Where Are We Now?
Where Are We Going?:
Rebuilding and Recovering After Hurricanes Hermine and Matthew

National Association of Counties
March 16, 2017

Stronger Counties. Stronger America.
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- The questions box and buttons are on the right side of the webinar window.

- This box can collapse so that you can better view the presentation. To unhide the box, click the arrows on the top left corner of the panel.

- If you are having technical difficulties, please send us a message via the questions box on your right. Our organizer will reply to you privately and help resolve the issue.
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- This webinar is being recorded and will be made available online to view later or review at www.naco.org/webinars.

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Question & Answer instructions

- Type your question into the “Questions” box at any time during the presentation, and the moderator will read the question on your behalf during the Q&A session.
Where Are We Now?
Where Are We Going?:
Rebuilding and Recovering After Hurricanes Hermine and Matthew

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Stronger Counties. Stronger America.
Today’s Moderator

Margaret Larson
Emergency Management Services
EY
Where are we Now: Where are We Going? Rebuilding and Recovering after Hurricanes Hermine and Matthew

National Association of Counties Webinar

March 16, 2017
What We will Discuss Today

► Hermine and Matthew – Where Did it Hit
► Lessons Learned and Applied
► Facts, Myths and Legends
► Recovery process- FEMA’s Public Assistance and Mitigation Programs
  ► What’s new
  ► Compliance
  ► Methods to minimize disruptions
  ► How to keep the financial side of recovery moving forward
► Varying options for post-disaster rebuilding-
  ► How they differ, the methods for pursuing and various challenges that may arise throughout the process.
Hurricane Hermine - Florida

HERMINE'S HISTORY

MID-AUGUST - SEPTEMBER

LANDFALL
1:30 AM SEPT. 2

HERMINE NAMED
AUG. 31

BECAME HURRICANE
SEPT. 1

BECAME T.D. 9
AUG. 28

INVEST 99L
DESIGNATED AUG. 18
Hurricane Matthew: Florida, Georgia, South Carolina, North Carolina, Virginia

Post-Tropical Cyclone Matthew

Storm Category

Dates: 9/28 - 10/09 2016
Maximum Wind Speed: 160 mph
Minimum Pressure: 934 mb
US Landfall Category: 1
Deaths:

Where are We Now: Hermine and Matthew Recovery
Lessons Learned and Applied - All Hazards Approach

► While we are going to focus on Hermine and Matthew as the context today, the lessons to be learned apply to more than just these storms.

► The preparations or actions one takes or the lesson one learns in a disaster are, to the greatest extent, the same regardless of the event or hazards.

► Emergency Managers refer to this as the “all hazards approach”

► Why does this matter?
Events in U.S. with a Billion Dollar or more impact in 2016

U.S. 2016 Billion-Dollar Weather and Climate Disasters

- Rockies and Northeast Severe Weather July 28–30
- Plains Tornadoes and Central Severe Weather May 8–11
- West Virginia Flooding and Ohio Valley Tornadoes June 22–24
- Southeast and Eastern Tornadoes February 22–24
- Western and Southern Wildfires Summer–Fall 2016
- South and Southeast Tornadoes April 26–May 2
- Hurricane Matthew October 7–9
- Southern Severe Weather March 17–18

This map denotes the approximate location for each of the 15 billion-dollar weather and climate disasters that have impacted the United States during 2016.
FEMA personnel at the start of the project will be there for the duration of the project.
If costs are reasonable, FEMA cannot deobligate.
The FEMA rep said it was OK, so it’s OK.
State and local governments can use the Federal GSA schedule.
The OIG has the final decision on deobligations and audit recommendations.
Project Worksheets are final.
Standby contracts are not eligible under FEMA.
Records must be maintained 3 years after PW closeout.
Recovery Process
What is New? Section 428
(Sandy Recovery Improvement Act of 2013)

► Authorizes alternative procedures for the Public Assistance (PA) program under the Stafford Act.
  ► Reducing the costs of providing Public Assistance.
  ► Increasing flexibility in the administration of assistance.
  ► Expediting the provision of assistance.
  ► Providing financial incentives for timely and cost-effective completion of projects.

► Two main provisions – Debris Removal and Permanent Work
What’s New? Debris Removal Pilot – Sandy Recovery Improvement Act

Pros

► Incentives for having a debris removal plan in advance.
► Incentivizes faster debris removal, thus faster recovery.
► Particularly beneficial if you are using force account labor.
► Higher Cost Share – starts at 85% for the first 30 days.

Cons

► Time limited – begins with start of incident period and no funding after 180 days. Extensions permitted but “weather” specifically excluded.
► Normal procurement rules apply.
► May not be suitable for all disasters.
What’s New? Permanent Work Pilot – Sandy Recovery Improvement Act

► Pros
  ► Flexibility / Waivers
  ► Set budget
  ► Consolidate projects / No “hair cut” for alternate projects.
  ► Can apply cost savings for other eligible purposes.

► Cons
  ► Risk of cost overruns.
  ► Still need to account for costs.
  ► Must have very good cost estimates.
  ► Program subject to increased Congressional and Inspector General scrutiny.
What’s New? – Super Circular 2 CFR

► Found at 2 CFR Part 200
  ► The Uniform Rules apply to all new grant awards for emergencies and major disasters declared on or after December 26, 2014 (limited 2 year extension for some jurisdictions)

► The Uniform Rules, where applicable, supersede the procurement standards formerly found at 44 C.F.R. § 13.36 and elsewhere

► Includes OMB Cost Circulars and A-133 (Audits)

► New terms
  ► Now Recipients and Subrecipients

► No Local Preference
What’s New? – Federal Disaster Assistance “It is not just a FEMA Show”

As you move forward in your recovery you may see some different agencies (e.g. HUD and CDBG-DR) or newer programs (e.g. changes to DOT programs)

KEY Issues
► Who provides Disaster Assistance?
► Different Culture
► Different Rules and Laws Apply
► Multiple IGs and Oversight Entities
► Duplication of Benefit Issues
► Communication and Coordination seem to be getting better
► Congress seems to be trying to help
“It’s not just how much you get on the front end, it’s also what you are able to document and keep on the back end”
Why Comply?

OIG Audit Results – FEMA Grant and Subgrant Audits 2009 – 2014

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Awarded Amount ($B)</th>
<th>Amount Audited ($B)</th>
<th>% Audited</th>
<th>Questioned Amount ($M)</th>
<th>Funds Put to Better Use ($M)</th>
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<tbody>
<tr>
<td>2014</td>
<td>$4.04</td>
<td>$3.44</td>
<td>85%</td>
<td>$111.62</td>
<td>$860.14</td>
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<td>2013</td>
<td>1.70</td>
<td>1.28</td>
<td>75%</td>
<td>266.22</td>
<td>41.60</td>
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<td>2012</td>
<td>1.52</td>
<td>1.25</td>
<td>82%</td>
<td>267.89</td>
<td>147.70</td>
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<tr>
<td>2011</td>
<td>1.72</td>
<td>1.22</td>
<td>71%</td>
<td>307.80</td>
<td>29.09</td>
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<tr>
<td>2010</td>
<td>2.29</td>
<td>1.23</td>
<td>54%</td>
<td>104.48</td>
<td>60.77</td>
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<tr>
<td>2009</td>
<td>1.30</td>
<td>0.93</td>
<td>72%</td>
<td>123.38</td>
<td>15.06</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$12.57</strong></td>
<td><strong>$9.35</strong></td>
<td><strong>74%</strong></td>
<td><strong>$1,181.39</strong></td>
<td><strong>$1,154.36</strong></td>
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</table>

Source: 2014 DHS-OIG Capping Report
OIG Audit Results – FEMA Grant and Subgrant Audits 2009 through 2014

Where are We Now: Hermine and Matthew Recovery
What are the Common Audit Findings?

► Improper contracting and contract monitoring
► Poor contracting practices resulting in excessive costs
► Inadequate source documentation
► Ineligible work performed and claimed
► Incorrect rates for equipment, labor and benefits
► Claims with duplicate benefits
► DAC
Options for post-disaster rebuilding
What Are Your Options – How to Put Things Back?

- The way it was before
- The way it should be today (Codes & Standards)
- Something totally different (Alternate)
- More than it was (Improved)
- An improvement that prevents future damage (Mitigation)
The Way It Was Before / Should Be Today

► Pre-Disaster Condition
  ► Same materials, same location, same footprint
    ► Example: Asphalt to asphalt

► Codes & Standards
  ► Must be in place and enforced at the time of the disaster
    ► Example: public park bridge
A Different Way

► Alternate Project (AKA – “In-Lieu Contribution”)
  ► Not repairing or replacing damaged element and applying project funds to a different project
  ► Must prepare an estimate of what it would cost to repair or replace the damaged element
  ► Requires State & FEMA approval prior to work beginning
    ► Example: purchasing equipment in place of road repair
  ► Grant is Reduced (“hair cut”) 10% for Public Facilities and 25% for Private Non-Profit Facilities Unless you participate in the 428 Program
Better Than the Way it Was

► Improved Project
  ► Repairing a damaged site with improved materials, designs, or capacity beyond codes & standards
  ► Even a cosmetic change
  ► Requires State & FEMA approval prior to work beginning
    ► Example: asphalt to concrete
Better Than the Way it Was, cont.

► Mitigation (Section 406)
  ► FEMA Funding eligible on 3 criteria:
    ► Cost Beneficial – Generally projects must be shown to be cost beneficial through cost analysis documentation unless:
      ► If less than 15% of the base project; or
      ► The project type is pre-approved by FEMA and less than 100% of the base project
    ► Technically Feasible
      ► Applies to a Disaster-Damaged Element
  ► Preferred State & FEMA approval prior to work beginning
    ► Example: Upsizing a Culvert
  ► Cannot do Mitigation AND alternate or improved project. It is only one or the other.
Not Damaged but Could Be Mitigated

- **Mitigation (Section 404)**
  - State receives allotment of funds from FEMA to be discretionarily applied
    - Site does not have to be damaged by the event
    - Projects are submitted to the State
      - Approved on case-by-case basis
  - Required State approval prior to work beginning
    - Example: outdated pump system (at risk but not damaged by the event)
For Further Information Contact:

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(202) 327-6198

Margaret Larson
Margaret.Larson@ey.com
202.255.3081
Rebuilding and Recovering from Natural Disasters

Presenter Names
Institute for Building Technology and Safety
Steve Traina, Program Director
ABOUT US

The Institute for Building Technology and Safety is a 501(c)(3) nonprofit organization established to provide unbiased professional services, while enhancing the communities in which we work.
DISASTER RECOVERY
TIMELINE EXAMPLE
FUNDING SOURCES
FUNDING SOURCES

CDBG-DR

~$200,000/home

$25-75,000/home

STATE FUNDED PROGRAMS

$8-10,000/home

Extensive physical support, Minimal financial assistance

FEMA

EXTENSIVE PHYSICAL SUPPORT, MINIMAL FINANCIAL ASSISTANCE

RED CROSS

• LOCAL ORGANIZATIONS
• FAITH BASED NON-PROFITS
• COMMUNITY STAKEHOLDERS
2016 FLOODING, HURRICANE, & TROPICAL STORM DAMAGE
## 2016 FLOODING, HURRICANE, & TROPICAL STORM DAMAGE

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
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- **Post Disaster Response**
  - **Disaster Date – March 8th**
  - **CBDG-DR Funding Release**
  - **Recovery Administration**
  - **Active Recovery**

- **Louisiana/4263 – Severe Storms and Flooding**
### 2016 FLOODING, HURRICANE, & TROPICAL STORM DAMAGE

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<td><strong>Disaster Date</strong> – August 11th to August 31st</td>
<td><strong>Post Disaster Response</strong></td>
<td><strong>CBDG-DR Funding Release</strong></td>
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- Louisiana/4277 – Severe Storms and Flooding
# 2016 FLOODING, HURRICANE, & TROPICAL STORM DAMAGE

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- **Post Disaster Response**
- **CBDG-DR Funding Release**
- **Recovery Administration**
- **Active Recovery**

**Disaster Date** – August 31st to September 11th

- **4280 – Hurricane Hermine**

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## 2016 FLOODING, HURRICANE, & TROPICAL STORM DAMAGE

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### Disaster Date – October 3rd to 19th

- **Post Disaster Response**
- **CBDG-DR Funding Release**
- **Recovery Administration**
- **Active Recovery**

- 4283 – Hurricane Matthew

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## 2016 FLOODING, HURRICANE, & TROPICAL STORM DAMAGE

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<td><img src="image" alt="CBDG-DR Administration" /></td>
<td><img src="image" alt="Active Recovery" /></td>
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**Disaster Date – October 4\(^{th}\) to 14\(^{th}\)**

**CBDG-DR Funding Release**

- Georgia/4284 – Hurricane Matthew
2016 FLOODING, HURRICANE, & TROPICAL STORM DAMAGE

Disaster Date – October 4th to 30th

Post Disaster Response

CBDG-DR Funding Release

Recovery Administration

Active Recovery

South Carolina/4286 – Hurricane Matthew

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2016 FLOODING, HURRICANE, & TROPICAL STORM DAMAGE

Disaster Date – October 4th to 24th

CBDG-DR Funding Release

North Carolina/4285 – Hurricane Matthew
WHERE ARE WE GOING?

- If Active Administration began prior to funding, the community would see an accelerated recovery timeline.
ACTIONS PRIOR TO FUNDING?

- Needs Assessment
ACTIONS PRIOR TO FUNDING?

<table>
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- Recovery Administration
- Active Recovery
- Funding

Action Plan
### ACTIONS PRIOR TO FUNDING?

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<td>Funding Advocacy</td>
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</table>
## ACTIONS PRIOR TO FUNDING?

**2017**
- Jan/Feb
- Mar/April
- May/June
- July/Aug
- Sep/Oct
- Nov/Dec

**2018**
- Jan/Feb
- Mar/April
- May/June
- July/Aug
- Sep/Oct
- Nov/Dec

**2019**
- Jan/Feb
- Mar/April
- May...

- **Recovery Administration**
- **Active Recovery**
- **Funding**

### Initial Outreach
### ACTIONS PRIOR TO FUNDING?

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- **Recovery Administration**
- **Active Recovery**
- **Funding**

- **Initial Case Management**
ACTIONS PRIOR TO FUNDING?

- Recovery Administration
- Active Recovery
- Initial Case Management
- Policy/Procedure Development
ACTIONS PRIOR TO FUNDING?

- Recovery Administration
- Active Recovery
- Funding

- Develop bid book
## ACTIONS PRIOR TO FUNDING?

<table>
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<tr>
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**Funding**

- Initial Procurement
AVENUES TO ACCELERATE RECOVERY

- Subrecipient Agreement

- Community funded effort
Lessons learned while rebuilding from Cleveland County’s tornado damage.
HAVE A PLAN

- PRACTICE-PRACTICE-PRACTICE
- INCLUDE ALL PLAYERS
- HAVE ACCESS TO YOUR PLAN
- BE FLEXIBLE
COMMUNICATIONS

- CELL PHONES
- RADIOS
- REVERSE 911
- DOOR TO DOOR
- FLYERS
N.G.O.’s

- Churches
- Salvation Army
- United Way
- Volunteers
- Schools
- Businesses
- Food
DOCUMENT

- START IMMEDIATELY
- O.E.M.
- BE FAMILIAR WITH FORMS
- **FEMA** IS NOT NECESSARILY A 4 LETTER WORD
REMEMBER THE LITTLE THINGS

- PORTA-POTTIES
- STREET SWEEP FOR NAILS
- LIGHTS
- GENERATORS
- COUNSELING
- SLEEP
Steve Traina, Program Director
820 Lawrence Rd., Suite #126
Kemah, TX 77565
Question & Answer session

- Type your question into the “Questions” box and the moderator will read the question on your behalf.
Final Items

- Please email jmoran@naco.org if you:

  1. Have any creative and effective examples of mitigation projects that you would like to share with your colleagues around the country.

  2. Would like to be part of a working group to share disaster lessons learned with other NACo members.
Learn more and register at:

www.naco.org/webinars
Next Resilient Counties webinar:

Naturally Resilient Communities: Rethinking Flood Protection through Nature-based Solutions

Wednesday, April 5, at 1pm ET
THANK YOU!

Additional questions or feedback?
Contact Jenna Moran at jmoran@naco.org