Course Overview, Goals, and Objectives

Welcome to The Public Assistance Delivery Model Orientation course.

This course provides an orientation to the changes and improvements of the Public Assistance Delivery Model. By the end of the course, State, Local, Tribal, and Territorial Applicants and Recipients will be able to describe the foundation and organizational structure for the delivery of the Public Assistance Program. This course is also recommended as a pre-requisite course for the rest of the general course series.

Upon completion of this course, participants will be able to:

- Explain baseline information regarding the organizational structure and foundation of the Public Assistance Delivery Model
- Describe the key components of the four phases of the Public Assistance Delivery Model

Select this link to access the Public Assistance acronym list.

Lesson 1 Overview and Objectives

This lesson provides an overview of administrative requirements, course goals and objectives, and introduces participants to the Public Assistance Delivery Model.

Upon completion of this lesson, participants will be able to:

- Identify Administrative requirements of the course
- State the goals and objectives of the course
- Describe the benefits of utilizing Lean Management techniques and tools
- Describe the theory behind "Get it Right the First Time"

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The Public Assistance Program

In 2014, the Public Assistance Program started a national effort to analyze the delivery of its program and areas for improvement. Public Assistance deconstructed its program to its most basic elements and engaged stakeholders from all levels of government including States, Locals, Tribes, Territories, as well as FEMA Reservist, regional, and headquarters personnel. Public Assistance requested stakeholders to provide feedback on what worked and what needed improvement.

The analysis and feedback demonstrated a need to redesign how Public Assistance conducted their program to achieve better customer service for Recipients and Applicants, transparency in the delivery of the program at all levels of government involved, and standardization of the delivery of the program across the country.

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Lean Management in Public Assistance

Additionally, the analysis and feedback indicated that adopting a lean management approach would improve Public Assistance's overall organizational effectiveness and performance. Public Assistance reached out to Lean Management subject matter experts to obtain best practices of Lean Management and incorporate them into the foundation of the Public Assistance program.

What is lean management?

Lean management is a principle-based management philosophy focused on customer value, elimination of waste, and continuous improvement of productivity and cycle time.

Benefits of Lean Management

The key principles of Lean Management that Public Assistance adopted and integrated into the Program Delivery Model include:

- Improve customer service
- Connect operations with strategic goals and organizational purpose
- Continuously identify opportunities for improvement and efficiency by acquiring internal and external feedback and tracking performance
- Enable the staff to lead and contribute to the success of the transition and organization by improving the team environment and increasing collaboration
- Improve performance tracking
- Improve communication
- Increase collaboration amongst stakeholders
- Reduce inefficiencies

Improve Customer Experience

Out of all the Lean Management best practices, Public Assistance worked to identify and focus on incorporating and exemplifying customer service. Public Assistance has accomplished this in numerous ways.

- **Constant interaction**
  - Exploratory Call
  - Recovery Scoping Meeting
  - Program Delivery Manager role
- **Reduction of process time**
  - Project routing by specific lanes
  - More actively involving Applicants throughout the grant development process
  - Clear performance expectations
- **Systemic elimination of waste**
  - Consolidated Resource Center
- **Visual management**
  - Grants Portal
  - Huddles and huddle boards
- **Focus on continuous improvement**
  - Internal and external feedback resulting in continuous improvement
  - Mentoring

The Public Assistance Delivery Model

Based on the analysis of the existing program, stakeholder feedback, and input from Lean Management subject matter experts, Public Assistance reengineered its program and processes to optimally meet the demand of its customers. The FEMA cadre established an improved Public Assistance Delivery Model, which they began to implement in 2016.

The improved Public Assistance Delivery Model produced the following:

- "Get it right the first time"
- Goals of the Public Assistance Delivery Model
- Key components of the process
- Organizational structure
- Segmenting projects by type
- Streamlined process with manageable roles, span of control, and expectations

"Get it Right the First Time"

FEMA's intent with the improved Public Assistance Delivery Model is to "get it right the first time." Public Assistance uses this idea to achieve better customer service and more efficient development and processing of Public Assistance grants in all steps of collaboration with the Recipient and Applicant.

To do this, the Public Assistance Delivery Model has several strategic processes and quality assurance checks throughout all phases of delivery to:

- Identify Applicant damages and assess for eligibility;
- Identify all required documentation to substantiate claims;
- Match the right Public Assistance personnel to each project; and
- Provide all individuals involved with the necessary support to enable their success.

Goals of the Public Assistance Delivery Model

"Get it right the first time" is achieved through the following three goals of the Public Assistance Delivery Model:

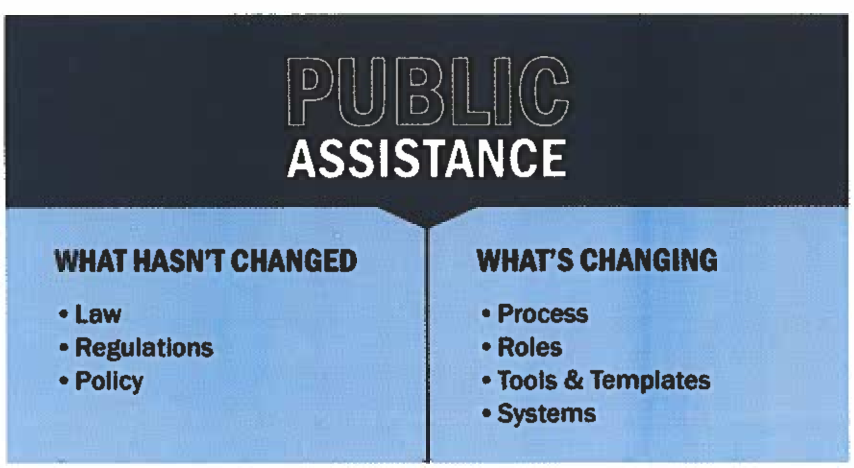
- **Segmentation**
    - Processing projects based on complexity (e.g., Complete/Fully Documented Lane, Standard Lane, and Specialized Lane)
    - Specializing FEMA's roles with clear responsibilities and performance expectations
- **Standardization**
    - Increasing consistency through position-specific tools, training, templates, and checklists
- **Consolidation**
    - Processing projects at the Consolidated Resource Centers and utilizing Technical Specialists in the field when needed

Key Components of the Public Assistance Model

The team charged with the redesign of the Public Assistance Delivery Model laid the foundation for revisions in administering the Public Assistance Program.

During the reengineering of the Public Assistance process, FEMA Public Assistance **did not change the laws or regulations**. Public Assistance only changed **how it administers the program** including implementing new:

- Organizational structure
- Manageable roles, span of control, and expectations
- Phases of the Delivery Model
- Segmenting projects by type



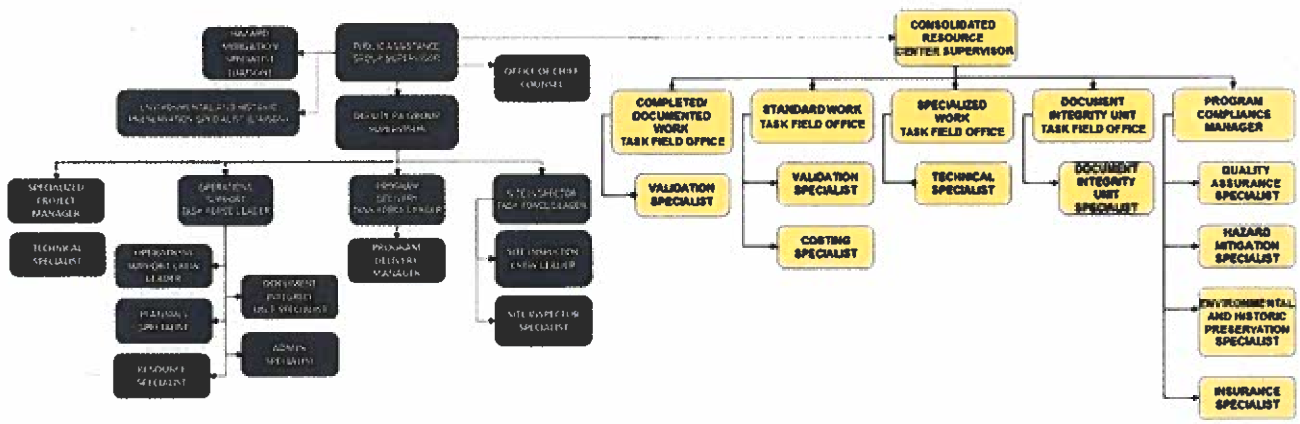
Public Assistance Organizational Structure

The first key component of the Public Assistance Delivery Model is the Public Assistance organizational structure. The FEMA field staff are responsible for working with the Recipient and Applicant to collect the requisite information to write the project grant (e.g. identifying and documenting damages).

The Program Delivery Manager is the primary individual that works with the Applicant to collect this information.

The Site Inspector documents and photographs damages for sites that have yet to be repaired (referred to as Work to be Completed).

Once all documentation and information are collected, they are sent to a team of Validation and Costing Specialists at the Consolidated Resource Center that writes the full project or validates the scope of work and cost estimates created by the Applicant. The Consolidated Resource Center then sends the project back to the Program Delivery Manager who discusses it with the Recipient and Applicant to ensure they concur with FEMA.



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Span of Control, Manageable Roles, and Expectations (1 of 3)

The second key component of the Public Assistance Delivery Model is the redevelopment and implementation of manageable roles, span of control, and expectations.

The analysis FEMA conducted, paired with feedback from Applicants and Recipients, and the work with Lean Management subject matter experts provided in 2014 influenced the strategic decision on how FEMA staffs disaster operations.

Span of control:

- Program Delivery Managers are assigned five to seven Applicants to enable them to provide the needed customer service to their Applicants.
    - The number of Applicants per Program Delivery Manager is determined by the level of complexity and the number of damages for each Applicant. For example, if all of the Program Delivery Manager's Applicants have only one or two damages, they may have more Applicants assigned to them; if the Applicant has significant, wide spread damage, they may be the Program Delivery Manager's only Applicant.
    - If the level of damages is catastrophic, the Applicant may have multiple Program Delivery Managers. For example, a team of more than six Program Delivery Managers served the City of Houston during Hurricane Harvey due to the level of damages incurred.

Span of Control, Manageable Roles, and Expectations (2 of 3)

In addition to reworking the span of control for their staff, Public Assistance worked to ensure their staff had manageable roles within the program, so they can provide appropriate customer interaction.

Manageable roles:

- FEMA Public Assistance's redesigned roles reduce the scope of responsibilities of staff as to enable them to become specialists in their area
- Grants Portal enables Applicants and Recipients to take a more active role in the development of their grants as well as provide feedback to their Program Delivery Manager on the development of their grant

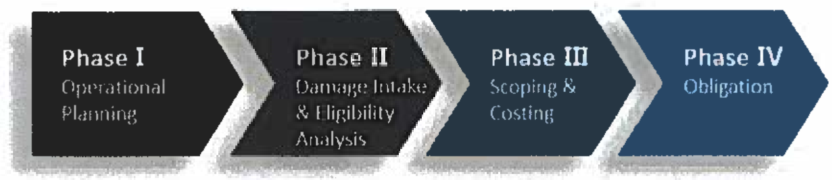
Span of Control, Manageable Roles, and Expectations (3 of 3)

Public Assistance also reworked performance expectations in addition to span of control and manageable roles.

Performance expectations:

- Every FEMA Public Assistance field position has a guide outlining the responsibilities of that position called the Position Assist.
- The Position assists for the Program Delivery Manager and Site Inspector outlines each action required and provides a timed performance expectation
- Grants Portal provides dates and times on last actions taken by Public Assistance staff, including Program Delivery Managers, Site Inspectors, and the Consolidated Resource Centers
- Recipients have available to them all information pertaining to all Applicants within their jurisdiction
    - Jurisdiction, the nature of the pending requests, and the time frame each request has been pending

Phases of the Public Assistance Delivery Model



The third key component of the Public Assistance Delivery Model is the phases of the Public Assistance Delivery Model.

The Public Assistance Delivery Model has four phases, each with its own objective. Breaking the model up into phases allows for greater transparency and tracking of Applicants' grants.

Phase I: Operational Planning Objective: Identify Applicants' disaster impacts and recovery priorities.

Phase II: Damage Intake & Eligibility Analysis Objective: Capture Applicants' disaster-related damages and determine eligibility within 60 days of the Recovery Scoping Meeting.

Phase III: Scoping & Costing III **Objective:** Develop the Damage Description and Dimensions, scope of work, and actual costs for Completed/Fully Documented projects, or develop the scope of work and cost estimates for Standard and Specialized projects. The Consolidated Resource Center also validates Applicant-provided scope of work and cost estimates.

Phase IV: Obligation Objective: Obligate projects, complete the Recovery Transition Meeting with the Applicant, and transition Field Operations to the Region.

Segmenting Projects by Type (1 of 2)

The last key component of the Public Assistance Delivery Model is segmenting projects by type.

When projects are formulated by the Program Delivery Manager, in collaboration with the Recipient and Applicant, the Program Delivery Manager identifies which 'lane' the project goes into. The lane determines if site inspections are required, who conducts the site inspections, and what documentation is required. The three lanes are:

- Completed/Fully Documented Lane
- Standard Lane
- Specialized Lane

Segmenting Projects by Type (2 of 2)

Completed/Fully Documented Lane: Projects are routed to this lane when the work done is 100% complete or will be completed in 2 weeks.

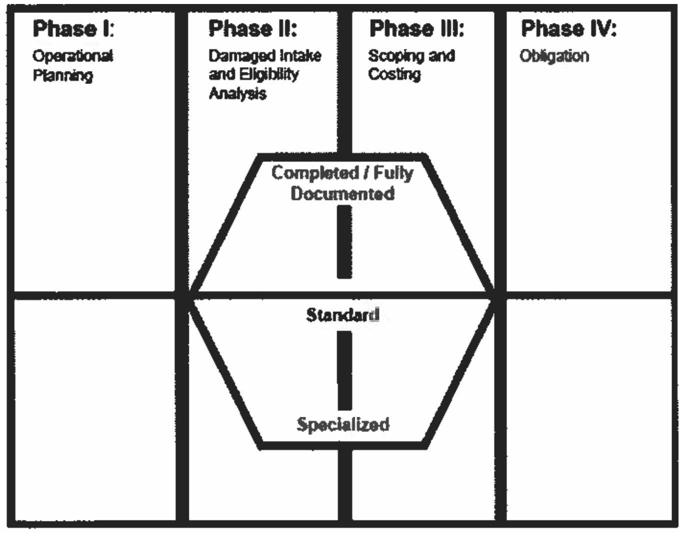
- Projects can be from any Category of Work
- Projects in the Completed Lane do not require site inspections after damage facilities "including non-complex environmental and historic preservation and/or hazard mitigation

Standard Lane: All non-complex projects which have Work to be Completed are routed to this lane.

- Site inspections and/or site validations are required and performed by Site Inspectors
- The Program Delivery Manager places non-complex damaged facilities (e.g., roads, culverts, buildings with minor damage, channels, parks) in this lane
- Projects that have both Work Complete and Work to be Completed damages are grouped into a Standard Lane project. All included damages require site inspections.

Specialized Lane: Complex projects requiring technical specialties and/or projects which require significant environmental and historic preservation, hazard mitigation, and/or insurance involvement are routed to this lane.

- Technical Specialists perform site inspections for specialized projects
- The Program Delivery Manager places specialized projects (e.g., water treatment facility) in this lane



Tying It All Together

The redesigned Public Assistance Delivery Model integrates the best practices of Lean Management and addressed stakeholder feedback. As a result, Applicants should experience a friendly, customer-oriented, streamlined Public Assistance process. Through segmentation, standardization and consolidation, the Public Assistance Delivery Model has reduced waste, gained efficiencies, and provided a transparent process to Applicants.

An Applicant **should** experience:

- A primary point of contact to deliver and coordinate service called the Program Delivery Manager
- Transparency in decisions (i.e., why something can or cannot be done)
- Consistency in program delivery throughout the grant development process
- Consistent quality in grants developed

An Applicant **should not** experience:

- Inconsistency in personnel providing the service or inconsistency in policy decisions that potentially deobligate funding
- Elimination of funding based on arbitrary and subjective decisions
- Poor quality products that may jeopardize Applicant funding or cause an Applicant unnecessary strife later in the process

Lesson 1 Summary

In this lesson, participants learned about the Public Assistance Model, Public Assistance Program goals, and Lean Management principles are central to the administration of the grants program.

The next lesson provides an overview of the operations in the field and at the Consolidated Resource Center.

Select this link for a full image description.

Lesson 2 Overview and Objectives

This lesson provides an overview of the Public Assistance organizational structure in the field and at the Consolidated Resource Center. This lesson also explains the role of the Recipient and Applicant in the Public Assistance process and the interaction between FEMA, Recipient, and Applicant.

Upon completion of this lesson, participants will be able to:

- Describe Public Assistance's disaster operations organizational structure in the field and the Consolidated Resource Center
- Define key Public Assistance staff in the field and the Consolidated Resource Center
- Identify the roles the Recipient and Applicant play in the Public Assistance process
- Identify key interactions Applicants and Recipients will have with FEMA personnel in the field

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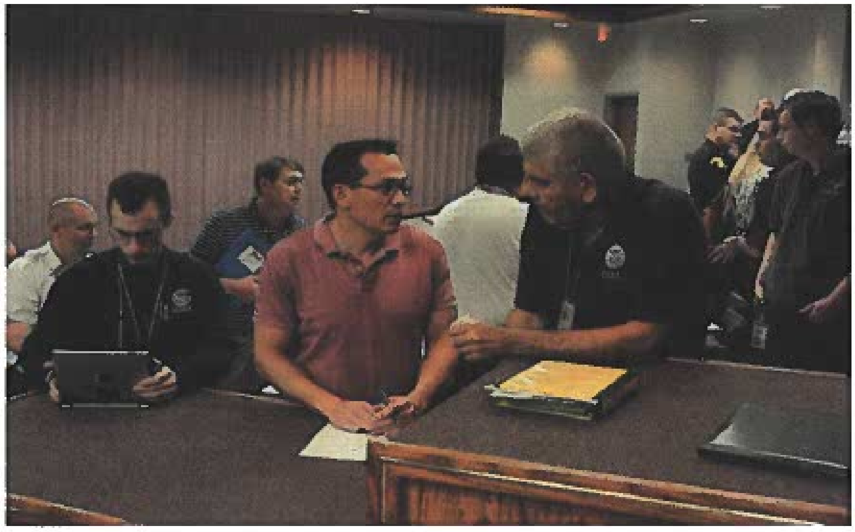
FEMA, the Recipient, and the Applicant

This lesson discusses the key players in the Public Assistance process. These players include:

- FEMA
    - Staff in the field
    - Staff at the Consolidated Resource Center
- Recipient
    - State, Tribe, or Territory
- Applicant
    - Local Government e.g. City, County, Parish

Once this lesson discusses the key players involved, it provides an overview of interactions between the key players.



Organizational Structure in the Field

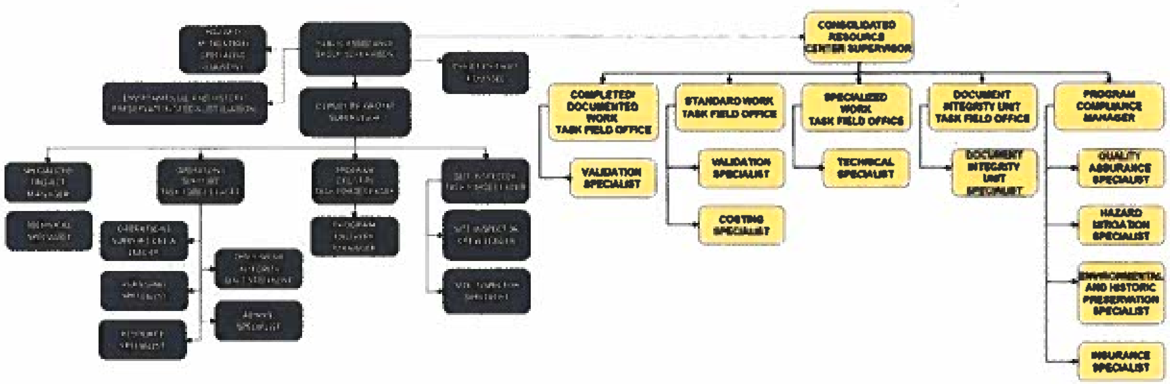
When the President approves an Emergency or Major Disaster Declaration, FEMA deploys personnel into the field. Upon arrival, Public Assistance staff set up an organized command structure.

The Public Assistance field staff work out of the Joint Field Office (FEMA's main operating facility at a disaster) or Area Field Office.

The field staff only work on the disaster for which they are deployed.

The Recipient and Applicant interact with the following positions:

- Program Deliver Manager
- Site Inspector
- Program Delivery Task Force Leader
- Public Assistance Group Supervisor
- Infrastructure Branch Director



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Public Assistance Field Staff (1 of 2)

Program Delivery Manager:

- Guides the Applicant through the delivery of the Public Assistance process to develop projects and site inspections
- Acts as the primary point of contact for the Applicant

Site Inspector:

- Codifies disaster-related damage in the Damage Description and Dimensions for disaster-related damages that have yet to be repaired, or also known as Work to Be Completed
    - The Scope of Work and cost estimate are built upon the Damage Description and Dimensions developed in the field for Work to Be Completed
- Are typically assigned to a geographical area or area of expertise
    - Site Inspectors are not assigned to a specific Applicant
    - Applicants may have several different Site Inspectors that they work with on different site inspections

Public Assistance Field Staff (2 of 2)

Program Delivery Task Force Leader:

- Ensures the Program Delivery Managers meet operational objectives and priorities of the Public Assistance Program in day-to-day activities
- Coordinates, mentors, and manages Program Delivery Managers so they provide the best customer service to Applicants
    - Though the Applicant primarily interacts with their assigned Program Delivery Manager, they may contact the Program Delivery Task Force Leader if they are dissatisfied with the level of customer service they are receiving.

Public Assistance Group Supervisor:

- Manages the overall operation of the Public Assistance Program for a Level III event
- Coordinates with the Recipient to run the event and overall delivery of the Public Assistance Program
- Develops the Disaster Operating Profile with the Region, Recipient, and Infrastructure Branch Director
- Assists in making final eligibility determinations

Infrastructure Branch Director:

- Manages the overall operation of the Public Assistance Program for a Level I and II event
- Significantly coordinates with the Recipient to run the event and overall delivery of the Public Assistance Program
- Develops the Disaster Operating Profile with the Region, Recipient, and Public Assistance Group Supervisor
- Assists in making final eligibility determinations

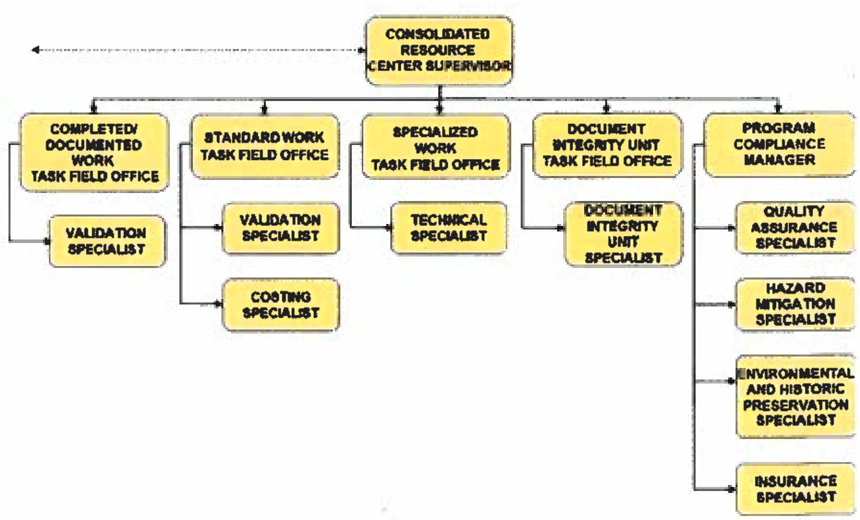
Organizational Structure at the Consolidated Resource Center

FEMA Public Assistance also retains staff at the Consolidated Resource Center. Public Assistance staff at the Consolidated Resource Center 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.

The Recipient and Applicant should be aware of the following Public Assistance staff at the Consolidated Resource Center:

- Validation Specialist
- Costing Specialist
- Hazard Mitigation Specialist
- Environmental and Historic Preservation Specialist



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- Insurance Specialist
- Technical Specialist

Public Assistance Consolidated Resource Center Staff

Validation Specialist:

- Develops the Applicant's Damage Description and Dimensions, Scope of Work, and actual costs for projects in the Completed/Fully Documented Lane

Costing Specialist:

- Develops or validates the Scope of Work and cost estimate for the Applicant's projects within the Standard Lane

Environmental and Historic Preservation Specialist:

- Reviews the Applicant's damages and grant application for potential disruption of an ecosystem or repair of a historical facility

Hazard Mitigation Specialist:

- Reviews an Applicant's grant application for hazard mitigation documentation and approval

Insurance Specialist:

- Reviews the Applicant's insurance policy and grant application to ensure there is not duplication of benefits
- Ensures Applicants are in compliance with program conditions related to insurance (i.e. obtain and maintain requirements)

Technical Specialist:

- Primarily operates out of the Consolidated Recourse Center within the Specialized Lane
- Conducts the site inspection if a damage requires a specialty not located in the field
- Writes the project for the site inspection s/he conducted

Overview of Recipient Role in the Public Assistance Process and Responsibilities for Funding (1 of 3)

The Recipient works with FEMA throughout the disaster response and recovery process to meet the needs of their jurisdiction. The Recipient is responsible for coordinating with FEMA on behalf of their Applicants. The Recipient will receive funding for all projects within their jurisdiction and act as a pass-through entity, distributing funds to the Applicants within their jurisdiction. There are several actions required of the Recipient prior to the event and at the outset of the event. These include, but are not limited to the following:

- FEMA-State/Tribe/Territory Agreement: Establishes the Host-State/Tribe/Territory as the Recipient
- Application for Federal Assistance: Form SF-424, which enables FEMA to officially provide funding
- Payment Management System Account: Recipients must create a FEMA-specific SmartLink account before FEMA can provide funding. This is done by submitting a Payment Management System Access Form and a Direct Deposit Form (SF-1199A)
- Administrative Plan: Before FEMA can provide Public Assistance funding for any project, Recipient must create a FEMA-approved Administrative Plan that describes how it intends to administer the program
- Hazard Mitigation Plan: Recipient must produce a plan showing how it intends to reduce risks from natural hazards, which must be approved by FEMA before Public Assistance funding is provided. This is only a requirement for certain non-emergency disaster assistance. Jurisdictions are required to update these plans every five years to remain eligible
- Management Cost Documentation: FEMA will provide 100 percent of managements costs, which are capped at $20 million per declaration, unless FEMA approves an exception

Overview of Recipient Role in the Public Assistance Process and Responsibilities for Funding (2 of 3)

Recipients, depending on their capabilities, have a variety of options on how they engage within the Public Assistance Delivery Model and with their FEMA counterparts. At the beginning of the recovery operation, the Recipient establishes expectations with the Infrastructure Branch Director or Public Assistance Group Supervisor on their representation at each action within the Delivery Model. Each Recipient has a different approach, but common approaches have been:

- Recipient has representation at all meetings with the Applicant, which occur weekly, and at all site inspections
    - This option is best for Recipients with staff levels near or matching FEMA level staffing (e.g. one Program Delivery Manager per five to seven Applicants)
- Recipient has representation at Exploratory Call, Recovery Scoping Meeting, and meetings requiring Applicant review of grant sections (e.g. review of Damage Description and Dimensions after site inspections)
- Recipient maintains visibility of all project development activities and projects through Grants Portal but does not attend any meetings

- Recipient partners with FEMA and assumes the roles of Program Delivery Manager and Site Inspectors to operate alongside their FEMA counterparts in delivering the program
    - To state managed events: Recipient partners with FEMA and assumes the roles of program delivery manager and site inspector to operate alongside the FEMA counterpart in delivering the Public Assistance Program
    - This requires a mandatory background investigation to get access to FEMA roles within the Grants Manager online system

Overview of Recipient Role in the Public Assistance Process and Responsibilities for Funding (3 of 3)

Regardless of the Recipient's approach and level of involvement, the Recipient is expected to play a large role in the Applicant Briefing. The Recipient serves as a facilitator during the Applicant Briefing and discusses topics that include, but are not limited to the following :

- How to submit a Request for Public Assistance
- General eligibility criteria
- Administrative requirements
- Procurement requirements
- Environmental and historic preservation compliance requirements
- Hazard mitigation
- Documentation requirements
- Recordkeeping

Overview of Applicant Role in the Public Assistance Process and Responsibilities for Funding

FEMA, Recipient, and Applicant must work together toward developing the grants. The applicant plays a key role in this process. No action may take place without their participation and contribution."The Applicant plays a key role in the development of their grants.

No actions may take place without the active participation of Applicants. FEMA, Recipient, and Applicant work together toward developing their grants.

The key actions required of Applicants to develop the grant are the following:

- Submit a Request for Public Assistance
- Participate in an Exploratory Call, Recovery Scoping Meeting, and regular meetings with their Program Delivery Manager as outlined in their Program Delivery Plan
- Develop the Damage Inventory by identifying all damages from the event
- Attend all site inspections with the FEMA site inspector and sign off on all Site Inspection Reports concurring to damages
- Sign off and agree or provide feedback to the Damage Description and Dimensions, Scope of Work, and costs of all projects
- Provide all documentation as outlined in the Essential Elements of Information request from the Program Delivery Manager
- Participate in the Recovery Transition Meeting

Recipient and Applicant Interaction with FEMA Field Staff

The role of FEMA, specifically its field staff, the Recipient, and the Applicant ensures that all parties interact with one another to assist the Applicant in receiving their Public Assistance Grant.

The Recipient and Applicant interact with the field staff throughout the Public Assistance process. The key interactions are:

- Disaster Overview Briefing (Recipient only)
- Exploratory Call
- Recovery Scoping Meeting
- Site inspection
- Document collection
- Review of projects
- Recovery Transition Meeting

All actions throughout the process can be tracked with Grants Portal.

Lesson 2 Summary

In this lesson, participants learned about the Public Assistance staff located in the field and the Consolidated Resource Center, as well as, the role of the Recipient and Applicant in the Public Assistance process.

The next lesson provides information on actions of Phase I of the Public Assistance Delivery Model

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Lesson 3 Overview and Objectives

This lesson identifies activities in Phase I of the Public Assistance Delivery Model and the roles and responsibilities of the Recipient and Applicant.

Upon completion of this lesson, participants should be able to:

- Identify the activities in Phase I of the Public Assistance process
- Define Recipient and Applicant roles and responsibilities during Phase I

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Pre-Incident Action

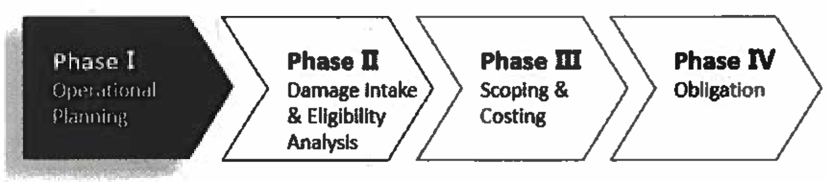
For Applicants impacted by an incident to be considered for Public Assistance grant funding, the Recipient must provide FEMA with a Public Assistance Administrative Plan.

- **Public Assistance Administrative Plan:** Recipient produced document describing how it intends to administer the Public Assistance Program (this must be submitted on an annual basis)

Phase I Objective

Phase I Objective: Identify Applicants' disaster impacts and recovery priorities.

- In this phase, FEMA works with the Recipient and Applicant to determine the operational needs of the disaster recovery operation



Phase I Overview

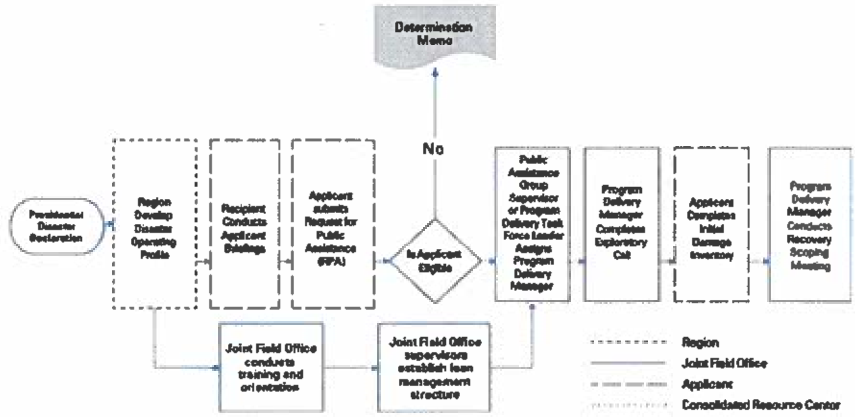
Pre-declaration Activities:

- Incident
- Joint Preliminary Damage Assessment
- Declaration Request
- Declaration

Post-declaration Activities:

- Disaster Operating Profile
- Disaster Overview Briefing
- Applicant Briefing
- Request for Public Assistance
- Program Delivery Manager Assigned

- Exploratory Call
- Damage Inventory
- Recovery Scoping Meeting
- Engaging Special Considerations



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The Incident and Joint Preliminary Damage Assessment

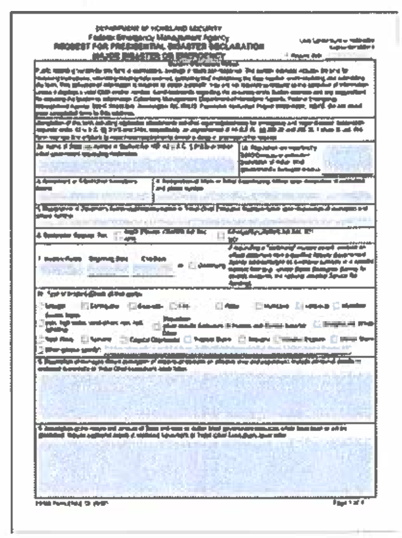
When an incident occurs, local and county Emergency Managers activate Emergency Operations Centers and assessment teams to collect disaster-related damage information.

If an incident is significant enough, the State/Tribe/Territory Emergency Operations Center will activate, a State of Emergency will be declared, and the State/Tribal/Territorial government will contact their FEMA Regional Office and request a joint Federal-State/Tribal/Territorial Preliminary Damage Assessment.

Joint Preliminary Damage Assessment:

- An assessment of the impacted area to determine the extent of the disaster, its impact on individuals and public facilities, and the types of federal assistance that may be needed
- Local, State, and FEMA personnel conduct the Joint Preliminary Damage Assessment together

Request for a Disaster Declaration



Once the Joint Preliminary Damage Assessment is complete, the State, Tribal, or Territorial governments determine if the disaster-related damage has exceeded their resources.

- FEMA's Regional Administrator maintains situational awareness of the incident and the occurring activities, and answers any questions from the Governor or the Tribal Executive Chief.

If disaster-related damage has exceeded State/Tribal/Territorial government resources, the Governor or Tribal Executive Chief submits a declaration request to the President through their FEMA Regional Office.

- The FEMA Regional Administrator reviews the State request and sends his/her recommendations to FEMA Headquarters
- FEMA Headquarters reviews the Regional Administrator's recommendations and State request
- FEMA then sends the President the declaration request.

Note: The State/Tribal/Territorial governments must submit all disaster declaration requests for their counties/boroughs/parishes within **30 days** of the declared incident.

Approving or Denying the Declaration Request

Once FEMA submits the Governor or Tribal Executive Chief's declaration request, the President may:

- Approve the declaration request by either declaring an emergency or major disaster (Emergency Declaration/Major Disaster Declaration)

- Deny the Emergency or Major Disaster Declaration request
    - The Governor or the Tribal Chief Executive has **30 days** after receiving the denial letter to appeal it

Emergency Declaration

The President can declare an emergency for any incident or instance if s/he determines the State/Tribe/Territory requires federal assistance.

Emergency declarations supplement State, Local, Tribal, or Territorial government efforts in providing emergency services (e.g., life, property, public health).

- Emergency declarations do not typically exceed $5 million in assistance
- **Only Categories A and/or B of Public Assistance may be authorized under an emergency declaration**

Emergency declarations occur in one of three ways:

- The President declares an Emergency declaration or Major Disaster Declaration after a joint preliminary damage assessment
- Expedited Declaration: Occurs when a disaster is clearly catastrophic
    - This request and declaration follow the same process. However, the request may be submitted before the formal Joint Preliminary Damage Assessments
- Pre-disaster Emergency declaration: Occurs in advance or anticipation of the imminent impact of an incident that threatens such destruction as could result in a major disaster
    - This request and declaration follow the same process as previously described; however, the request occurs prior to the disaster impacting the United States or its territories
    - The request must meet all statutory and regulatory requirements for an Emergency declaration request
    - The request must demonstrate the existence of critical emergency protective measures

Major Disaster Declaration

The President can declare a Major Disaster for any natural event (e.g., hurricane, tornado, storm) that s/he determines has caused damage of such severity that it is beyond the combined capabilities of State, Tribal, Territorial, and local governments.

- **The Major Disaster Declaration specifies which Categories of Work under Public Assistance are available**
- Emergency Work
    - Category A
        - Debris Removal
    - Category B
        - Emergency Protective Measures
- Permanent Work
    - Category C
        - Roads And Bridges
    - Category D
        - Water Control Facilities

- Category E
  - Buildings And Equipment
- Category F
  - Utilities
- Category G
  - Parks, Recreational Areas, and Other Facilities

FEMA-State/Tribe/Territory Agreement

Once the declaration occurs, the FEMA-State/Tribe/Territory Agreement must be signed.

- The Governor or the Tribal Executive Chief and the FEMA Regional Administrator execute the FEMA-State/Tribe/Territory Agreement
- The Agreement imposes binding obligations on FEMA, State/Tribe/Territory, local governments, and private nonprofits
- The Federal government does not provide assistance until the Agreement is signed, unless the FEMA Regional Administrator deems emergency essential services or Individuals and Households Program necessary

The Agreement states the understandings, commitments, and conditions for Federal assistance under which FEMA disaster assistance shall be provided.

- The agreement also describes the event and the incident period for which assistance will be made available, and the type and extent of Federal assistance to be made available

Post-Declaration Actions

Add-ons:

- The Governor or Tribal Chief Executive can request the addition of counties to the declaration **within 30 days of the declaration or the end of the incident period**
  - A request for extension may also be submitted within 30 days

Appeals:

- Post-declaration determinations are generally subject to a one-time appeal. Such appeals must be submitted within 30 days of the denial letter.

Phase I: Post-Declaration Activities

Post-declaration activities include:

- Disaster Operating Profile
- Disaster Overview Briefing
- Applicant Briefing
- Request for Public Assistance Submittal
- Assignment of the Program Delivery Manager
- Exploratory Call
- Damage Inventory
- Recovery Scoping Meeting
- Engaging Special Considerations

Disaster Operating Profile

After the President declares an emergency or major disaster for a jurisdiction, the first activity in the Public Assistance Delivery Model is the development of a Disaster Operating Profile and facilitation of a Disaster Operating Briefing.

The Recipient works with the FEMA Regional leadership, the Infrastructure Branch Director, and the Public Assistance Group Supervisor to develop the Disaster Operating Profile. In order to develop the profile, the Recipient, along with their FEMA counterparts, review the event's

Preliminary Damage Assessment data as well as any historical known data. Based on this information, the Disaster Operating Profile includes:

- Information of the type of peril
- State, Local, Tribe, or Territory capacity
- Primary impacts from the event
- Estimated disaster-related damage by Category of Work
- Significant damage
- Geographic considerations
- Projected number of Applicants (including the number of private nonprofits)
- Special considerations challenges
- Mitigation opportunities
- Potential other Federal Agency involvement

Disaster Overview Briefing

Once the Recipient, the FEMA Regional leadership, the Infrastructure Branch Director, and the Public Assistance Group Supervisor develop the Disaster Operating Profile, they conduct a Disaster Overview Briefing for field and Consolidated Resource Center staff. During the briefing, the Infrastructure Branch Director, Public Assistance Group Supervisor, and the Recipient do the following:

- Review the Disaster Operating Profile
- Establish the operational tempo of the event
- Set overall expectations
- Describe the level of participation by the Recipient
- Present foreseen environmental and historic preservation concerns and hazard mitigation opportunities

Applicant Briefing

As soon as possible following the President's declaration and the creation of the Disaster Operating Profile, the Recipient conducts briefings for all potential Applicants.

- The Applicant can ask FEMA to support the Applicant Briefing

The Applicant Briefing should contain:

- Introduction to Grants Portal and the creation of an account for all Applicants who have yet to receive an account
    - Once an organization receives an account, only individual users have to be created (if they do not already have one)
- How to submit a Request for Public Assistance
- General eligibility requirements
    - The four main criteria for eligibility are Applicant, Facility, Work, and Cost
    - For more information, please refer to the course: IS-1000 Public Assistance Program and Eligibility
- Administrative requirements
- Procurement requirements
- Environmental and Historic Preservation compliance requirements
    - Requirements should align with Federal, State, Tribal, and/or Territorial environmental and historic preservation laws, Executive Orders, statutes, and regulations
    - Applicants are responsible for compliance
    - For more information, please refer to the courses: IS-1019 Codes and Standards, or IS-1016 Environmental and Historic Preservation Considerations/Compliance
- Hazard Mitigation
    - For more information, please refer to the course: IS-1014 Integrating 406 Mitigation into Your Public Assistance Grant
- Recordkeeping
    - Recipients should inform Applicants to keep a record of all costs and work done, and gather all documentation needed to obtain their potential grant obligation
    - For more information, please refer to the course: IS-1006 Documenting Disaster Damage and Developing Project Files

Applicant Briefing: Recipient Responsibilities

Before and during the Applicant Briefing, the Recipient is responsible for the following:

- Book a location for the Applicant Briefing
- Notify the Applicants of the date, time, and location of the Applicant Briefing
- Conduct the Applicant Briefing
- Provide assistance to Applicants who would like to have an account in Grants Portal created and submit their Request for Public Assistance after the meeting

Applicant Briefing: Applicant Responsibilities

The Applicant should do the following to maximize the benefits of the information presented at the Applicant Briefing:

- Send representatives from its management, emergency response, public works, and accounting/finance/procurement operations departments
- Designate a primary point of contact to interact with Recipient and FEMA
  - The primary point of contact from the Applicant's office should be a trusted staff member who can undertake the workload of the Public Assistance process
- Submit a Request for Public Assistance after the meeting, if ready to do so
  - The Applicant Briefing is a great time to receive help from the Recipient in submitting the Request for Public Assistance

Submitting the Request for Public Assistance

After the Applicant Briefing, an Applicant seeking Public Assistance funding may submit a Request for Public Assistance.

The Request for Public Assistance must be submitted within **30 days** of the Applicant's respective area being designated a part of declaration, unless an extension is filed and approved.

The following information is needed for the Request for Public Assistance:

- Name of organization
- Physical location
- Point of contact
- DUNS Number
- Event
- If organization did or did not participate in the Joint Preliminary Damage Assessment

All Requests for Public Assistance will be submitted via Grants Portal.

- If the Agency and individuals is entered in Grants Portal, this information easily accessible
- Applicants will just need to verify information and submit the Request for Public Assistance
- For Grants Portal information on how to submit a Request for Public Assistance please refer to the course IS-1002: FEMA Grants Portal - "Transparency at Every Step."

Select this link to access a full image description.

Alternate Methods for Submitting the Request for Public Assistance

In addition to submitting the Request for Public Assistance via Grants Portal, certain circumstances arise that deviate from this process.

- Some Recipients have invested in developing their own internal online systems to collect Requests for Public Assistance from their Applicants
    - If the Recipient chooses to use their own internal system to collect Requests for Public Assistance, they need to communicate this information to the Infrastructure Branch Director or Public Assistance Groups Supervisor at the very beginning of recovery operation
    - FEMA works with the Recipient in these circumstances to get the required information uploaded into Grants Portal for Request for Public Assistance submission
    - The Request for Public Assistance must but put into Grants Portal for the grant development process to continue
- In Level I events, to expedite funding, the Recipient and Applicant may submit their Request for Public Assistance using paper forms
    - FEMA personnel will discuss this method with the Recipient in the case that this method is chosen or allowed

Submitting the Request for Public Assistance: Recipient Responsibilities

The Recipient completes the following tasks for the Request for Public Assistance:

- Provide Applicants access to Grants Portal
- Review Applicants' Request for Public Assistance
    - Grants Portal notifies Recipients when a request needs to be reviewed
    - The Recipient makes sure all necessary information is completed
- After the Recipient reviews the Request for Public Assistance, Grants Portal sends a workflow task to FEMA to review the Request for Public Assistance for eligibility determination

Submitting the Request for Public Assistance: Applicant Responsibilities

Applicants will submit the Request for Public Assistance in Grants Portal or through the system designated by their Recipient.

Applicants who are private nonprofit organizations, will need to submit additional documentation with the Request for Public Assistance including:

- Valid Charter and/or By-Laws
- Accreditation
- Tax Exemption Certificate
- For more information, please refer to the course: IS-1026 Eligibility of Private Nonprofit Organizations

A private nonprofit's Requests for Public Assistance goes through an additional review by FEMA's Office of Chief Council to determine the scope of eligibility.

Applicant Eligibility Determination

Once FEMA receives the Request for Public Assistance, the agency determines if the Applicant is eligible. If determined eligible, a Program Delivery Manager will be assigned. If determined as ineligible, FEMA and the Recipient will work together to develop a Determination Memorandum and Letter.

FEMA bases Applicant eligibility in accordance with:

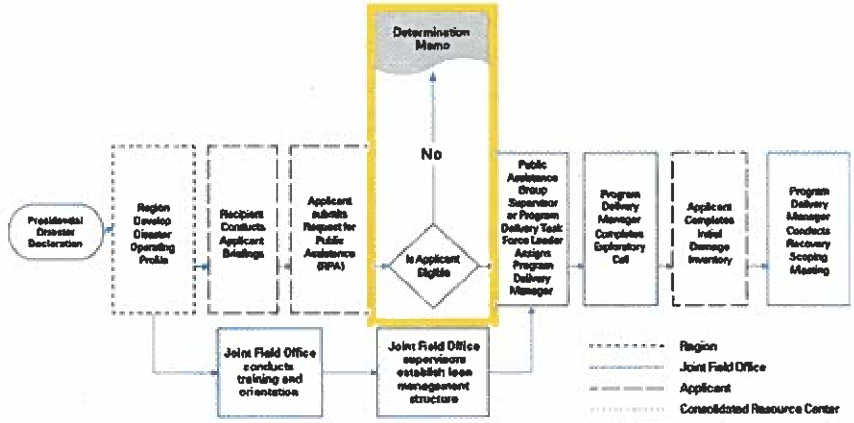
- The Robert T. Stafford Act

- 42 United States Code
- 2 Code of Federal Regulations
- 44 Code of Federal Regulations

If an Applicant receives a Determination Memorandum and Letter, they may appeal FEMA's decision.

- For more information on appeals, please refer to the course: IS-10018 Determination Memorandums and Appeals

For more information on eligibility, please refer to the course: IS-1000 Public Assistance Program & Eligibility



select the image to view Phase I Applicant eligibility

Assigning a Program Delivery Manager

After Recipient and FEMA determine the Applicant is eligible, FEMA will assign a Program Delivery Manager to the Applicant.

- The Program Delivery Manager acts as a primary point of contact for the Applicant
  - Typically, each Applicant receives one Program Delivery Manager
  - However, if the Applicant experiences significant damages and the Applicant has several sub-agencies going under the same Request for Public Assistance, FEMA may decide to assign several Program Delivery Managers to the Applicant
  - Applicants and Recipients should communicate their need to FEMA prior to Program Delivery Manager assignment
- S/he coordinates between FEMA and the Applicant to deliver the Public Assistance program on behalf of FEMA, ensure required documentation is collected, and resolve unmet needs
- Program Delivery Managers are typically assigned between five to seven Applicants depending on several factors:
  - Severity and number of damages Applicants are initially estimating
  - Geographical location of Applicants
  - Level of experience and expertise of the Program Delivery Manager

When an Applicant is assigned a Program Delivery Manager, the Recipient interacts and coordinates with both to:

- Partner with the Program Delivery Manager and Applicant
- Attend all meetings between the Applicants and Program Delivery Manager
- Serve as the Applicant's advocate
- Assist with the collection of documentation

Exploratory Call

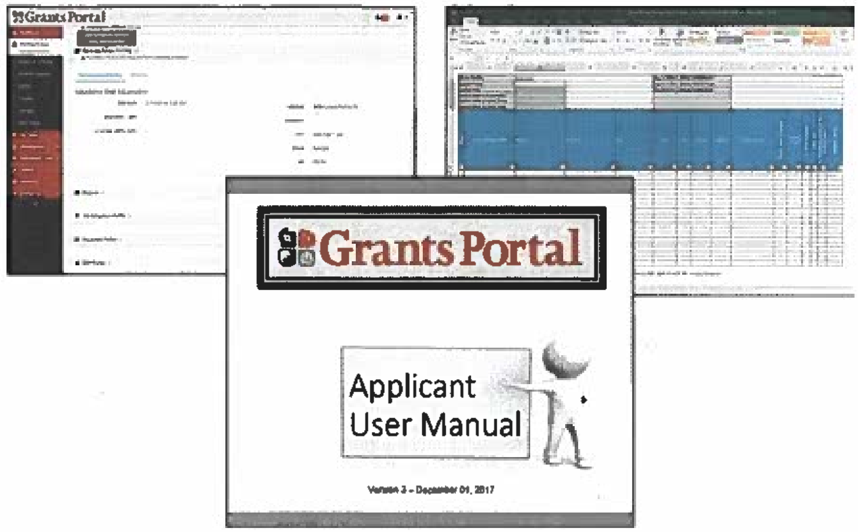
Once FEMA assigns a Program Delivery Manager to an Applicant, the two conduct an Exploratory Call within **seven days**. The purpose of the Exploratory Call is to gather information critical to assisting the Applicant through the delivery process. The Program Delivery Manager stresses disaster-related damages during the call and explains the significance of the Damage Inventory.

What is the Exploratory Call?

- The Exploratory Call introduces the Applicant to their Program Delivery Manager
  - The Program Delivery Manager will introduce their role and the Public Assistance grant program
- The Applicant, Recipient, and Program Delivery Manager discuss the following on the call:
  - Disaster-related damage
  - Damage Inventory development
  - Documentation needed to support the Applicant's claim
  - Capabilities of the Applicant (e.g., resources at their disposal, including people, engineering capabilities, equipment)
  - Possible environmental and historic preservation or hazard mitigation involvement
  - The date, time, and meeting location of the Recovery Scoping Meeting
  - Essential paperwork to bring or upload into Grants Portal prior to the Recovery Scoping Meeting
  - Potential FEMA participants at the Recovery Scoping Meeting (e.g. environmental and historic preservation or hazard mitigation)
  - Potential Applicant participants at the Recovery Scoping Meeting

Note: For more information on the Exploratory Call, please refer the course: IS-1003 The Exploratory Call, Damage Inventory, and Recovery Scoping Meeting.

Exploratory Call: Outputs



Following the conclusion of the Exploratory Call, the Program Delivery Manager sends the Applicant:

- Confirmation of the Recovery Scoping Meeting
- The Damage Inventory spreadsheet
- The Grants Portal Guide, if needed

Exploratory Call: Recipient Responsibilities

The Recipient attends the Exploratory Call to provide assistance, if needed. The Recipient will also do the following:

- Ensure all matters of the disaster-related damage are discussed
- Take note of when the Program Delivery Manager and the Applicant will hold the Recovery Scoping Meeting

Exploratory Call: Applicant Responsibilities

In order to have a productive Exploratory Call, the Applicant should prepare for and discuss the following:

- Identify disaster-related damage
- Special consideration concerns (i.e., hazard mitigation, environmental and historic preservation, and insurance)
- Potential participants at the Recovery Scoping Meeting
- Questions about disaster-related damage or the Damage Inventory

Damage Inventory

Once the Program Delivery Manager, Recipient, and Applicant conduct the Exploratory Call, the Applicant begins working on their Damage Inventory.

The Damage Inventory 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.

At a high level, the Damage Inventory will list:

- All debris impacts
- Emergency response activities
- Damages as a result of the declared event

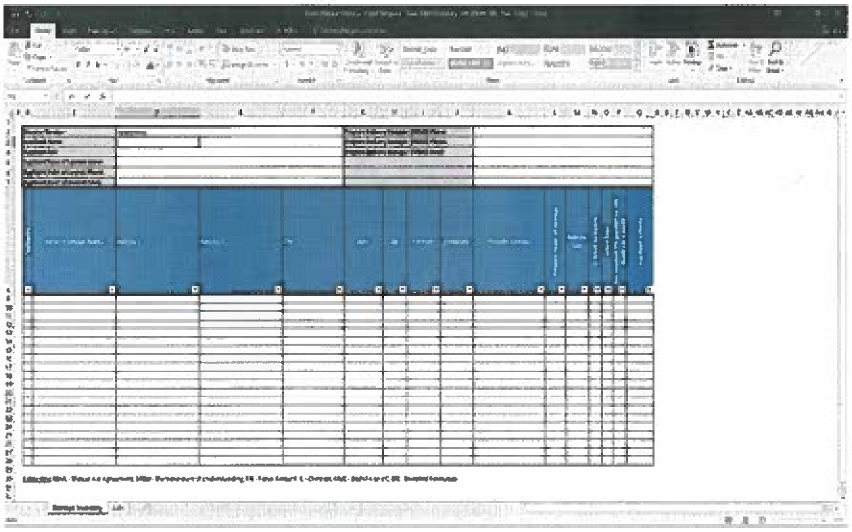
At a more granular level, the Damage Inventory should contain:

- Damage sites
- Applicant recovery priorities
- Potential Environmental and Historic Preservation assistance needs

- Potential 406 hazard mitigation opportunities

The Damage Inventory is extremely important to the Public Assistance grant program. Without a Damage Inventory:

- Applicant claimed damages are not documented
- Site Inspection Work Orders cannot be processed
- FEMA cannot process Requests for the Essential Elements of Information



Damage Inventory: Recipient Responsibilities

The Recipient continues to coordinate with the Applicant during the development of the Damage Inventory by:

- Communicating with the Applicant to determine the progress of the Damage Inventory

- Acting as an asset to the Applicant by answering any questions

- Ensuring the Applicant uploads their initial Damage Inventory prior to the Recovery Scoping Meeting to the best of their ability

Damage Inventory: Applicant Responsibilities

The Applicant develops the Damage Inventory based on the disaster-related damage their facilities incurred.

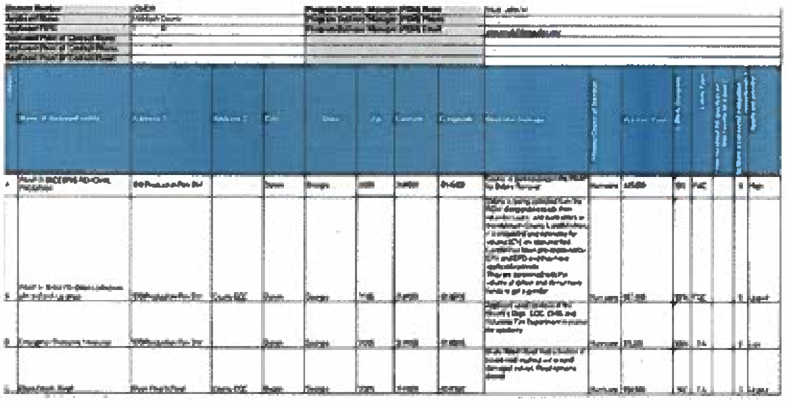
The Applicant should undertake the following to streamline the Damage Inventory process:

- Identify disaster-related damages and document them on the Damage Inventory
- Ask the Program Delivery Manager questions, as needed
- Upload Damage Inventory into Grants Portal prior to Recovery Scoping Meeting

During this period the Applicant can also:

- Start uploading documentation required by Public Assistance to Grants Portal
- Ask the Program Delivery Manager to upload the documents, if unable to do so

Note: For more information on the Damage Inventory, please refer to the course: IS-1003 Exploratory Call, Damage Inventory, and Recovery Scoping Meeting



Pre-Recovery Scoping Meeting Actions

The Program Delivery Manager conducts many actions prior to meeting with the Recipient and Applicant for the Recovery Scoping Meeting to ensure it is as productive as possible. The Program Delivery Manager preforms the following prior to the meeting:

- Reviews FEMA's Recovery Scoping Meeting Guide and Checklist

- Meets with environmental and historic preservation and hazard mitigation personnel to discuss the Damage Inventory and any potential special considerations

    - If special considerations are identified, the Program Delivery Manager invites the respective FEMA partners to join the Recovery Scoping Meeting

- Meets with their Site Inspector partners to discuss availability for site inspections

- Calls the Applicant one day prior to the meeting to confirm the date, time, location, attendees, and any additional damage entries

Recovery Scoping Meeting

The Recovery Scoping Meeting is designed to address the specific needs of each eligible Applicant identified in the Exploratory Call. The meeting usually occurs within **21 days** of the Program Delivery Manager assignment to the Applicant and starts the **60-day** regulatory timeframe for the Applicant to identify and report all damages on the Damage Inventory.

While at the meeting, the Program Delivery Manager, Applicant, and Recipient discuss:

- Damage Inventory
    - Discuss Public Assistance general eligibility
    - Discuss project formulation
    - Discuss logical groupings for sites that require site inspections
    - Discuss Applicant's recovery priorities
    - Discuss Applicant's capabilities, capacities, and availability
    - Discuss special considerations
- Documentation required to support the Applicant's claims
    - Review the documentation the Applicant has submitted
    - Utilize the Essential Elements of Information questionnaires to determine additional documentation or information needed
- Schedule site inspections
    - Confirm the Applicant's capability and capacity to participate in site inspections

- Develop a Program Delivery Plan
  - Include target timelines
  - Review regulatory timelines
  - Schedule regularly scheduled meetings

Recovery Scoping Meeting: Outcomes

At the end of the Recovery Scoping Meeting, the Program Delivery Manager, Recipient, and Applicant should accomplish the following:

- A built-out Damage Inventory and establishment of the Applicant's recovery priorities
- Jointly formulated projects
- A schedule of site inspections
- Identification of special considerations and involvement of related specialists, such as Environmental and Historic Preservation, Hazard Mitigation, and Insurance Specialists
- Answers to Essential Elements of Information questions, used to request Applicant documentation
- Development of Program Delivery Plan, which is an agreed upon plan for weekly or biweekly check-in meetings

Recovery Scoping Meeting: Recipient Responsibilities

The Recipient attends the Recovery Scoping Meeting to assist in any way possible.

To help the Public Assistance grants process, the Recipient does the following:

- Coordinate with the Program Delivery Manager to meet at least **three days** prior to the Recovery Scoping Meeting
- Act as an asset to the Applicant by answering any questions
- Remind the Applicant to document any special considerations and to obtain and upload project-applicable documentation to Grants Portal

Recovery Scoping Meeting: Applicant Responsibilities

The Applicant needs to do the following to conduct a successful Recovery Scoping Meeting:

- Bring staff with knowledge of the disaster-related damage, emergency activities performed, and related costs (e.g., public works official, finance staff, risk manager)
- Upload the Damage Inventory to Grants Portal
  - After or during the Recovery Scoping Meeting, the Applicant should update the Damage Inventory with any changes discussed during the Recovery Scoping Meeting
  - The Applicant has **60 days** from the Recovery Scoping Meeting to finalize the identification of damages in the Damage Inventory
- Bring or upload appropriate documentation
  - After the Recovery Scoping Meeting, the Applicant should review the Essential Elements of Information request made by the Program Delivery Manager to see what documentation is required for all projects

Note: For more information on the Recovery Scoping Meeting, please refer to the course: IS-1003 Exploratory Call, Damage Inventory, and Recovery Scoping Meeting.

Special Considerations

Special considerations personnel (e.g. environmental and historic preservation and hazard mitigation) interact with the Program Delivery Manager, the Applicant, and the Recipient throughout Phase I of the Public Assistance Delivery Model, if needed.

If an Applicant has any questions about special considerations or believes their project will involve special considerations, they should contact their Program Delivery Manager as soon as possible.

- If parties involved perform work without consent from special considerations, it may jeopardize grant funding

Transition to Phase II

During the transition to Phase II:

- The Program Delivery Manager logically groups the Applicant's damages into projects

- The Applicant's projects are placed in processing lanes based on the complexity and completion of the work

Lesson 3 Summary

In this lesson, participants learned of the major actions taken during Phase I of the Public Assistance Delivery Model and the Recipient and Applicant's responsibilities.

The next lesson provides participants with the actions taken during Phase II.

Select this link to access a full image description.

Lesson 4 Overview and Objectives

This lesson identifies the actions within Phase II of the Public Assistance Delivery Model and the roles and responsibilities of the Recipient and Applicant.

Upon completion of this lesson, participants should be able to:

- Describe the key actions within Phase II of the Public Assistance Delivery Model
- Describe the roles and responsibilities of the Recipient and Applicant

Select this link to access a full image description.

Phase I Transition to Phase II

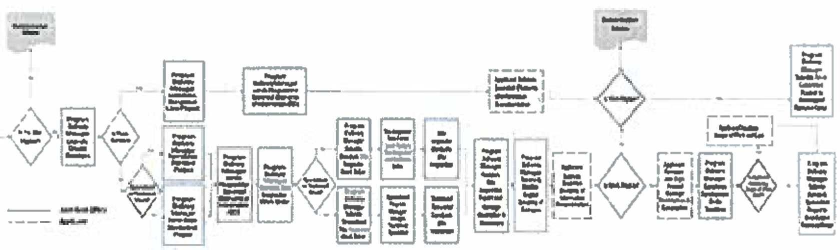
At the end of Phase I, the following should have occurred:

- Project formulation from disaster-related damage
- Placement of the Applicant's projects into lanes

Phase II Objective

Phase II Objective: Capture Applicants' disaster-related damage within 60 days of the Recovery Scoping Meeting.

Phase II Overview (1 of 2)



select the image to view Phase II of the Public Assistance Delivery Model

Phase II of the Public Assistance Delivery Model is broken up into three lanes: Completed/Fully Documented Lane, Standard Lane, and Specialized Lane. At the beginning of Phase II, FEMA decides which lane an Applicant's project(s) is appropriate.

Phase II Overview (2 of 2)

The following activities occur within their respective lanes during Phase II:

- **Completed/Fully Documented Lane**
  - Program Delivery Manager submits Essential Elements of Information to the Applicant
  - Applicant submits Essential Elements of Information documentation via Grants Portal
  - FEMA determines work eligibility
  - Program Delivery Manager submits project to the Consolidated Resource Center
- **Standard Lane**
  - Program Delivery Manager submits Essential Elements of Information to Applicant
  - Applicant submits Essential Elements of Information documentation via Grants Portal
  - FEMA, the Recipient, and the Applicant conduct the site inspection
  - Applicant reviews and signs the Damage Description and Dimensions
  - Program Delivery Manager submits project to the Consolidated Resource Center
- **Specialized Lane**
  - Program Delivery Manager submits Essential Elements of Information to Applicant
  - Applicant submits Essential Elements of Information documentation via Grants Portal
  - FEMA, the Recipient, and the Applicant conduct the site inspection
  - Applicant reviews and signs the Damage Description and Dimensions
  - Program Delivery Manager submits project to the Consolidated Resource Center

Completed/Fully Documented Lane

If an Applicant's project is 100% complete or will be within two weeks of the Recovery Scoping Meeting, the Program Delivery Manager routes the project to the Completed/Fully Documented Lane.

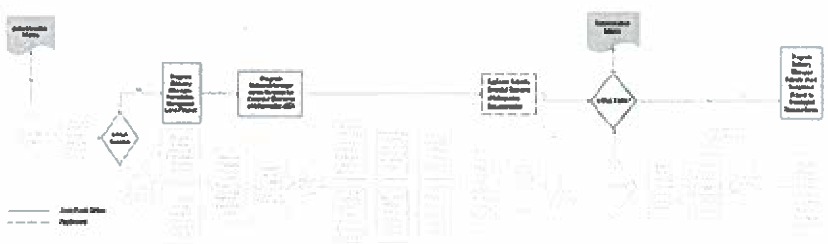
In this lane, the Program Delivery Manager works with the Recipient and Applicant to collect documentation from the Applicant to fully document all work completed.

The Program Delivery Manager sends the Applicant the Essential Elements of Information request via Grants Portal, which covers all documentation required to support the grant.

The Applicant needs to upload or attach their documentation to the Essential Elements of Information document request in Grants Portal.

Once the Essential Elements of Information is fulfilled, the Program Delivery Manager submits the project to the Consolidated Resource Center.

The Specialized Lane requires technical expertise to review and conduct the site inspection.



select the image to view Phase II Completed Work Lane

Standard and Specialized Lanes

Standard Lane consist of projects less than 100% of the work completed. This lane is where a majority of projects are placed for processing. They consist of standard type of damages that do not require a technical expertise to inspect or review the supporting documentation.

Standard Lane project examples include but are not limited to::

- PA gravel road and culvert washed out during a flood
- There was six (6) inches of water intrusion into a building affecting glue down carpet, drywall, insulation, baseboard and contents
- Lift stations were impacted during a recent flood event
- A county owned park has been damaged resulting in impacts to the grounds and facilities at the baseball, football and soccer fields as well as playground equipment
- A vegetative debris operation Center

Specialized Lane also is for projects less than 100% completed work. This lane of projects requires the technical expertise of a specialist/engineer to conduct the site inspection and review complicated reports and designs.

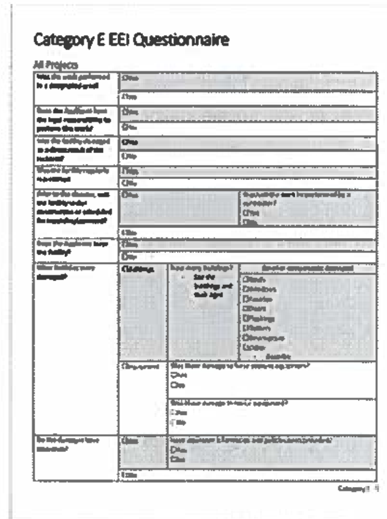
Specialized Lane projects examples include but are not limited to:

- An EF-4 tornado has heavily damaged the Courthouse resulting in impacts to structural members, electrical and mechanical components
- During a flood, a bridge sustained impacts from high velocity water
- An entire electrical distribution system was compromised by a 2 inch ice accretion during the recent winter storm resulting in catastrophic damage to the system
- Due to the flood, 12 feet of water impacted the City Water Treatment Plant damaging the primary facility, clarifiers, etc.

select the image to view standard and specialized lanes

Request for Essential Elements of Information

Similar to the Completed/Fully Documented Lane, the Program Delivery Manager submits a request for Essential Elements of Information through Grants Portal for the Applicant to fulfill. Essential Elements of Information is the required documents to support your grant.


Category E EEI Questionnaire

All Projects

- The answers the Program Delivery Manager received from the Applicant while asking questions from the Essential Elements of Information questionnaire during the Recovery Scoping Meeting produce documentation requirements in Grants Portal
- The Program Delivery Manager submits these requirements and Grants Portal notifies the Applicant that they must fulfill the request
- The Program Delivery Manager submits the request for Essential Elements of Information prior to the site inspection so the Applicant can upload the required documentation while the Applicant's representative and the FEMA Site Inspector collect information to develop the Damage Description and Dimensions

For more information on Essential Elements of Information, please refer to the courses: IS-1003 Exploratory Call, Damage Inventory, and Recovery Scoping Meeting, or IS-1002 FEMA Grants Portal - Transparency at Every Step.

Standard and Specialized Lanes: Scheduling the Site Inspection (1 of 2)

Once the Program Delivery Manager submits their request for Essential Elements of Information, they begin to schedule site inspections. Based upon the project's lane, the Program Delivery Manager schedules a site inspection with the appropriate personnel.

- **Standard Lane:** The Program Delivery Manager requests a Site Inspector to conduct the site inspection
- **Specialized Lane**: The Program Delivery Manager works with their leadership to identify the appropriate Technical Specialist to conduct the site inspection
  - This Technical Specialist may come from the Consolidated Resource Center or the region depending on the type of specialized damages

Standard and Specialized Lanes: Scheduling the Site Inspection (2 of 2)

The process of ordering a site inspection is as follows:

- Prior to the Recovery Scoping Meeting, the Program Delivery Manager coordinates with the Site Inspection Task Force Leader to identify windows of Site Inspector availability
- During the Recovery Scoping Meeting, the Program Delivery Manager reviews suggested site inspection dates with the Applicant and comes up with a mutually available time
- The Program Delivery Manager formally requests the site inspection which can be viewed in Grants Portal
- The Program Delivery Manager briefs the Site Inspector/Technical Specialists on the Applicant, disaster-related damage, and the site inspection date and time
- The assigned Site Inspector/Technical Specialist calls the Applicant representative a day before the site inspection to confirm the date, time, and location of where they will meet
  - The Site Inspector also coordinates with environmental and historic preservation and hazard mitigation teams if they are participating in the site inspection

Scheduling the Site Inspection: Recipient and Applicant Responsibilities

The Recipient and Applicant have responsibilities during the scheduling of the site inspection.

Recipient:

- If participating in site inspections, the Recipient confirms mutually available time and attends the site inspection to ensure damages are captured accurately

Applicant:

- Communicates with the Program Delivery Manager to schedule the site inspection. S/he will confirm:
  - Date
  - Time
  - Location to meet the Site Inspector/Technical Specialist
- Must ensure that they have an Applicant Representative at the site inspection that has knowledge of the inspected damages and can sign the Site Inspection Report confirming the damages inspected
- Confirms the site inspection with the Site Inspector/Technical Specialist and that damages are not yet repaired
- Contacts the Program Delivery Manager immediately to cancel the site inspection, if needed

Standard and Specialized Lanes: Conducting the Site Inspection

Once the Applicant confirms the site inspection with the Site Inspector/Technical Specialist, it occurs the following day. The site inspection is used to codify damages and create the Damage Description and Dimensions.

To conduct the site inspection:

- Applicant's Representative, the Recipient, and the Site Inspector/Technical Specialist travel to the Applicant's damaged sites
  - Environmental and Historic Specialists and/or Hazard Mitigation Specialists also attend based on the project's special considerations
- Site Inspector/Technical Specialist conduct the site inspection by reviewing damages in the Damage Inventory, collecting damage-specific information, taking photographs, and developing site sketches
- Applicant answers special considerations questions
- Applicant signs the Site Inspection Report, which should include:
  - Description of the facility
  - Exact dimensions of the damage, including the specific materials and the size/capacity/model of the damaged components
  - Cause of damage
  - Applicant's method of repair for each damage line item being inspected
  - Sketch of the site to capture profile, and cross-sectional perspectives
- Site Inspector discusses next steps with the Applicant and Recipient

Note: For more information on site inspections, please refer to the course: IS-1004 FEMA Site Inspection

Standard and Specialized Lanes: Developing the Damage Description and Dimensions

The Site Inspector/Technical Specialist takes the information collected during the site inspection and creates the Damage Description and Dimensions.

- The Damage Description and Dimensions contains different information for each Categories of Work

Information contained in all Damage Description and Dimensions:

- Describes the cause of damage
- Describes the facility as it existed prior to the event
- Describes and quantifies specific disaster-related damage

The Disaster #[redacted]DR, which occurred between [redacted] and [redacted] caused:

Damage #12462; Culvert 1

Culvert 1 (built in approximately 1981) is a roadway culvert that runs North and South below the surface of Gulf St. described as a overall 39 FT long x 20 IN Diameter concrete culvert buried approximately 10 IN below the roadway surface that drains runoff water to the South of the roadway intersection, located at intersection of Gulf St. and Ave. C, Nome TX (30.031360 -94.419270). It is a Single, Circular, Concrete culvert that is approx. 39 FT overall length and 20 IN in diameter. The following components were damaged by flowing surface water flooding over-topped the intersection and partially washed a section of the culvert loose exposing an approximate 4 IN opening in the culvert allowing mud, gravel and silt to partially fill the culvert pipe on 8/26/2017:

- Culvert, 1 each of culvert, 39 FT long x 20 IN in diameter, surface water flooding over-topped the roadway intersection and partially washing away a section of the culvert, 0% work completed.
- Culvert, 0.74 CY of basefill, 8 FT long x 3 FT wide x 10 IN deep, surface water flooding overtopped the roadway and washed away the basefill, 0% work completed.

For more information on the Damage Description and Dimensions, please refer to the course: IS-1007 Detailed Damage Description and Dimensions.

Select this link to access a full image description.

Standard and Specialized Lanes: Reviewing the Damage Description and Dimensions

Once the Site Inspector/Technical Specialist finalizes the Damage Description and Dimensions, s/he submits the Damage Description and Dimensions to the Program Delivery Manager for review.

- The Program Delivery Manager reviews the Damage Description and Dimensions and discusses it with the Site Inspector if they see any discrepancies from previous notes and the Site Inspector's report

- If an Environmental and Historic Preservation Specialist or Hazard Mitigation Specialist attended the site inspection, the Program Delivery Manager reviews their inspection reports

Standard and Specialized Lanes: Assessing Facility Eligibility

After the Program Delivery Manager reviews the site inspection report(s) for an Applicant's project and FEMA receives all of the Applicant's Essential Elements of Information, then FEMA assesses facility eligibility of the project.

- The Program Delivery Manager makes recommendations about the facility for Public Assistance eligibility
- The Program Delivery Manager then assesses the damage to the facility and the proposed method of repair

Eligible:

- If the Applicant's facility is deemed eligible, then the Applicant signs their project's Damage Description and Dimensions for approval

Ineligible:

- If the Applicant's facility is deemed ineligible, the Program Delivery Manager discusses the matter with the Public Assistance Group Supervisor
- The Public Assistance Group Supervisor then discusses the determination with the Recipient
- Afterwards, FEMA sends the Applicant a Determination Memorandum and Letter

Standard and Specialized Lanes: Signing the Damage Description and Dimensions

Once the Program Delivery Manager concurs with the Damage Description and Dimensions and project eligibility, s/he notifies the Applicant, via Grants Portal, that the Damage Description and Dimensions is ready for their review and signature.

The Program Delivery Manager schedules a meeting with the Applicant to review the Damage Description and Dimensions and discuss any issues.

- The Applicant reviews the Damage Description and Dimensions and signs it in Grants Portal
    - The process does not continue until the Applicant agrees to the Damage Description and Dimension. If there are any issues, the Program Delivery Manager will work to resolve it with the Applicant to find the underlining issue.

For more information on Grants Portal, please refer to the course: IS-1002 FEMA Grants Portal - Transparency at Every Step.

Standard and Specialized Lanes: Development Guide Questions

During the meeting with the Applicant to discuss their Damage Description and Dimensions, the Program Delivery Manager also asks the Applicant questions from the Development Guide. These questions ask how the Applicant plans to develop their scope of work and cost estimate, and if the Applicant wants to participate in a program (e.g., Public Assistance Alternative Procedures) or has special considerations.

Based on the answers to the questions, the Program Delivery Manager consults with Environmental and Historic Specialists, Hazard Mitigation Specialists, or ensures the Applicant gets into the correct program (e.g., Public Assistance Alternative Procedures Pilot Program for debris removal).

Applicant decides FEMA will develop their scope of work and cost estimates:

- The Program Delivery Manager provides the Consolidated Resource Center with the Applicant's project and the project transitions to Phase III.

Applicant decides to develop their own scope of work and cost estimates:

- The Program Delivery Manager provides the Consolidated Resource Center with the Applicant's project and the project begins to transition to Phase III.

Scoping and Costing Considerations for Applicants

If the Applicant chooses to develop their own scope of work and cost estimates for their project, there are certain considerations that should be kept in mind.

- Does the Applicant have a Certified Engineer or Qualified Cost Estimator Available?
- Are documented local costs (unit costs) readily available?
- Is the disaster recovery on a scale where taking on scoping and costing is beyond capacity?
- Does the work require specialized expertise/ factors/ considerations?

For more information on the scope of work and cost estimate, please refer to the course: IS-1008 Scope of Work Development (Scoping and Costing).

Transition to Phase III

Once the Program Delivery Manager sends the project to the Consolidated Resource Center, the transition to Phase III begins.

Phase III is where the Consolidated Resource Center validates the uploaded documents, writes thes scope of work and cost. This phase also includes all the special considerations reviews including insurance, hazard mitigation, environmental and historic preservation. The projects will then be sent via grants manager back to the program delivery manager for review before the project is sent to the applicant for review and approval

Lesson 4 Summary

In this lesson, participants learned about Phase II of the Public Assistance Delivery Model and Applicant and Recipient roles and responsibilities.

The next lesson provides an overview of Phase III and the major actions that occur within the phase.

Select this link to access a full image description.

Lesson 5 Overview and Objectives

This lesson identifies the activities of Phase III of the Public Assistance Delivery Model and the roles and responsibilities of the Recipient and Applicant. The lesson describes project development for projects at the Consolidated Resource Center. Participants will also learn about scoping, costing, the validation process, and program compliance review.

Upon completion of this lesson, participants should be able to:

- Identify and describe the activities of Phase III of the Public Assistance Delivery Model.
- Describe the roles and responsibilities of the Recipient and Applicant.

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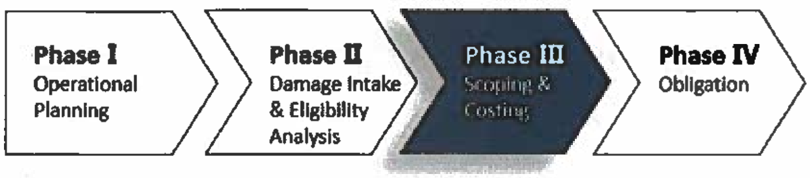
Phase II Transition to Phase III

At the end of Phase II, the following should have occurred:

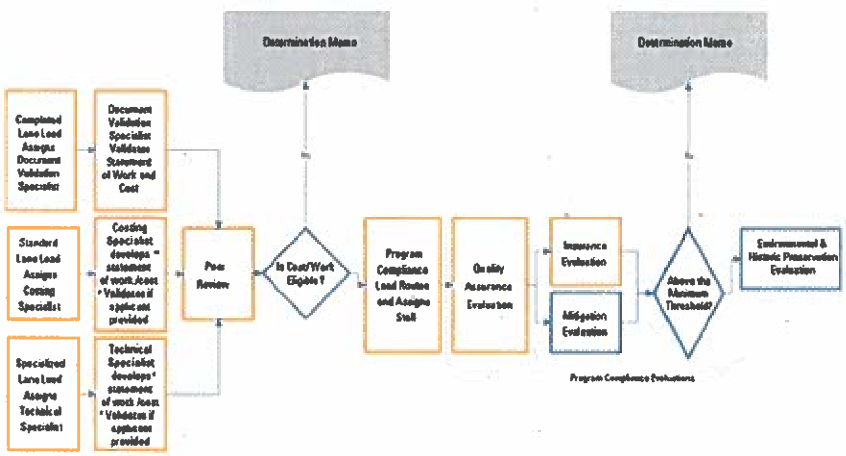
- The Program Delivery Manager asked the Applicant if they wanted to develop their own scope of work and cost estimate or if they wanted FEMA to develop them
- The Program Delivery Manager submitted the Applicant's project(s) to the Consolidated Resource Center

Phase III Objective

Phase III Objectives: Develop the Damage Description and Dimensions, scope of work, and actual costs for Completed/Fully Documented projects, or develop the scope of work and cost estimates for Standard and Specialized projects. The Consolidated Resource Center also validates Applicant-provided scope of work and cost estimates.



Phase III Overview (1 of 3)



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Similar to Phase II, Phase III of the Public Assistance Delivery Model splits projects into three lanes: Completed/Fully Documented Lane, Standard Lane, and Specialized Lane. All projects in Phase III are at the Consolidated Resource Center.

The Program Delivery Manager continues to be the liaison between the Applicant and FEMA during Phase III.

The following activities occur within their respective lanes during Phase III:

- **Completed/Fully Documented Lane**
  - The Document Validation Specialist develops the Damage Description and Dimensions, scope of work, and actual costs of the Applicant's project.
  - The Validation Specialist submits a Request for Information, if needed.
  - The project is peer reviewed.
  - The Specialist determines the cost and work eligibility of the project.
  - The project undergoes program compliance review.

Phase III Overview (2 of 3)

The following activities occur within their respective lanes during Phase III:

- **Standard Lane**
  - If the Applicant developed their own scope of work and cost estimate, the assigned Costing Specialist validates both items
  - If the Applicant did not develop their own scope of work and cost estimate, then the assigned Costing Specialist develops the items
  - The Costing Specialist submits a Request for Information, if needed
  - The project is peer reviewed
  - The Specialist determines the cost and work eligibility of the project
  - The project undergoes program compliance review

Phase III Overview (3 of 3)

The following activities occur within their respective lanes during Phase III:

- **Specialized Lane**
  - If the Applicant developed their own scope of work and cost estimate, the assigned Technical Specialist validates both items
  - If the Applicant did not develop their own scope of work and cost estimate, then the assigned Technical Specialist develops the items
  - Technical Specialist submits a Request for Information, if needed
  - Project is peer reviewed
  - Specialist determines the cost and work eligibility of the project
  - Project undergoes program compliance review

Completed/Fully Documented Lane

Once the Applicant and the Program Delivery Manager submit a project that is 100% complete to the Consolidated Resource Center, the following occurs:

- Development of the Damage Description and Dimensions, scope of work, and actual costs
  - The Validation Specialist uses documentation provided by the Applicant that explains the work completed and the expenses incurred to develop all of these documents
- Validation of Applicant-submitted documents
  - FEMA personnel review damage documentation, applicable business records, and work completed to ensure they have all disaster-related records and documentation that supports the Applicant's claims

Standard and Specialized Lanes

The process at the Consolidated Resource Center in Phase III is different for Applicants who submitted their scope of work and cost estimates verses those who did not.

For **Applicant-developed** scope of work and cost estimate:

- Validation of the scope of work and cost estimate
  - The Costing Specialist in the Standard Lane uses the Damage Description and Dimensions and project documentation to validate the scope of work and cost estimate
  - The Technical Specialist in the Specialized Lane uses the Damage Description and Dimensions and project documentation to validate the scope of work and cost estimate
- Validation of Applicant-submitted documents
  - FEMA personnel review damage documentation, and applicable records to ensure they have all disaster-related records and documentation that supports the Applicant's claims

For **FEMA-developed** scope of work and cost estimate:

- Development of the Damage Description and Dimensions, scope of work, and estimated costs
  - The Costing Specialist in the Standard Lane uses the Damage Description and Dimensions and documentation provided by the Applicant that explains the work to be completed to create the scope of work and cost estimate
  - The Technical Specialist in the Specialized Lane uses the Damage Description and Dimensions and documentation provided by the Applicant that explains the work to be completed to create the scope of work and cost estimate

- Validation of Applicant-submitted documents
  - FEMA personnel review damage documentation and applicable records to ensure they have all disaster-related records and documentation that supports the Applicant's claims

Request for Information Process (1 of 2)

If a Specialist in any of the lanes at the Consolidation Resource Center has questions about the information provided or needs additional documentation from the Applicant to process the project, they may submit a Request for Information.

After the Consolidated Resource Center personnel determine that additional information is needed, they discuss the impediment and what information is needed with the Program Delivery Manager. Often, the Program Delivery Manager is able to supply the missing information and a formal Request for Information is not necessary.

If the Program Delivery Manager is unable to provide the additional information within two business days, a formal Request for Information is initiated and sent to the Applicant via Grants Portal. The Consolidated Resource Center always attempts to group all Requests for Information together, especially if multiple personnel require information, such as environmental and historic preservation, hazard mitigation, or insurance staff.

Request for Information Process (2 of 2)

The Applicant has **15 days** to provide the information requested. This deadline is automatically generated in Grants Portal. If circumstances arise that will delay the response beyond 15 days, the Applicant must inform the Program Delivery Manager, who will then inform the Consolidated Resource Center.

If the Applicant fails to provide paperwork for the first Request for Information, a second Request for Information is sent to the Applicant, giving them an additional seven days to provide the missing information, and outlining the potential consequences of failing to provide the information. The Program Delivery Manager follows up with the Applicant, requests updates, and records any extenuating circumstances.

After the Applicant submits the answers to the Request for Information, Grants Portal automatically routes the Request for Information back to the Consolidated Resource Center.

For more information on the Request for Information process, please refer to the course: IS-1018 Determination Memorandums and Appeals.

Failure to Comply with Requests for Information

If FEMA does not receive the required answers to the Request for Information and the deadline from the second Request for Information passes, the project will be processed without the requested information.

In accordance with the Public Assistance Program and Policy Guide documentation requirements, the Consolidated Resource Center will disallow any portion of a project for which the required information has not been provided, and initiate a **Determination Memorandum and Letter** outlining what was disallowed and why. This is for the Infrastructure Branch Director and Public Assistance Group Supervisor to consider in collaboration with the Recipient.

FEMA Peer Review

The Specialist in the Completed/Fully Documented Lane, Standard Lane, or Specialized Lane completes their work on the Applicant's project, a peer reviews their work.

- FEMA actively reviews their work to make sure they "get it right the first time" and so they do not have to redo any work.
- The Specialist that reviews the project is from the same lane as the original specialist (e.g., a Validation Specialist reviews another Validation Specialist's work)

Assessing Cost and Work Eligibility

After the peer review, the Specialist working on the Applicant's project assesses the work and costs and makes an eligibility recommendation.

- If the Specialist finds an eligibility issue with a work or cost claim, s/he discusses it with the Lane Lead, who, upon concurrence, discusses the issue with the Program Delivery Manager, and the Public Assistance Group Supervisor.
- If the work or cost of the project is deemed ineligible, the Public Assistance Group Supervisor discusses the matter with the Recipient.
    - FEMA then sends the Applicant a Determination Memorandum and Letter.

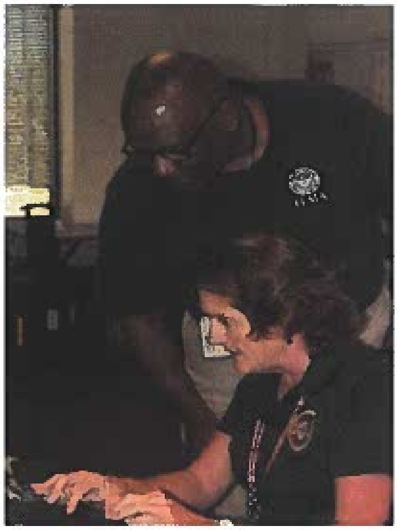
Common Pitfalls for Eligibility

There are a handful of common pitfalls that the Consolidated Resource Center identifies when determining eligibility for Public Assistance funding:

- Insufficient documentation
- Deferred maintenance
    - FEMA does not obligate funds for damages caused by lack of maintenance. An Applicant should conduct and document routine maintenance to avoid this
- Pre-existing damages
    - As described in 44 CFR 206.223, FEMA does not obligate funds for damages that occurred prior to the event
    - Damages must be the result of the emergency or major disaster event
- Unreasonable costs
    - Costs provided by the Applicant need to be reasonable.
    - Reasonableness is defined by 2 CFR 200.404 as in its nature and amount, the cost does not exceed that which would be incurred by a prudent person under the circumstances prevailing at the time the Applicant makes the decision to incur the cost

- Improper procurement of contracts
- Legal citation for deferred maintenance
    - Not obtaining proper permits

Program Compliance Evaluations



If the Specialist deems the Applicant's costs and work eligible, the project moves onto program compliance evaluations.

Program compliance evaluations include:

- Quality assurance evaluation
- Hazard mitigation evaluation
- Insurance evaluation
- Minimum threshold evaluation
- Environmental and historic preservation evaluation

Quality Assurance Evaluation

Once the project moves into the program compliance evaluation of the Public Assistance Delivery Model, it undergoes a quality assurance evaluation.

- The quality assurance review checks for accuracy and consistency prior to the obligation of grant funds

If any issues arise, the Program Delivery Manager will communicate them immediately to the Applicant.

Hazard Mitigation Evaluation

After the quality assurance evaluation, a Hazard Mitigation Specialist conducts its final review of the Applicant's project for consistency and errors before the obligation of funds.

The hazard mitigation team reviews for proper documentation for mitigation activities and any paperwork involving 406 Hazard Mitigation.

The hazard mitigation team also evaluates cost effectiveness and technical feasibility.

If any issues arise, the Program Delivery Manager will communicate them immediately to the Applicant.

Insurance Evaluation

Though FEMA involves Insurance Specialists throughout the Applicant's project(s), the agency completes one final review. The review includes checking for:

- Accuracy and consistency
- National Flood Insurance Program concerns
- Duplication of benefits
- Actual or anticipated insurance coverage and proceeds for damages
- Prior FEMA declared events to ensure all previously placed insurance requirements for the damaged locations or items have been identified
- Prior FEMA declared events to determine if there are any errors or omissions based on any insurance coverage at the time of the event
- Proper insurance documentation

If any issues arise, the Program Delivery Manager will communicate them immediately to the Applicant.

Minimum Threshold Evaluation

After the hazard mitigation and insurance compliance review, Insurance Specialists conduct a minimum threshold evaluation. The evaluation consists of the following actions:

- The Insurance Specialists assess whether insurance reductions, if applicable, reduce the project cost below the minimum project threshold, making the project ineligible
- If the project is below the threshold, the Insurance Specialists talk with the Program Delivery Manager who explains the situation to the Public Assistance Group Supervisor and the Applicant
- The Public Assistance Group Supervisor discusses the matter with the Recipient, and FEMA provides the Applicant with a Determination Memorandum and Letter

Environmental and Historic Preservation Evaluation

The last program compliance evaluation FEMA conducts is the environmental and historic preservation evaluation. FEMA Environmental and Historic Preservation Specialists also review the Applicant's project(s) once more after the initial review. The specialists review:

- Accuracy and consistency
- Documentation provided by the Applicant
- How work will be completed if the project involves a historic facility or if the facility potentially involves environmental laws and/or regulations

If any issues arise, the Program Delivery Manager will communicate them immediately to the Applicant.

Phase III Transition to Phase IV

At the end of Phase III, the following should occur:

- Finalization of the Damage Description and Dimensions, scope of work, and costs
- Compliance review by Environmental and Historic Preservation, Hazard Mitigation, and Insurance Specialists
- Submission of projects back to the Program Delivery Manager for review

Lesson 5 Summary

In this lesson, participants learned about the activities of Phase III of the Public Assistance Delivery Model and the roles and responsibilities of the Recipient and Applicant.

The next lesson will cover the review process in Grants Portal including Recipient approval, final approval, obligation, and the Recovery Transition Meeting.

Select this link to access a full image description.

Lesson 6 Overview and Objectives

This lesson identifies the activities of Phase IV of the Public Assistance Delivery Model and the roles and responsibilities of the Recipient and Applicant.

Upon completion of this lesson, participants should be able to:

- Identify the activities of Phase IV of the Public Assistance Delivery Model
- Describe the roles and responsibilities of the Recipient and Applicant

Select this link to access a full image description.

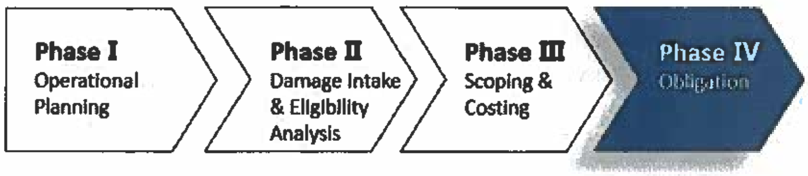
Phase III Transition to Phase IV

At the end of Phase III, the following should have occurred:

- Finalization of the Damage Description and Dimensions, scope of work, and costs
- Compliance review by Environmental and Historic Preservation, Hazard Mitigation, and Insurance Specialists
- Submission of projects back to the Program Delivery Manager for review

Phase IV Objective

Phase IV Objective: Obligate projects, complete the Recovery Transition Meeting with the Applicant, and transition Field Operations to the Region.



Phase IV Overview

Phase IV of the Public Assistance Delivery Model ensures the Applicant's project(s) comply with all special considerations before it is obligated.

The following actions take place during Phase IV:

- Program Delivery Manager review
- Recipient review
- Applicant review and signing
- Final Review
- Recovery Transition Meeting
- Transition from Field Operations to the Region
- Completion of all initial sub-awards

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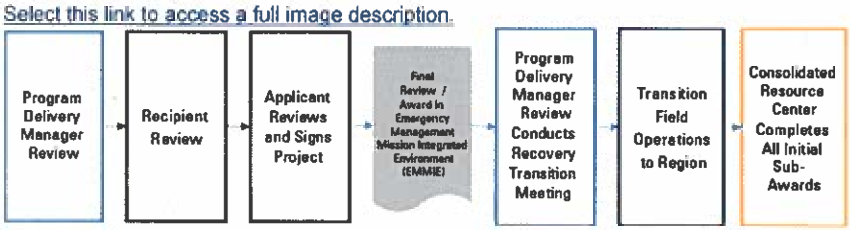

Program Delivery Manager Review

Once the environmental and historic preservation evaluation concludes, the project moves to the Program Delivery Manager for his/her review.

- The Program Delivery Manager reviews the project and concurs in Grants Manager.
- The Program Delivery Manager reviews the project to ensure it accurately reflects the facility, work, and costs claimed by the Applicant
    - If the Program Delivery Manager identifies any piece of the project that needs modification, s/he reworks the project to the Consolidated Resource Center

Recipient Review

Before the Applicant reviews and approves their project in Grants Portal, the Recipient must review and sign first.

Once special considerations personnel review the Applicant's project(s) the Recipient will then review the project.

- The Recipient must approve the project in both Grants Portal and Emergency Management Missions Integrated Environment system
- If the Recipient has questions about the project, they should direct them to the Program Delivery Manager
- As long as the Recipient agrees with the final document, the project moves onto the Applicant Review

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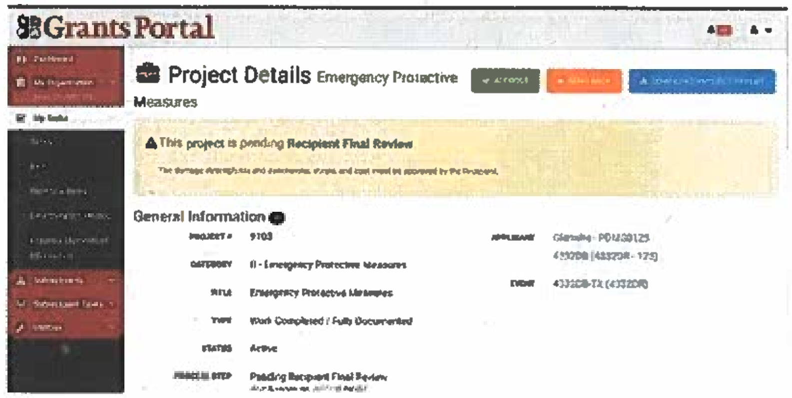

Applicant Review and Signing

After the Recipient reviews the Applicant's project and approves it, the Applicant reviews the project.

- The Applicant should read the project carefully. They should compare it to the Damage Description and Dimensions, scope of work, and the cost estimate
- After reviewing the project, the Applicant signs it, agreeing to the terms, in Grants Portal

For more information on Grants Portal, please refer to the course: IS-1002 FEMA Grants Portal - Transparency at Every Step.

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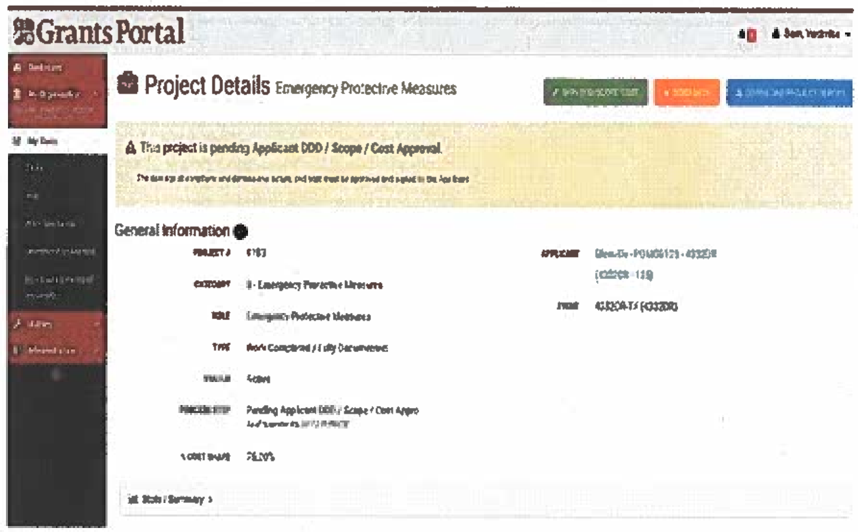


Final Review and Eligibility Determination

FEMA conducts one final review to conclude upon the eligibility of an Applicant's project(s).

- If the project has made it to the final review, it has passed all special considerations requirements
- For the final review, the Public Assistance Group Supervisor reviews the project, gives their approval, and obligates the project in the Emergency Management Missions Integrated Environment system

Recovery Transition Meeting

Once the Applicant signs all of their project(s) in Grants Portal and the final review occurs, the Program Delivery Manager, Recipient, and Applicant conduct the Recovery Transition Meeting.

- The Recovery Transition Meeting is a formal transition briefing from FEMA back to the Recipient

In order to conduct the Recovery Transition Meeting, the Applicant must meet the following requirements:

- The Damage Inventory has been signed
- All damage line items on the Damage Inventory have been logically grouped into projects
- All projects are signed

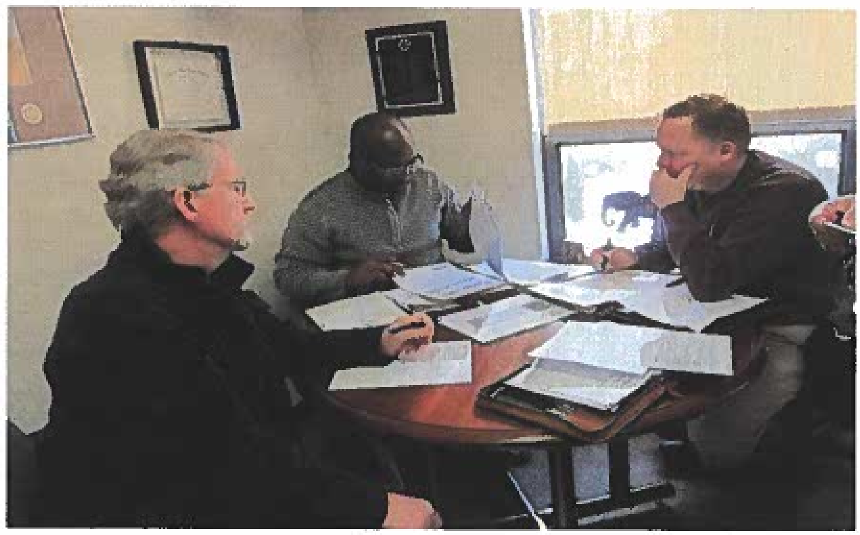
The Program Delivery Manager coordinates with the Recipient and Applicant to schedule the meeting once they receive approval from the Public Assistance Group Supervisor and the Program Delivery Task Force Leader.

- The Recipient and Applicant receive an email, inviting them to the Recovery Transition Meeting

Recovery Transition Meeting Discussion

The Program Delivery Manager, Recipient, and Applicant discuss the following during the Recovery Transition Meeting:

- Current progress of all projects submitted
- Obtain and maintain requirements
- Determination Memorandums and Letters
- Appeals process and respective timelines
- Environmental and historic preservation, hazard mitigation, and insurance conditions/requirements
- Alternate and Improved Project requirements
- Recipient closeout procedures
- Audit documentation requirements



Recovery Transition Meeting: Recipient and Applicant Responsibilities

The Applicant should come prepared to the Recovery Transition Meeting to ask any last questions to the Program Delivery Manager. The Recipient may attend the Recovery Transition Meeting to assist the Applicant by asking questions.

Recipient Responsibilities:

- Coordinate with the Program Delivery Manager in order to attend the Recovery Transition Meeting
- Assist the Applicant by asking questions of the Program Delivery Manager
    - The Recipient may use questions asked by other Applicants

Applicant Responsibilities:

- Ask clarifying questions about the closeout process
- Acknowledge audit requirements
- Ensure the Program Delivery Manager sent a copy of the signed Recovery Transition Meeting form in Grants Portal, after the meeting

Appealing FEMA's Determination

If FEMA finds the Applicant ineligible, the Applicant may file an appeal. Applicants may appeal:

- Any FEMA determination related to an application for Public Assistance grant funding
- Insurance or corrective actions resulting from reviews (All Applicants have the right to appeal. Applicants with an Alternative Procedures Project may only appeal this decision.)

Appeals Process

If the Applicant decides to appeal FEMA's eligibility decision, they must go through the appeals process.

- **First Appeal**
  - The applicant must submit a written appeal to the Recipient within 60 days of receiving the eligibility determination
  - The Recipient creates a recommendation based upon the appeal and provides FEMA with both within 60 days of receiving the appeal
  - Within 90 days of receiving the appeal, the FEMA Regional Administrator either makes a determination or requests additional information from the Applicant
- **Second Appeal**
  - If the Applicant disagrees with FEMA's first appeal determination, they have 60 days from the notification of the First Appeal determination to appeal the decision
  - The Applicant has 60 days from the notification of the First Appeal determination to appeal again
  - Within 90 days of the second appeal, the Assistant Administrator of the Recovery Directorate at FEMA Headquarters will either make a determination or request additional information

Lesson 6 Summary

In this lesson, participants learned about Phase IV of the Public Assistance Delivery Model and Applicant and Recipient responsibilities.

The next lesson provides a summary of all the lessons and topics covered in this course.

Select this link to access a full image description.

Lesson 7 Overview and Objectives

This lesson will review the course objectives. Participants will take a Post-Course Assessment at its conclusion.

At the end of this lesson, participants will be able to summarize the content of the course.

Select this link to access a full image description.

Course Objectives

In this course, participants learned how to:

Explain baseline information regarding the organizational structure and foundation of the Public Assistance Delivery Model.

Describe the key components of the four phases of the Public Assistance Delivery Model.

Lesson 1 Objectives

Lesson 1 covered the administrative requirements, course goals and objectives, and the rationale behind the Public Assistance Delivery Model.

You should now be able to:

- Identify Administrative requirements of the course
- State the goals and objectives of the course
- Describe the benefits of utilizing Lean Management techniques and tools
- Describe the theory behind "Get it Right the First Time."

Lesson 2 Objectives

Lesson 2 covered the Public Assistance organizational structure in the field and at the Consolidated Resource Center.

You should now be able to:

- Describe Public Assistance's disaster operations organizational structure in the field and at the Consolidated Resource Center
- Define key Public Assistance staff in the field and at the Consolidated Resource Center

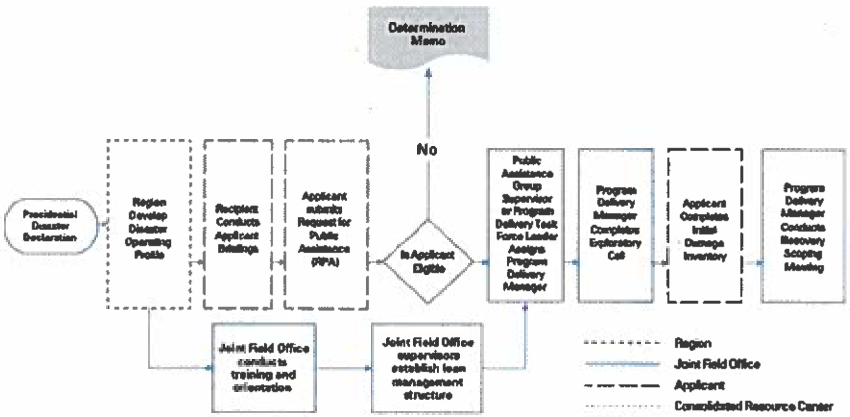
- Identify the roles that the Recipient and the Applicant play in the Public Assistance process
- Identify key interactions that Applicants and Recipients will have with FEMA personnel in the field

Lesson 3 Objectives

Lesson 3 covered the activities in Phase I of the Public Assistance process and the roles and responsibilities of the Recipient and Applicant.

You should now be able to:

- Identify the activities in Phase I of the Public Assistance process
- Define Recipient and Applicant roles and responsibilities during Phase I



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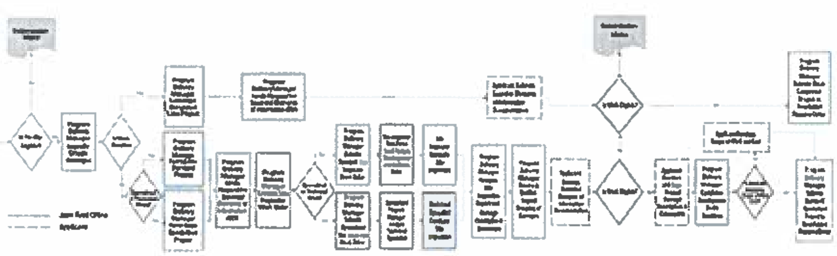
Lesson 4 Objectives

Lesson 4 covered activities of Phase II of the Public Assistance Delivery Model and the roles and responsibilities of the Recipient and Applicant.

You should now be able to:

- Describe the key actions within Phase II of the Public Assistance Delivery Model
- Describe the roles and responsibilities of the Recipient and Applicant



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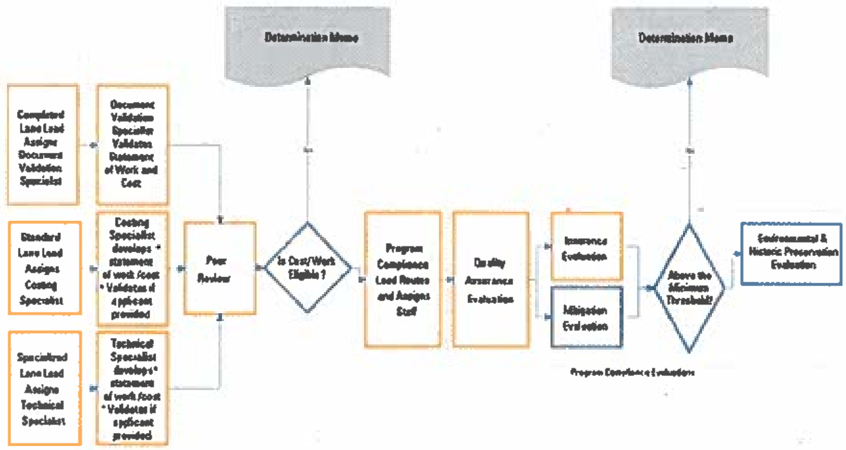
Lesson 5 Objectives

Lesson 5 covered the activities of Phase III of the Public Assistance Delivery Model and the roles and responsibilities of the Recipient and Applicant.

You should now be able to:

- Identify and describe the activities of Phase III of the Public Assistance Delivery Model
- Describe the roles and responsibilities of the Recipient and Applicant



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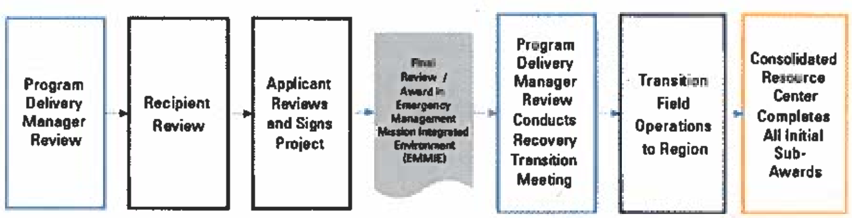
Lesson 6 Objectives

Lesson 6 covered activities of Phase IV of the Public Assistance Delivery Model and the roles and responsibilities of the Recipient and Applicant.

You should now be able to:

- Identify the activities of Phase IV of the Public Assistance Delivery Model
- Describe the roles and responsibilities of the Recipient and Applicant



Lesson Summary

This course is complete.

The course provided you with an overview of the Public Assistance Delivery Model and the Public Assistance process.

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