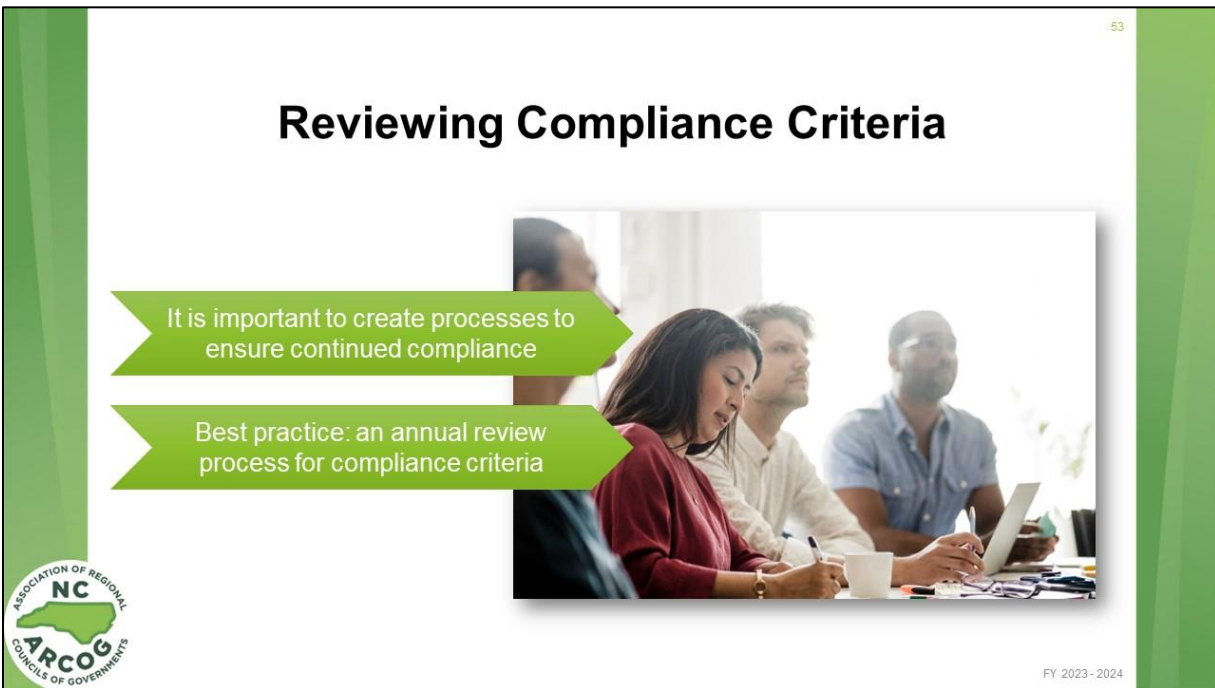
**Answer:** \_\_\_\_\_

## REVIEWING COMPLIANCE CRITERIA

### SECTION OVERVIEW

A discussion of the importance of an internal review process to ensure compliance is maintained and there is no risk to funding.

### SECTION SLIDE




53

## Reviewing Compliance Criteria

It is important to create processes to ensure continued compliance

Best practice: an annual review process for compliance criteria



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### NOTES

- Once a local government creates the policies they will adopt, it is important to also create a process for ensuring continued compliance of all federal requirements for financial reimbursement.
- A best practice for local governments may be an annual review process for compliance criteria, where the local government's policies are reviewed once a year to ensure they reflect any updates to federal/state policies that can delay or de-obligate funding if not adopted.



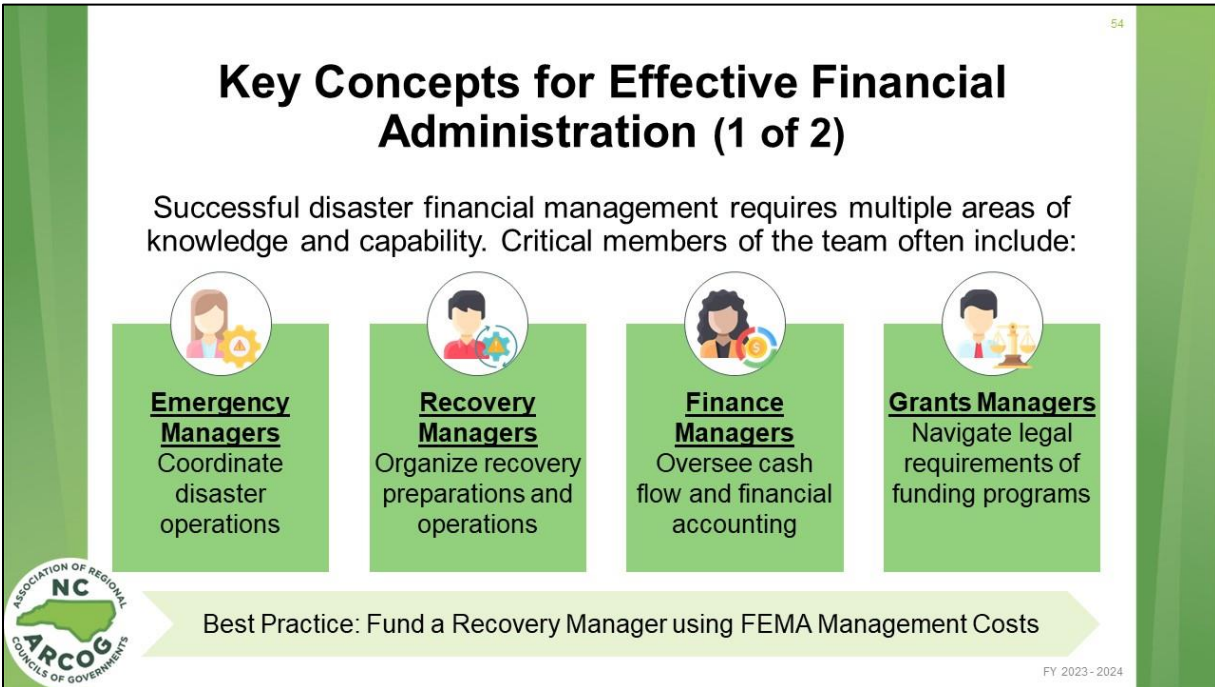


## KEY CONCEPTS FOR EFFECTIVE FINANCIAL ADMINISTRATION (1 OF 2)

### SECTION OVERVIEW





A description of financial management best practices that ensure jurisdictions will be able to comply with grant regulations and ultimately receive funding.

### SECTION SLIDE



**Key Concepts for Effective Financial Administration (1 of 2)**

Successful disaster financial management requires multiple areas of knowledge and capability. Critical members of the team often include:

 <b><u>Emergency Managers</u></b> Coordinate disaster operations	 <b><u>Recovery Managers</u></b> Organize recovery preparations and operations	 <b><u>Finance Managers</u></b> Oversee cash flow and financial accounting	 <b><u>Grants Managers</u></b> Navigate legal requirements of funding programs
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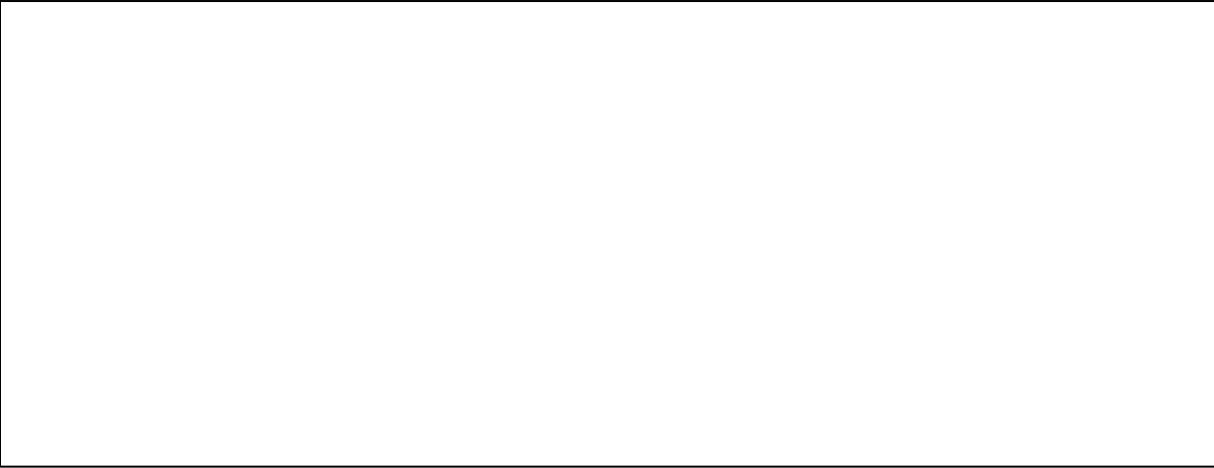
Best Practice: Fund a Recovery Manager using FEMA Management Costs

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### NOTES

- Fiscal and grant regulations are strict and apply to all jurisdictions regardless of size, so it is imperative that all jurisdictions have robust scalable, flexible, and adaptable disaster financial management plans and processes in place pre-disaster for all types of incidents.
- Successful disaster financial management requires multiple areas of knowledge and capability. Due to the expertise needed, critical members of the team often include:
  - Emergency managers to coordinate the preparedness actions and disaster operations for the jurisdiction.
  - Recovery managers to organize, coordinate, and advance recovery preparations and operations for the jurisdiction.
  - Finance managers to oversee the cash flow, financial accounting, records management, and audits for the jurisdiction.
  - Grants managers and legal counsel to help navigate legal and programmatic requirements of various funding programs. Expertise with annual programs to disaster recovery funding programs is also valuable.
- Best Practice: Funding a Recovery Manager: Recovery Managers can be funded using FEMA

Management Costs. FEMA will only cover this position as part of a declared disaster event not for the pre-disaster position. It is important that LGUs examine the value of these personnel and job activities amongst existing staff or contractors in the pre-disaster planning phase and thus allow for a seamless cost tracking transition to these personnel when and if disaster occurs.



## KEY CONCEPTS FOR EFFECTIVE FINANCIAL ADMINISTRATION (2 OF 2)


### SECTION OVERVIEW

A description of financial management best practices that ensure jurisdictions will be able to comply with grant regulations and ultimately receive funding.

### SECTION SLIDE

55


## Key Concepts for Effective Financial Administration (2 of 2)



A Recovery Manager can help handle financial paperwork pre- and post-disaster.

### Project/Portfolio Management

- Define and execute the steps necessary to meet recovery goals
- Accurately manage the disaster budget to ensure all bills are paid
- Outline and complete activities before, during, and after the disaster



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### NOTES

A Recovery Manager can help the jurisdiction handle the diversity and volume of financial paperwork for both pre- and post-disaster. This may be a shared position with several LGUs or the County or even COG staff. It is important to be innovative for establishing the cost and position.

- Project and Portfolio Management:
  - Effective disaster financial management requires strong project and portfolio management skills. The jurisdiction should define and execute the steps necessary to meet its recovery vision and goals, while balancing competing demands of scope, time, cost, quality, resources, and risks.
  - From a disaster financial management perspective, project management entails accurately managing the complex disaster budget to ensure all bills are paid:
    - Releasing funding according to schedule
    - Tracking and reporting expenditures and use of finances
    - Performing a financial analysis
    - Maintaining accurate financial records and documentation in preparation for audits
    - Ensuring that local government staff and contractor maintain and submit proper records

to document time and expenses for reimbursement.

- Disaster Financial Management Activities:
  - Jurisdictions can complete several activities before, during, and after a disaster to support sound disaster financial management.



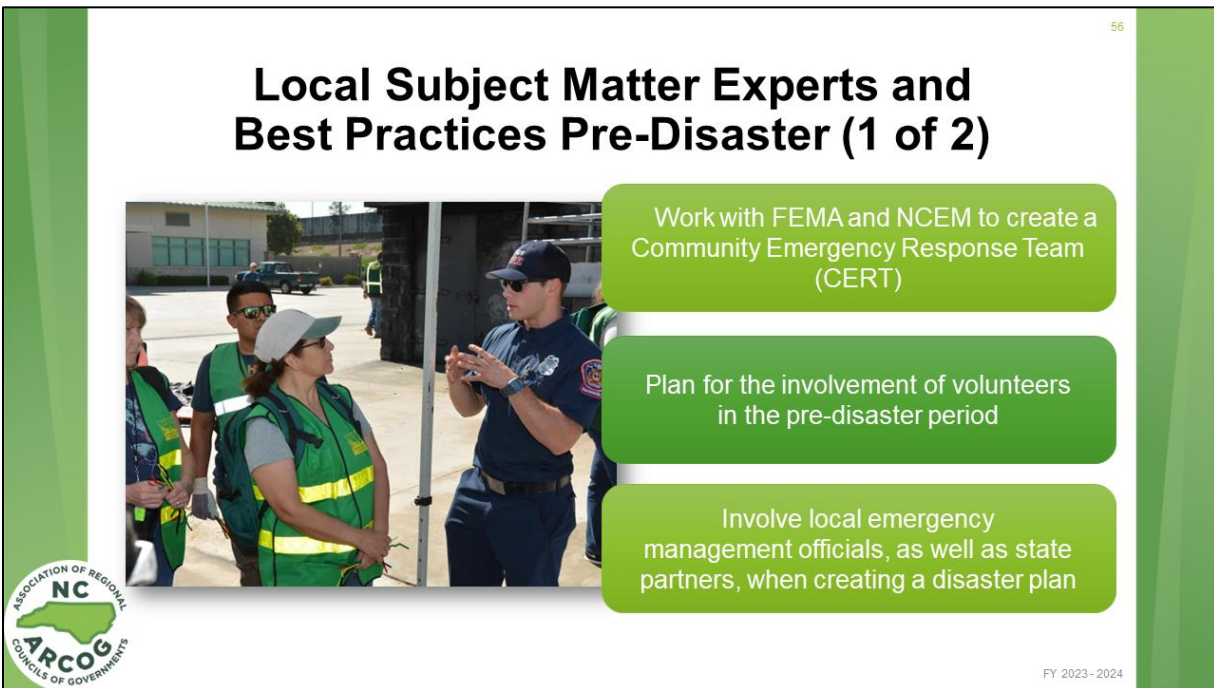
Do you utilize any best practices guide? Would it be beneficial to create one?

## LOCAL SUBJECT MATTER EXPERTS AND BEST PRACTICES PRE-DISASTER (1 OF 2)

### SECTION OVERVIEW

A discussion of how to better plan and utilize local experts and best practices for pre-disaster planning, resulting in a more resilient community.

### SECTION SLIDE



**Local Subject Matter Experts and Best Practices Pre-Disaster (1 of 2)**

- Work with FEMA and NCEM to create a Community Emergency Response Team (CERT)
- Plan for the involvement of volunteers in the pre-disaster period
- Involve local emergency management officials, as well as state partners, when creating a disaster plan

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### NOTES

Conduct meetings to engage SMEs and have community meetings to develop pre-disaster best practices:

- Work with FEMA and NCEM to create a Community Emergency Response Team (CERT).
- Pre-disaster planning by local governments will help ensure volunteers succeed in the recovery environment by identifying and planning for the involvement of volunteer groups, such as members of the community emergency response teams (CERT), AmeriCorps, Medical Reserve Corps, or National Volunteer Organizations Active in Disaster (NVOAD) who may have baseline training or community knowledge.
- This should include local emergency management officials who are typically located at the county government level in North Carolina. Local municipalities and counties should be encouraged to work together along with their partners at the State of North Carolina in identifying best practices when managing a recovery from disaster.



## LOCAL SUBJECT MATTER EXPERTS AND BEST PRACTICES PRE-DISASTER (2 OF 2)

### SECTION OVERVIEW

A discussion of how to better plan and utilize local experts and best practices for pre-disaster planning, resulting in a more resilient community.

### SECTION SLIDE



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## Local Subject Matter Experts and Best Practices Pre-Disaster (2 of 2)

Best practices for pre-disaster activities:

- Document all processes and create backups
- Review state and federal policies
- Create a Disaster Recovery Plan
- Ensure there are emergency management authorities in the jurisdiction
- Ensure jurisdictional policies are flexible enough for a disaster
- Discuss finance policies with finance staff

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### NOTES

Best practices to overcome pitfalls in pre-disaster activities:

- Document all processes and create backups.
- Take the time before a disaster to build and write the Operational Recovery Plan or Disaster Recovery Plan. Ensure staff know what paperwork and processes they are expected to complete during and after a disaster.
- Review any jurisdictional policies to ensure they are flexible during a disaster. Add emergency waivers to give guidance for disasters if not.
- Take time to review state and federal recovery policies and regulations.
- Seek advice and guidance from jurisdictions that have faced a recent disaster when creating recovery plans and programs.
- Ensure the local jurisdiction has clear emergency management authorities, including actions taken during recovery.
- Meet with finance staff to go over finance policies such as timekeeping and procurement – make changes where necessary.
- Create prepositioned contracts for key recovery tasks.



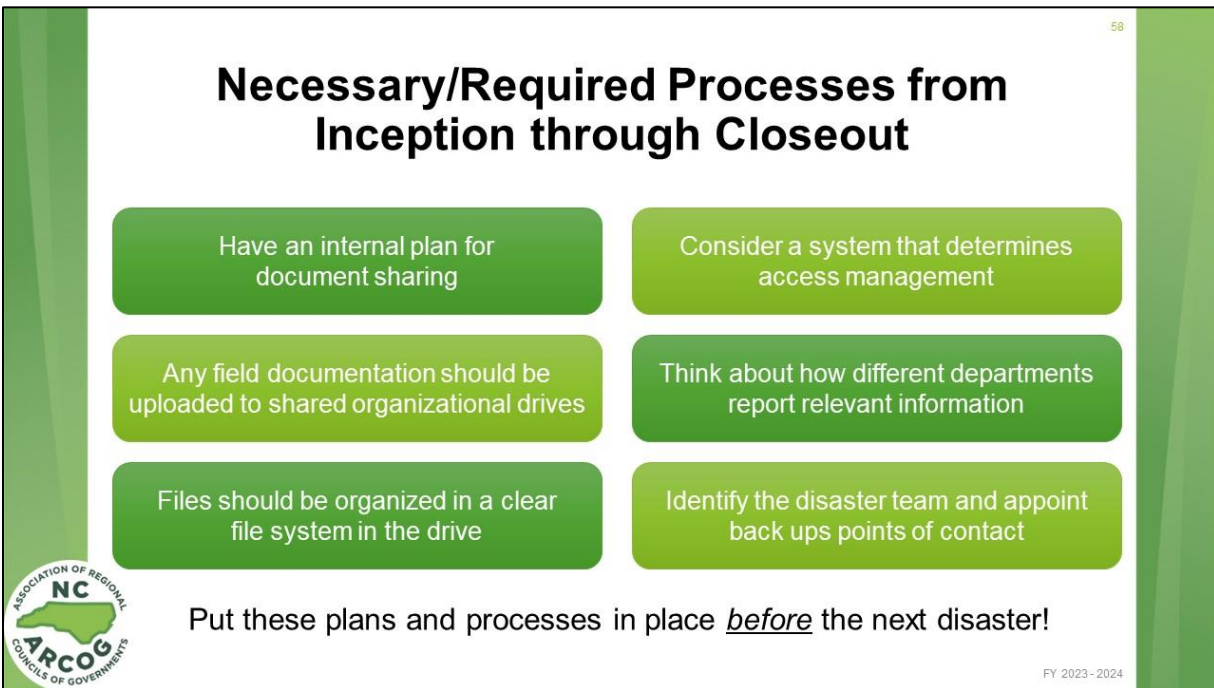


## NECESSARY/REQUIRED PROCESSES FROM INCEPTION THROUGH CLOSEOUT

### 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




**Necessary/Required Processes from Inception through Closeout**

- Have an internal plan for document sharing
- Consider a system that determines access management
- Any field documentation should be uploaded to shared organizational drives
- Think about how different departments report relevant information
- Files should be organized in a clear file system in the drive
- Identify the disaster team and appoint back ups points of contact

Put these plans and processes in place before the next disaster!

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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 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. The PDMG facilitates the PA application process, manages information collection, and provides customer service to PA grant Recipients, Applicants, pass-through entities, and Subrecipients, stakeholders collectively called “Applicant.”
- 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 and deliver it to FEMA within 60 days.

## IDENTIFYING PRE-DISASTER PROCEDURES FOR INFORMATION AND DOCUMENTATION COLLECTION

### SECTION OVERVIEW

A discussion of documentation that can be used to validate disaster damage, and the importance of establishing plans for gathering field documentation in the pre-disaster period.


### SECTION SLIDE

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## Identifying Pre-Disaster Procedures for Information and Documentation Collection

**Documentation required for financial recovery:**

- Activity logs
- Equipment logs
- Maintenance logs
- Photographs and blueprints
- Timesheets
- Disaster response plan
- Evacuation plan



Put these plans and processes in place before the next disaster!

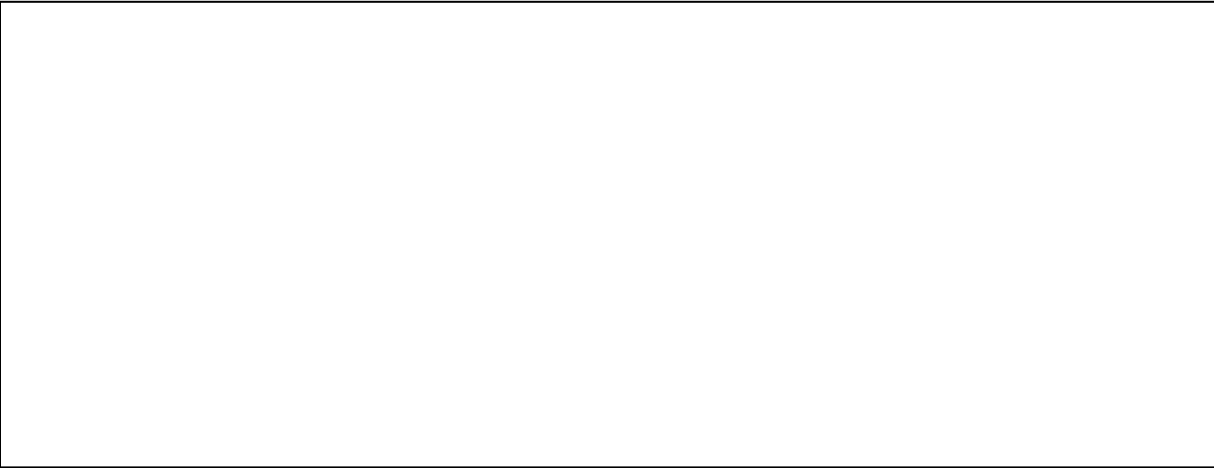


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### NOTES

- Applicants will be required to provide necessary documentation to validate damage, supporting pre-disaster condition of the facilities, field documentation (e.g., facility maintenance records, inspection/safety reports, photos, and videos) will support this requirement.
- Your entity's pre-disaster responsibilities include establishing plans and activities to be prepared for a disaster as well as being familiar with necessary documentation that will be required for financial recovery. Let's review several of these items:
  - Activity logs
  - Equipment logs
  - Equipment inventory list
  - Maintenance logs
  - Photographs and blueprints
  - Timesheets – what is the backup plan for time tracking when electronic tracking is down?
  - Resource/Supply/Inventory tracking

- Fuel logs
  - State conference call-in information
  - Disaster Response Plan – outlines what they should be doing each day before anticipated impact
  - Evacuation Plan ([Special Population](#))
- We will take a more in-depth look at the hows and whys of these documents in Module 2.



## KNOWLEDGE CHECK 1.6


### SECTION SLIDE

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# Knowledge Check 1.6

Why is it important to provide several forms of documentation for financial recovery?

**Documentation enables Applicants to validate damage.**

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

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### NOTES


**Why is it important to provide several forms of documentation for financial recovery?**

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

A large empty rectangular box provided for the user to write their answer to the knowledge check question.

## UNIT 4 SUMMARY

### SECTION OVERVIEW

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## Module 1: Unit 4 Summary

- The essential Public Assistance processes to create policies to ensure compliance
- Federal procurement and contracting policies
- State procurement policies
- How to align local policies to federal and/or state policies
- The importance of reviews for compliance
- Best practices for effective disaster financial management
- The importance of utilizing SMEs for pre-disaster planning
- Necessary/required processes for documentation
- Documentation that can validate damage following a disaster

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### NOTES

In this Unit you learned:

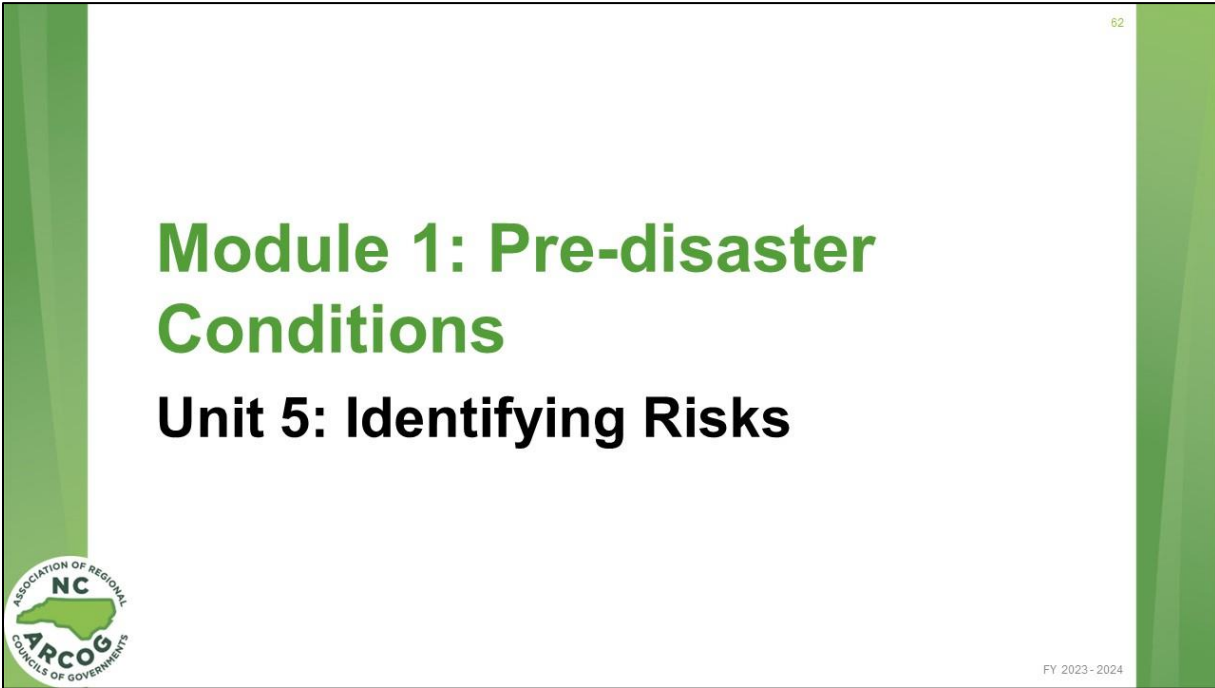
- The essential Public Assistance processes to create policies to ensure compliance
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- How to align local policies to federal and/or state policies
- The importance of reviews for compliance
- Best practices for effective disaster financial management
- The importance of utilizing SMEs for pre-disaster planning
- Necessary/required processes for documentation
- Documentation that can validate damage following a disaster



## UNIT 5: IDENTIFYING RISKS

### SECTION OVERVIEW


In Unit 5, we will identify risks within your operations that could affect your ability to lessen timing and to optimize reimbursements.



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# Module 1: Pre-disaster Conditions

## Unit 5: Identifying Risks



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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.




## OVERVIEW

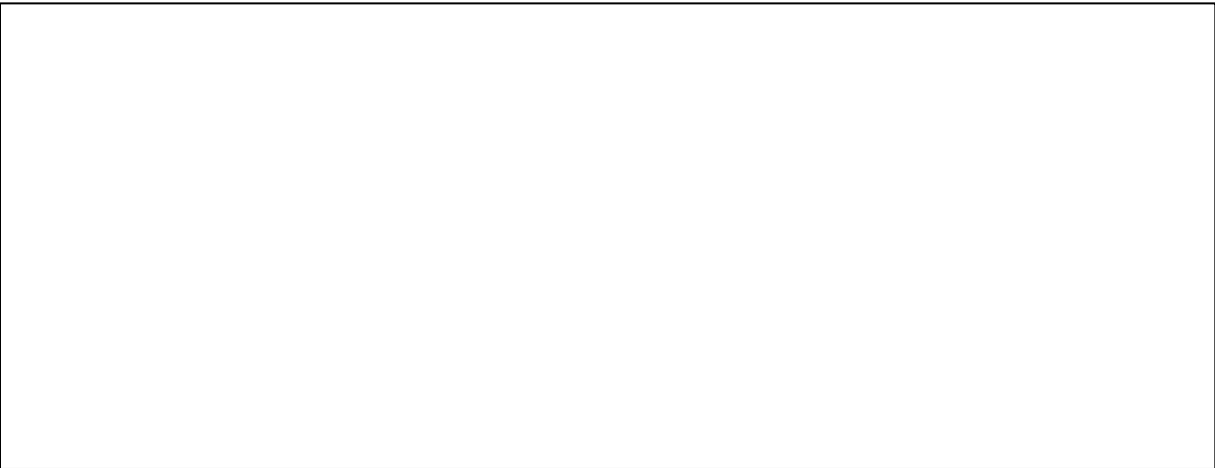
63

### Module 1: Unit 5 Overview

- How Risks Impede the Public Assistance Process
- Risks That Threaten Public Assistance Funding
- Mitigating Operational Risks During Recovery
- Unit 5 Summary

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## HOW RISKS IMPEDE THE PUBLIC ASSISTANCE PROCESS

### SECTION OVERVIEW


A brief description of some actions that can impact Public Assistance funding.

### SECTION SLIDE


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## How Risks Impede the Public Assistance Process


Actions that can impact obligation of PA funding:




**Improper Documentation**  
Not meeting deadlines, or inappropriate document submission



**Disaster Validation Issues**  
Cannot validate that damages were a result of the disaster



**Improper Business Continuity**  
Not having documented policies and procedures



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### NOTES

Accurate and timely completion of tasks throughout the Public Assistance process is essential to ensure all eligibility requirements are met and costs are obligated.

- Actions that can impact obligation of PA funding:
  - Improper documentation, such as not following procurement requirements, not submitting documents by deadlines, or not submitting documents to the appropriate systems.
    - A duplication of benefits is another risk to funding if you receive funding from another source such as other federal programs, insurance, or profit.
  - Disaster validation issues: delays to funding may occur if it cannot be proven that facility damage was due to the disaster. This can be avoided by having photos of facilities before and after the disaster has occurred.
  - Improper business continuity: not having documented policies and procedures related to the Public Assistance process increases the likelihood of a Subrecipient being found ineligible. All pertinent parties within an organization need to be aware of these processes; they also need to be documented and acknowledged so progress is not lost in the event of personnel change.



## KNOWLEDGE CHECK 1.7


### SECTION SLIDE

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## Knowledge Check 1.7

**Which of the following actions may help speed up the Public Assistance funding process?**

- A. Timely submission of documentation
- B. Validation of disaster damages with photos
- C. Organization-wide procedures for document submission
- D. All of the above

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### NOTES

**Which of the following actions may help speed up the Public Assistance funding process?**

- A. Timely submission of documentation
- B. Validation of disaster damages with photos
- C. Organization-wide procedures for document submission
- D. All the above

## RISKS TO PUBLIC ASSISTANCE FUNDING


### SECTION OVERVIEW

A list of examples of common behaviors that can result in delays or de-obligation of funding.

### SECTION SLIDE


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## Risks To Public Assistance Funding



Lack of established policies and procedures →  
Can result in the delay of grant awards


Lack of procurement policies →  
Can result in ineligible costs or de-obligation of funding






Lack of documentation →  
Can result in grant penalties or legal action

Failure to conduct reviews during PA process →  
Can result in the delay of grant awards



When in doubt about a policy, procedure, or best practice during an unusual circumstance, contact NCEM or another SME for guidance before proceeding. Try to get all guidance and determinations in writing and document your decision-making rationale and process.


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### NOTES

- Here are some examples of common errors performed and why the behavior risks lengthening timing for reimbursements:
  - Lack of established policies and procedures related to the Public Assistance process can result in a higher likelihood of noncompliance and administrative inconsistencies, resulting in the delay of grant awards.
  - Lack of procurement policies in place can lead to improper procurement practices and failure to adhere to federal requirements, resulting in ineligible costs and/or de-obligation of funding.
  - Lack of documentation confirming payments to vendors can result in penalties to the awarded grant, and even legal action.
  - Not conducting reviews during steps along the PA process can result in an incomplete or inconsistent grant application, leading to delays of grant awards.
  - When in doubt about a policy, contact NCEM or another SME before proceeding. Document your decision-making process and rationale to create a paper trail.
  - Deobligation of funds (FEMA cancelling or downwardly adjusting the awarded amount) can occur during the PA process if proper procedures are not followed. LGUs may be held responsible for the cost of deobligated funds and may not know about it until reimbursement is requested.



## MITIGATING OPERATIONAL RISKS DURING RECOVERY


### SECTION OVERVIEW

Examples of best practices that can be adopted to minimize the risk of noncompliance in the Public Assistance process.


### SECTION SLIDE

## Mitigating Operational Risks During Recovery

- Ensuring capacity to manage grants
- Building effective staffing
- Following state and federal procurement requirements
- Maintaining financial records
- Ensuring whole-process compliance



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### NOTES

Best practices that minimize the risk of being noncompliant throughout the PA Process include:

- Develop procedures that ensure administrative capacity to manage federal grants, such as procurement, reporting, cost management, and grant management policies.
- Build an effective staff through training programs to educate on federal grant administration and staff succession in the event of absences.
- Ensure procurement and bidding policies adhere to federal and/or state requirements.
- Maintain a system of financial records, including equipment purchases and property records.
- Ensure compliance throughout the process by implementing policies for periodic reviews and identifying and reporting fraud.






## UNIT 5 SUMMARY

### SECTION OVERVIEW

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## Module 1: Unit 5 Summary

- Common errors that can impact PA funding
- Specific examples of behaviors that risk or delay funding
- Best practices to minimize the chance of risk during financial recovery

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### NOTES

In this Unit you learned:

- Common errors that can impact PA funding
- Specific examples of behaviors that risk or delay funding
- Best practices to minimize the chance of risk during financial recovery


## MODULE 1 SUMMARY

### SECTION SLIDE

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## Module 1 Pre-Disaster Conditions Summary

- The general process of disaster recovery
- Overview of the Public Assistance program
- Key roles and responsibilities of stakeholders in the Public Assistance process
- How local governments and local government officials interface with the Public Assistance process
- The roles of each level of government in the Public Assistance process
- Essential policies, procedures, and best practices related to the Public Assistance process
- Risks that can threaten effective recovery and ways to avoid them

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### NOTES

- The general process of disaster recovery
- Overview of the Public Assistance program
- Key roles and responsibilities of stakeholders in the Public Assistance process
- How local governments and local government officials interface with the Public Assistance process
- The roles of each level of government in the Public Assistance process
- Essential policies, procedures, and best practices related to the Public Assistance process
- Risks that can threaten effective recovery and ways to avoid them



## MODULE 1 EXPERIENTIAL LEARNING ACTIVITY SCENARIO


### SECTION SLIDE

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## Module 1 Experiential Learning Activity Scenario (1 of 2)

You are a government employee in the fictional town of Paro, North Carolina. Paro recently elected a new mayor, and several key figures in town leadership have retired. The new town administration is eager to ensure that Paro is prepared for the upcoming hurricane season and has assembled a task force to address gaps in pre-disaster responsibilities and preparedness.

You have been assigned to this task force and asked to present an action plan to town leadership prior to the start of hurricane season. Town leadership is especially interested in ensuring that proper policies and procedures are in place to make use of PA if it becomes necessary.

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## Module 1 Experiential Learning Activity Scenario (2 of 2)


There are a few areas of concern that have already been identified including:

**Timesheet Tracking System:** The system is electronic only and running on outdated software. Town management is concerned that in addition to the risk of failure during blue skies, an issue with time tracking during and after a disaster could have major impacts.

**Facility Documentation:** Records and photos of existing facilities and town properties are largely outdated. Most of the facilities have had upgrades and improvements since they were constructed, but high-quality photos do not exist for most locations.

**File Sharing and Backups:** The town does not have a clearly defined documentation method. Some files are stored digitally, some are stored physically, and most do not have backup copies.

**Disaster Response Plan:** The Paro Disaster Response Plan was written 15 years ago and needs major updates to account for the town's growth, new technologies, and revised regulations.

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## NOTES

### Scenario

You are a government employee in the fictional town of Paro, North Carolina. Paro recently elected a new mayor, and several key figures in town leadership have retired. The new town administration is eager to ensure that Paro is prepared for the upcoming hurricane season and has assembled a task force to address gaps in pre-disaster responsibilities and preparedness.

You have been assigned to this task force and asked to present an action plan to town leadership prior to the start of hurricane season. Town leadership is especially interested in ensuring that proper policies and procedures are in place to make use of PA if it becomes necessary.

There are a few areas of concern that have already been identified including:

**Timesheet Tracking System:** The system is electronic only and running on outdated software. Town management is concerned that in addition to the risk of failure during blue skies, an issue with time tracking during and after a disaster could have major impacts.

**Facility Documentation:** Records and photos of existing facilities and town properties are largely outdated. Most of the facilities have had upgrades and improvements since they were constructed, but high-quality photos do not exist for most locations.

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**Disaster Response Plan:** The Paro Disaster Response Plan was written 15 years ago and needs major updates to account for the town's growth, new technologies, and revised regulations.

## MODULE 1 EXPERIENTIAL LEARNING ACTIVITY INSTRUCTIONS

### SECTION SLIDE


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## Module 1 Experiential Learning Activity Instructions

Review the scenario and work in your group to determine the steps needed to address the known issues in Paro.

Remember that there may be other areas of concern that the town has not yet identified. What else should be reviewed?

Consider potential preparedness activities beyond what has already been identified. Use your action plan template to outline what steps are needed to address identified issues, who should be responsible, what resources are needed, and how changes will impact preparedness. Be prepared to brief out your plan once completed.

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### NOTES

**Participant Instructions:** Review the scenario, and work in your group to determine the steps needed to address the known issues in Paro. Remember that there may be other areas of concern that the town has not yet identified. What else should be reviewed? Consider potential preparedness activities beyond what has already been identified. Use your action plan template to outline what steps are needed to address identified issues, who should be responsible, what resources are needed, and how changes will impact preparedness. Be prepared to brief out your plan once completed.



## Paro Preparedness Action Plan

Goal:			
Actions Needed to Complete Goal	Responsible Parties	Resources Needed	Impact on Preparedness
Goal:			
Actions Needed to Complete Goal	Responsible Parties	Resources Needed	Impact on Preparedness
Goal:			
Actions Needed to Complete Goal	Responsible Parties	Resources Needed	Impact on Preparedness



Goal:			
Actions Needed to Complete Goal	Responsible Parties	Resources Needed	Impact on Preparedness
Goal:			
Actions Needed to Complete Goal	Responsible Parties	Resources Needed	Impact on Preparedness
Goal:			
Actions Needed to Complete Goal	Responsible Parties	Resources Needed	Impact on Preparedness

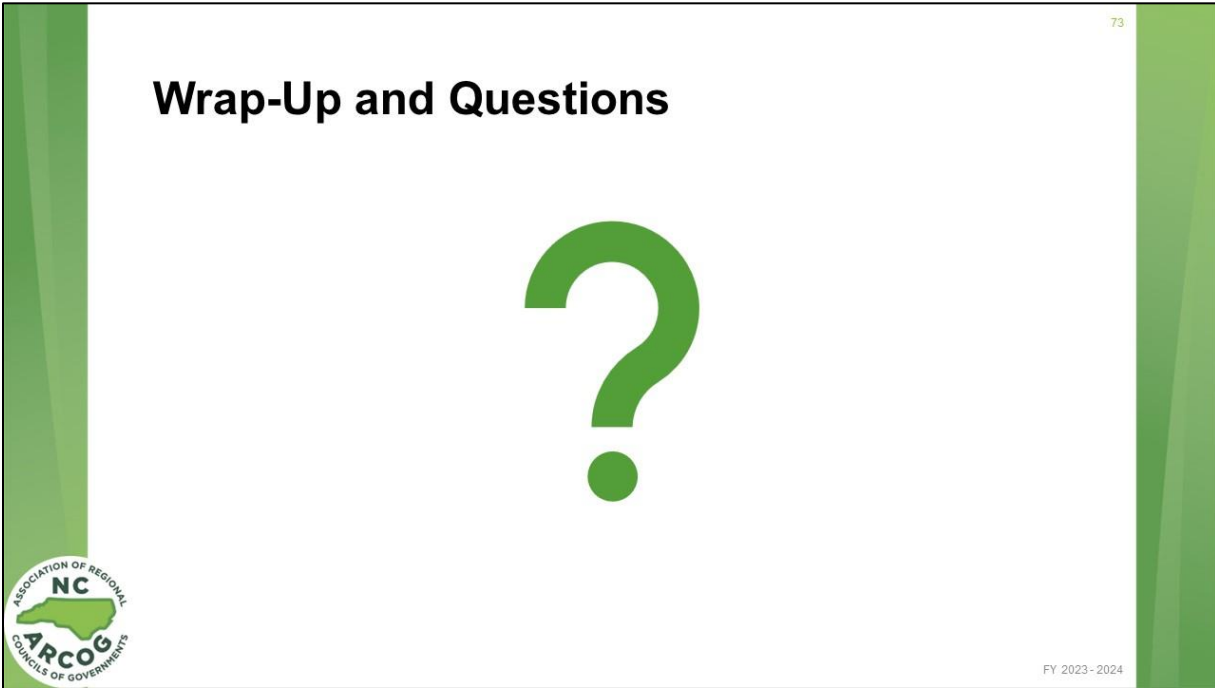




Goal:			
Actions Needed to Complete Goal	Responsible Parties	Resources Needed	Impact on Preparedness
Goal:			
Actions Needed to Complete Goal	Responsible Parties	Resources Needed	Impact on Preparedness
Goal:			
Actions Needed to Complete Goal	Responsible Parties	Resources Needed	Impact on Preparedness



## 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. In the center of the slide 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. A small number "73" is located in the top right corner of the slide area.

73

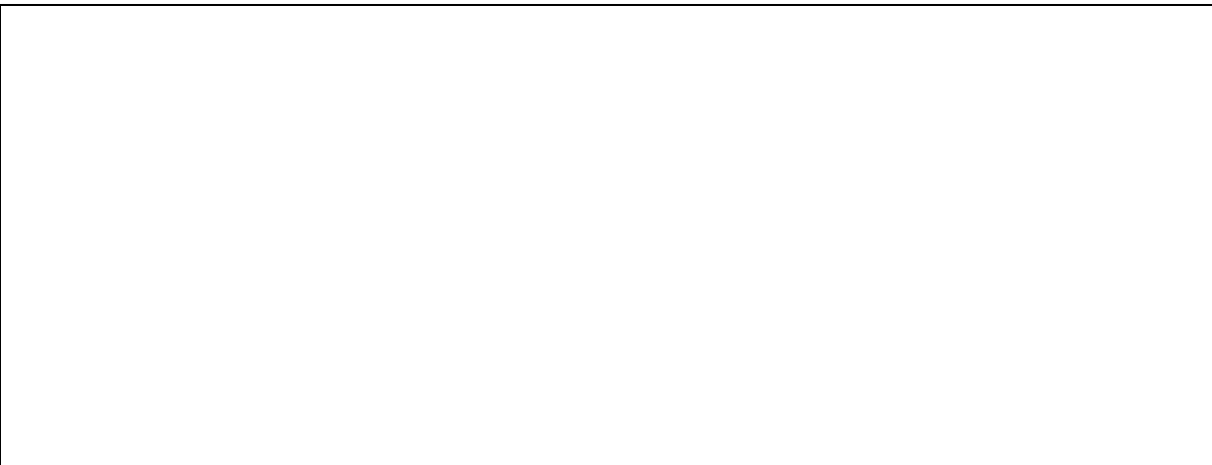
## Wrap-Up and Questions




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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 thin black border, intended for taking notes during the presentation.


## CONCLUSION




**SOUTHWESTERN COMMISSION**  
COUNCIL OF GOVERNMENTS

*Lumber River Council of Governments*







**CENTRALINA**  
REGIONAL COUNCIL




**UPPER COASTAL PLAIN**  
COUNCIL OF GOVERNMENTS





**CENTRAL PINES**  
REGIONAL COUNCIL





**PIEDMONT TRIAD**  
REGIONAL COUNCIL




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





**MID-CAROLINA**  
REGIONAL COUNCIL

*Creative Regional Solutions*



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## NOTES

The instructor will administer the Module 1 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](#)