A Team of Teams – With One Mission:

“Protecting Our Commonwealth”

KYEM
Kentucky Emergency Management

Unbridled Pursuit of Excellence
FROM DECLARATION TO RECOVERY:

Integrating the New Declaration Requirements into the Recovery Process

December 12, 2012

Welcome and intro
Recovery Mission:

Ensure those who have been, or may be, affected by disasters have access to the full range of federal and state assistance programs in a timely manner and that applicants receive a superior level of service in the delivery of all KYEM Recovery Programs.

The Recovery Mission statement is: Maximize the amount of recovery funds available to state agencies, local governments, eligible private nonprofits.

We within the Recovery Branch are here to ensure everyone affected by a disaster has access to all of the Recovery programs which provide assistance.

Recovery Programs include

- Individual Assistance
- Public Assistance
- Hazard Mitigation
- Volunteer Coordination

This is not an easy process.

Even though the programs may be complex, properly trained staff can easily manage the projects and reporting requirements within each.

The staff within the Recovery Branch does not work for FEMA – We work for you the applicant.

We are your liaison with FEMA and most importantly we are your advocate for funding opportunities
You might ask - What's the big deal? Or why should we care about FEMA disaster assistance

Since 1953 KY has been in 56 disasters.
We rank 7th in disaster frequency.
12th in disaster damage.

FEMA provides assistance to: State, local governments, private non profits such as special districts like schools, hospitals, and water districts.

As more and more disasters occur there is more scrutiny due to the economic pressures and congressional concern.

This has generated thoughts of reducing FEMAs role and disaster funding.

The idea is states and communities need to become self-reliant
This is a map which shows the number of disasters by States.

When looking at the national trend of where disasters occur we are at the top.....

Our location, terrain, and numerous water ways cause KY to be vulnerable to many types of disasters

The only states having more disasters are:

Texas 86
California 78
Oklahoma 69
New York 65
Florida 63
This map shows the counties in KY affected by disaster from 2008 to present.

11 Presidential declarations

118 counties affected

(Only counties that have not been effected within this timeframe is McCreary and Whitley)

Ballard County has been included in 7 disaster declarations
Disaster Impact

Recovery Branch currently oversees 20 Open disasters with:

- 57,000 Applicants
- 72,000 Awards, Grants, Projects
- $960 Million in Recovery, Mitigation, and Individuals and Households Assistance

The Recovery Branch which include approximately 30 employees oversee 20 open disasters with

57,000 Applicants
72,000 Projects
Totaling $960 million dollars in assistance.

Approximately 9 of the disasters are waiting for final closure.
Meaning 99% of the funding has been disbursed.
The only activities which need to be performed are final inspections and reconciliations.

The 11 remaining are actively open
which mean applicants are still repairing and restoring what was damaged by the disaster
They are compiling and preparing the documentation necessary for reimbursement.

Its important to understand that the funding associated with the programs are disbursed on a reimbursement basis, Except or the Individual and Household Assistance Program.

The Individual Assistance Program funds are disbursed directly by FEMA

Moving forward it is going to be much more difficult to obtain assistance if you are not prepared for FEMA.
Upon completion of this presentation you gain knowledge and have a better understanding of the declaration process and the county components and data needed to successfully be included within a disaster declaration.

Each year the United States is impacted by disasters which stated early are becoming more and more frequent. Regardless of scope of the disaster the affected communities often need assistance from the federal government while responding or recovering from the event.

When and if - it is evident the situation is beyond the combined capabilities of the local and state resources the Governor may request that the President declare under the Stafford Act a

Either
Emergency or Major Disaster
Or request assistance for Fire Management
“The President is authorized to provide assistance, including grants, equipment, supplies, and personnel, to any State or local government for the mitigation, management, and control of any fire on public or private forest land or grassland that threatens such destruction as would constitute a major disaster.

Reference: 42 U.S.C. § 5187

Assistance for Fire Management Declarations are very rare in KY.

Fire Management Assistance only funds expenses associated with fire fighting activities – this is in an attempt to avoid a major disaster declaration.

The request process is a collaborative effort between KYEM and KY Department of Forestry.

The US Forestry service is designated by FEMA to assess the situation, project fire growth, confirm contributing weather conditions with the National Weather Service, and recommend to the President if a declaration is warranted.

The procedures for a Fire Management Assistance declaration has not changed since the last one KY received which was in 2001.

No information is required from local governments
An Emergency disaster is defined as instance for which, federal assistance is needed to supplement State and local efforts to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Reference: 44 CFR § 206.2(a)(9)

An Emergency disaster is defined as instance for which, federal assistance is needed to supplement State and local efforts to save lives and to protect property and public health and safety.

Emergency assistance is intended to avert a catastrophe through support of emergency actions.

Such as Direct federal aid, Mission Assignments
It does not include assistance for restoration or permanent repairs.

The last Emergency Disaster declared in KY was in conjunction with the 2009 Ice Storm.
Emergency Assistance Declarations are requested usually within 5 – 30 days of the event

Other characteristics of an emergency declaration include

Being beyond the state and local capabilities
Supplemental short term immediate assistance is limited to $5 Million

Typical activities under this declaration type are providing emergency protective measures such as

Temporary housing, sheltering, Generators, Meal Ready to Eat (MREs), aid evacuation activities to protect the public health and safety

During the 2009 Ice Storm, FEMA brought in emergency generators and MREs.

Also note: The process for requesting an Emergency Assistance Declaration has not changed.
Major Disaster

“A Team of Teams – With One Mission: Protecting our Commonwealth.”

“Any natural catastrophe . . . or, regardless of cause, any fire, flood, or explosion in any part of the United States which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.”

Reference: 44 CFR § 206.2(a)(17)

A major disaster declaration is determined by the President and has a broader authority which is to assist states and local communities to recover from the damaged caused by a flood, tornado, earthquake, ice storms etc.

Disaster assistance under this declaration is to provide financial assistance to supplement the efforts of the available resources and disaster relief organizations to alleviate the damage, loss, hardship or suffering caused by the event.

Under a major declaration the FEMA can be activated such a the Individual Assistance Program, or the Public Assistance Program. You can have one or multiple programs activated. 404 Hazard Mitigation is typically included in all major declaration request.

This declaration type may also trigger other federal assistance.
Characteristics:
- Is beyond State and local capabilities.
- Supplements available resources of:
  - State and local governments efforts
  - Disaster relief organizations response
  - Insurance coverage
- Must be requested within 30 days of the incident.

Reference: 44 CFR § 206.36

Characteristics of a Major Disaster declaration are first and foremost

It must be beyond the capabilities of state and local governments

It must be requested within 30 days of the event

As it will only provide supplemental financial assistance which is cost share with FEMA. The determination of programs which will be activated under this declaration are determined by the needs and information found during damage assessment.

Also note that the response and recovery actions taken during this time should not be dependent on whether there will be federal assistance.
 Since 2008, KYEM has been very aggressive in obtaining declarations as quickly as possible. We have received a total of 11 disaster declarations. During the last declaration, March Tornadoes, was obtained a declaration in 4 days.

It is important to receive declaration as quickly as possible because more than likely other impacted states are also seeking declarations.

- The quicker the declaration, the better the FEMA team assigned to KY.
- The faster the declaration, the quicker FEMA begins writing projects.
- The quicker FEMA writes projects, the faster money is obligated.
- The faster money is obligated, the quicker applicants are reimbursed for projects.

Previously, to request a Major Declaration, the Governor would request upon notification that the counties impacted had met thresholds.

The Governor would send a letter to the president which described the event and the extent of damages, it stated that recovery was beyond state and local capabilities, and request the necessary recovery programs – i.e. Public Assistance, Individuals and Households Assistance, Small Business Administration, etc. be activated.

The declaration request process has changed and is now more lengthy and complex.
Why the changes?

Congressional concerns regarding:
• Increased number of disaster declarations
• Declarations trigger other federal programs
• Thresholds are too low and have become basis for declaration decision
• Low number of declaration denials
• Failure of FEMA to determine capacity of state and local governments to respond to and recover from
• External pressures to declare
• Lack of transparency in decision making process

Why the changes?

In the 1960s there was only approximately 19 declarations per year.

During 2000-2009 there were approximately 56 declaration per year.

In 2011 alone there were 99 major declaration

In a 20 year period from 1990 to 2011 there were only 10-12 denials.

And therefore with the low number of denials
External pressures from the media, political needs and social media

FEMA has decided there was a need to review and update the process to increase efficiency and transparency to ensure the process is more consistent across the board.

As disaster declarations also trigger other federal participation such as the Small Business Administration, FHWA- Federal Highways, NRCS–Natural Resource Conservation Services and Federal Unemployment Administration

This in turn has caused an aggressive approach by KYEM to capture, maintain, collect critical data necessary. It has also led to a major campaign for outreach, education and training so we may continue to be successful in our disaster declaration requests.
The new procedures became effective July 14, 2012

The requirements are very complex and require a great deal of planning and data management.

The intent driving the changes is to prove the event is truly beyond the abilities of the state and local resources

That assistance is truly needed and necessary

I believe the idea is to make states and communities more self reliant – making sure that all resources have been utilized and exhausted before requesting federal assistance - putting more responsibilities at the local and state level to be more prepared to recover and respond to an event or disaster
How will this effect your county?

• Declarations may take longer to obtain
• It may be more difficult to obtain assistance
• More coordination, management, and records of response and recovery efforts will be necessary at the county level
• Counties will need a systematic, documented approach for responding to and recovering from disasters
• Counties will need to help KYEM make the case that assistance is necessary and needed

How will this effect your county?

Declarations will be more difficult and may take longer to obtain if you are not prepared

Counties will have to have more coordination and management during events

Counties will have to develop or have a systematic approach to respond and recover from an event

Counties will have to keep maintain accurate records and documentation of their activities

Counties will have to assist KYEM in making the case – telling the story of what occurred, why assistance is needed or necessary to recover from the event
FEMA Region IV in Atlanta is required to review the Commonwealth’s declaration request and make a recommendation to the President on whether the President should declare a major or emergency declaration.

The factors that FEMA will assesses when determining what their recommendation are based on the impacts of the event

- What was the - Extent of Damage  
- What were the Impact on affected areas, were there critical infrastructure impacted  
- The immediate threats to public health and safety  
- The State and Local governments ability to respond and recover from the event  
- Were States of Emergency declared by State and affected counties?  
- Have the affected counties been in Recent disasters – past 12 months  
- In the past 12 months did you have non-declared events - Did counties have any event that did not rise to a state declaration  
- Where there available resources which could have been or were utilized-NRCS  
- Is there Other relevant information –such as demographics of affected areas

The New declaration request procedures provide more detailed information which addresses these factors.
ACCURATE FACTUAL ASSESSMENTS ARE VITAL to the NEW Declaration Process

In the past, it was common for counties to quit performing assessments once it was clear that threshold had been obtained.

Moving forward Counties should now assess EVERYTHING and REPORT all damages. Thresholds are no longer the dominate determining factor for whether a declaration is made.

Making threshold is still necessary – exceeding threshold is highly beneficial.

Provide the state Emergency Operations Center (EOC) with ALL damages, cost and resources you are utilizing.
Individual and Household Assistance Program Declaration determination factors are based upon:

Concentration or extent of damages - High Concentration of damages generally indicates a greater need for help rather than scattered damages

Trauma to State and Communities such as - Injuries and death or human suffering, loss of housing or personal property – loss of employment

Large scale disruption of normal community functions and service – This can include the emergency needs from loss of power, water, communications, etc.

Were there special populations effected? Such as elderly, low-income, disabled, or the unemployed?

Voluntary agency assistance – can they meet the needs of the impacted community? What activities are they performing - what volunteer agency did you utilize?

Are their special housing needed in the impacted area?

Insurance – does the impacted area have insurance? will the impacted citizens and governmental units be made whole because of insurance? Federal assistance can not duplicate insurance coverage

On average, how does the event impact compare with similarly impacted states?

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<table>
<thead>
<tr>
<th>Declaration Determination Factors</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Individuals and Households Assistance Program Information Needed for Request</strong></td>
</tr>
<tr>
<td>• Concentration and extent of damages</td>
</tr>
<tr>
<td>• Deaths and injuries</td>
</tr>
<tr>
<td>• Socioeconomic status of affected residents</td>
</tr>
<tr>
<td>• Extent of insurance coverage</td>
</tr>
<tr>
<td>• Affects and frequency of previous events</td>
</tr>
<tr>
<td>• Local and state efforts to assist</td>
</tr>
<tr>
<td>• Activities of volunteer groups</td>
</tr>
<tr>
<td>• Housing requirements</td>
</tr>
<tr>
<td>• Unemployment due to disaster</td>
</tr>
</tbody>
</table>

Unleashed Pursuit of Excellence
### Declaration Determination Factors

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**Kentucky Emergency Management**

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**Individually and Households Assistance Program Information Needed for Request**

- Impact on critical infrastructure
- Imminent threats to public health and safety
- Recovery abilities of State and Local governments
- Available response and recovery resources
- Volunteer assistance activities
- Unmet needs – housing requirements
- Unemployment due to disaster
- Economic impact to affected area

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This type of information will clearly demonstrate to FEMA and the President that Individual Assistance is needed. Can you clearly tell the story and paint the picture of what occurred in your area.

You will need to discuss the following factors to measure the severity and need for assistance -

- Impacts on critical infrastructure such as water systems
- The immediate threats to public health and safety – has the water system become contaminated?
- What are your capabilities to recover?
- Describe the available response and recovery resources
- What are the Volunteer assistance activities in your area
- Are there any Unmet needs – housing requirements
- Has the event affected jobs? Is there Unemployment due to disaster?
- What is the Economic impact to affected area – have you lost your tax base?
The Public Assistance Program has also revised and updated the determination factors which be needed and reported an assessed. FEMA will no longer be looking only to see if counties have met the per captia threshold but will be assessing the impact as a whole –

They will be assessing -

Extent of eligible damages - Estimated cost of recovery efforts – Did the county exceed the threshold or barely make it?

Can the state and local governments effectively take care of the event impacts without additional help? What is the fiscal condition of the state and local governments?

Was the infrastructure insurable? Was it properly insured? How much is anticipated to be cover by insurance?

What were the Localized impacts – were there extraordinary concentrations of damage? Were critical facilities infrastructure impacted? Were there public health and safety impacts?

Could hazard mitigation efforts have averted event damages?

Have the impacted area been in recent or multiple disasters - were there other damaging events which did not rise to a local declaration or inclusion within a state declaration?

Can other State or Federal programs provide the needed assistance? DLG, NRCS,
Submission requirements

Declaration Requests can only be submitted by the Governor.

As you can see in the previous slides the new procedures associated with making the declarations request are complex.

In addition to the information and data the counties supply - there is a new FEMA Request Form which the Governor submit

Along with an request cover letter which “tells the complete story” describing all severe impacts on the communities and state as a whole
As we move through the remaining slides – the items in red denote information or data which will be requested from the counties.

At the bottom of each slide there is a recap of which entities will be responsible for compiling the required information/data mentioned on the slide.

This is a picture of the new form which will be submitted along with the Governors request letter.

The Form is 4 pages long and contains the minimal information – what happened – where did it happen –

The Governor’s Letter again tells the story.

Also note moving forward – CHAMPS Version 2, which is in development stage, will be the central repository for this information. Until the system is operational, counties will be required to track the necessary information and provide it to KYEM when requested. This process will probably be in the form of an electronic questionnaire which counties will completed and submit on the KYEM website.
The New Form will collect the minimal and basic information which KYEM will complete and submit with every declaration request.

However, You will need to be prepared to describe what you did because of and during the event:

Did you take staff from regular duties to deal with event
Did your request help from the National Guard, State Police, Fish and Wildlife, or by Mutual Aid
Did you activate your EOC – for how long, with how many did you have on duty?
What activities were they handling?

Has the joint damage assessments been conducted? Started and finished? If not why?

Do you anticipate involvement from Other Federal Agencies such as:
Small Business Administration
Natural Resources and Conservation Service
Federal Highway Administration
US Army Corps of Engineers

KYEM will obtain the supporting information and documentation from you and the National Weather Service which describes the event and will eventually determine the incident period
Required components within the Governor’s Request Letter include

A detailed description of the event as provided by the National Weather Services

A description of the trauma or extenuating circumstances such as deaths and injuries provided by the local governments. This would include:

How did deaths and injuries occur?
When did deaths and injuries occur – during event or after
Is there an ongoing immediate threat to life and public safety? Is there an enormous amount of debris which needs to be removed?

What volunteer organizations are helping? Are Private citizens? Local churches? KYEM will gather info from Red Cross, Salvation Army, and Southern Baptist

You will need to provide information on the volunteers such a
1. What groups are helping
2. How many volunteers do you have
3. What activities are they doing
4. How long will they help - make sure you track what days and how many hours and who is doing what
5. How many meals are being provided
6. Are supplies being distributed: clothing, personal care items,
7. How many citizens are estimated to be in shelters, staying with friends and family

In just about every event, there will be an impacted county that, for some unknown reason, chooses not to declare a Local State of Emergency. This is not a good idea. The new declaration request procedures indicate that areas that do not have a local state of emergency – may not be impacted enough to warrant inclusion within a declaration.

If warranted declare a local state of emergency as quickly as possible – it opens doors for counties to receive assistance from programs such as DLG and gives certain powers as being able to enforce evacuations and curfews or being able to purchase essentials goods bypassing your normal procurement practices
Impacts of the disaster - KYEM will have the raw damages from the Joint Preliminary Damage Assessments

However FEMA now wants to know how the damages are again, directly effecting your citizens and community. Can you explain why it is imperative that you repair or restore what was damaged?

Local Governments will need to provide impact information such as:

How many people are at risk because of power outages? Do you have non-functional water systems and what are the impacts, Do you have a bridge that is washed out? Did it cause a detour - how many miles out of the way did citizens have to travel? etc.

Which government buildings were damaged, how are services being provided in the interim, did you have to relocate? how long will the repairs or replacement take.

Have you begun the repairs and restoration, have you began the debris removal, etc.

Is there health and safety concerns? Are citizens at risk because of mold, misquotes, unstable buildings, threat of landslides, etc.

What is the impact to the local economy?
   Were there local businesses and industry damaged or destroyed
   Will the unemployment rate rise due to disaster, How will the tax base be affected because of the disaster
Socioeconomic Demographics

- Elderly population
- Fixed income population
- Low income population
- Media household income
- Disabled population
- Pre-disaster unemployment rates

KYEM compiles data from US Census, KY Labor, Cabinet for Health and Family Services

The socioeconomic demographics must be presented for each county requested for inclusion in the disaster declaration.

KYEM compiles this county data using the US Census, KY Labor Cabinet, Cabinet for Health and Family Services on concerning

Elderly population
Fixed income population
Low income population
Media household income
Disabled population
Pre-disaster unemployment rates
Fiscal Status

Department of Local Government will provide Kentucky Emergency Management with approved budgets for each county and quarterly financial reports which have been submitted to DLG.

It is imperative for counties to submit required quarterly reports to DLG in a timely manner.

If the data is not current, FEMA may delay decision to include county in disaster declaration.
Preliminary Damage Assessments are compiled by KYEM.

When your county is participating in Preliminary Damage Assessments with KYEM and FEMA, it is critical that the county be extremely organized and prepared for the assessments. This is not a Easter Egg Hunt. This is a cooperative effort to verify the impact and cost of the disaster to determine if it merits federal assistance.

Make sure you have the right people participating - Identify county damage assessment teams. Train them to perform damage assessments prior to the next event. Make sure other potential applicants are trained to perform damage assessments – such as school districts, hospitals, water districts, etc.

Make sure these teams have working knowledge on how to make repairs and can estimate cost associated with the repairs needed.

Map all damages.

Ensure that FEMA sees all impacted areas and surveys all damages - Show the worst areas first.

Verify the damage areas – before the Joint Preliminary Damage Assessments.

Too often assessment teams are taken to areas where someone heard there were damages and to find out there are none.
Disaster History

You must track all disaster related events as well as non-declaration events. What kind of weather have you experienced in the past 12 months whether it rose to a local declaration or not. For your non disaster events make sure you track the following:

1. When did it occur? What was the date
2. Where? Was it countywide, or in a specific area of your county?
3. Describe the event – Did you have mudslides? Localized flooding?
4. What are the damages, how did it impact you infrastructure?
5. What were the cost? Did you utilize your force account? Did you use equipment or materials? How long? doing what?

Have this data readily available as it will not just help with the inclusion in a disaster but also increase your chances to receive Hazard mitigation funding

When the next version of KYEM’s CHAMPS software is released, it will have the capacity to capture this information on an ongoing basis. When an event occurs, all necessary information will already be in one central location and can be extracted for use in the declaration request. But until then
The Gov Request letter will also include any obstacles that hampered disaster response?

Was you pre-disaster economy so unstable that there were few fiscal resources available?

Is there the potential for additional damages which cannot be yet accessed? What types of damages might there be? Example – Do you still have areas under water?

Does your county have a Long Term Recovery Committee? If yes, what is it doing in response to the event?

Does your county have a local Voluntary Organizations Active in Disasters (VOAD)? If yes, what is it doing in response to the event?

What can voluntary organizations accomplish? What will the unmet needs look like after volunteers are finished?
Infrastructure Damage Analysis

KYEM will collect the county and state per capita data, along with the total of damage estimate by category which derived from the joint damage assessments.

However, Counties will need to supply an analysis of the damage infrastructure such as level - estimates of insurance coverage

Significant impacted populations – again were the elderly low-income or disabled affected?

If your county did not make threshold – but you were severely impacted and have needs,
Can you describe the impacted area,
what are your unmet needs,
What is the capacity of the area to recover without assistance.
Major Snow Disaster Declarations

- Statement from State and applicant that event exceeds capacity to respond
- Description of State and local attempts to deal with the event
- Verification from the National Weather Service that the snowfall is:
  - Record
  - Near record

KYEM, Counties, and NWS

We need to mention snow disaster declaration as they are assessed differently. In addition to the new declaration procedures, other factors come into play:

1. To qualify, snowfall must be of record or near record for that date and location
2. Response must be beyond State and local capabilities
3. Response actions are necessary to save lives, protect public health and safety, and protect property

Other qualifying components include: heavy snowfall over and extended periods, severe winds/drifting, ice formations, cumulative effect of snow when snow depth is a near-record amount

1. What are you doing to deal with the snow –
2. How many vehicles can push snow, scrape streets –
3. how many more are needed
4. Is the power out – to how many, how long has it been out
5. What areas are inaccessible
6. Can emergency vehicles get to entire population

Snow removal assistance will be provided for a continuous 48-hour time period to address critical emergency needs
1. Applicant will designate the beginning of its 48-hour period
2. The 48-hour period includes: plowing, sanding, and related emergency work
The Governors Request Letter

The Governors letter certifies the event were beyond the capabilities of the state and local governments. Also certifying federal assistance is necessary to supplement efforts and available resources.
Also, in the Governors request letter, the Governor specifically names all of the programs in which he is requesting the Federal government to activate as a result of the disaster: Public Assistance, Individuals and Households Assistance, Small Business Administration, Unemployment, Hazard Mitigation, etc.

Again, this can be one or multiple programs. The funding match is also discussed -

The state agrees to the required cost share - match for the programs (i.e. typically Public Assistance – 75% Federal, 25% match (12% state – 13% applicant)

The letter also lists all counties requested for inclusion. Those will be the counties that have made threshold and for which KYEM has all supporting data.
Local Responsibilities

KYEM will send a request for information to impacted counties asking for information which is relevant to the disaster event.

It is the responsibility of the impacted counties to complete and submit information requested in a timely manner - ASAP. There is no time to delay – this should be a priority!

KYEM must receive information before requesting inclusion of a county in the declaration.

County governments must be ready to gather and provide the following – as quickly as possible:

- Description of deaths and injuries, causes
- Activities of volunteer groups
- Impact to local infrastructure
- 12 month history of non-declaration events for county
- Level of insurance coverage
- Identification of severely affected communities when threshold is not met
- Efforts made to deal with snow emergencies
Designate the right person in your government to be responsible for providing information. A request for needed information will be sent to County J/E and EMD – make sure it is forwarded to proper person. Start now identifying information associated with the past 12 month’s non-declaration events. Submit quarterly financial reports to DLG on time. Identify and train all potential applicants. Provide information to KYEM as quickly as possible after the event to ensure inclusion in the disaster.

Someone must be responsible for gathering this information on the county’s behalf. Ensure the person deemed responsible clearly understand the duties and urgency of compiling and submitting information as soon as possible.

Make sure you have a back-up pre-trained. There could be instance when the person you have train could be affected personally by the event.

Again, Pre-identify all potential applicants – train them to perform and submit accurate damage assessments – you need every dollar of damages you can possibly identify.

Potential applicant include: cities, towns, school districts, water districts, libraries, private non profits, sewer districts, levee districts, community colleges, nonprofit medical facilities and hospitals, non profit phone cooperatives, etc.

Make sure you are submitting quarterly reports to DLG in a timely manner.

And most of all provide the information to KYEM as quickly as possible to ensure inclusion within a disaster and access to all of the recovery programs available.
KYEM Contacts

Stephanie Robey  502-607-5769
Recovery Branch Manager

Jessica Mitchell  502-607-5762
State Public Assistance Officer

Leslie Kennedy  502-607-5768
State Hazard Mitigation Officer

Toll FREE Number  1-877-634-8175

Email: KYEMRecovery@ng.army.mil
QUESTIONS ???
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