



*Federal  
Emergency  
Management  
Agency*

# Public Assistance Program

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**Standard Operating  
Procedure**

**Public Assistance Coordinator  
-PAC-**

9570.2 SOP  
September 1999



*Federal Emergency Management Agency*

# Public Assistance Coordinator (PAC)

Standard Operating Procedure

September 1999

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# ACRONYMS

CMF	Case Management File
DFO	Disaster Field Office
FEMA	Federal Emergency Management Agency
INF	Immediate Needs Funding
PA	Public Assistance
PAC	Public Assistance Coordinator
PAO	Public Assistance Officer
PDA	Preliminary Damage Assessment
PO	Project Officer
SOP	Standard Operating Procedure





# PUBLIC ASSISTANCE COORDINATOR

## Standard Operating Procedure

This Standard Operating Procedure (SOP) has been written for the FEMA's Public Assistance Program for use at the Disaster Field Office (DFO) during the recovery phase of disaster operations.

### Purpose

The purpose of this SOP is to define the position of the Public Assistance Coordinator (PAC) and describe the interface between the PAC and the primary individuals who will work with the PAC throughout the disaster recovery process.

### Scope

This SOP explains the role of the PAC and outlines PAC responsibilities. It also addresses the working relationship that will be developed between the PAC and applicants, State personnel, Project Officers (POs), and Specialists. This document does not provide specifics on Public Assistance Program processing. Such information is provided in other SOPs and documentation such as job aids and reference materials.

### Tools Needed by the PAC

The tools necessary to accomplish PAC duties in an efficient, effective, and consistent manner are varied. Most of these tools will be made available at the DFO; however, PACs should be prepared to provide some tools on their own. This can be accomplished by development of a PAC notebook containing reference materials for use during the disaster recovery process. PACs can assemble and add to notebooks during each subsequent deployment.

Tools include:

- (1) Disaster Fact Sheet obtained from Public Assistance Officer (PAO) at DFO.
- (2) Preliminary applicant information obtained from PAO at DFO.
  - Preliminary Damage Assessment data
  - Immediate Needs Funding data
- (3) Applicant's *Request for Public Assistance* (FEMA Form 90-49) obtained from PAO at DFO.
- (4) Case Management File, provided at DFO.

- (5) Special Considerations Information obtained from Special Considerations Liaison at DFO.
  - Programmatic Agreements
  - Memorandums of Agreement
  - Memorandums of Understanding
  - Disaster specific information from Scoping Meeting
- (6) *Project Worksheets* (FEMA Form 90-91) and associated attachments obtained from applicants, POs, or Specialists.
- (7) *Validation Worksheet* (FEMA Form 90-118) and *Project Validation Form* (FEMA Form 90-119) obtained from Specialists.
- (8) Public Assistance Job Aids
  - Project Formulation
  - Kickoff Meeting
  - Small Project Validation
  - Eligibility
  - Special Considerations
- (9) Public Assistance SOPs
  - *Kickoff Meeting* (FEMA 9570.4 SOP)
  - *Case Management File* (FEMA 9570.3 SOP)
  - *Project Formulation* (FEMA 9570.5 SOP)
  - *Small Project Validation* (FEMA 9570.6 SOP)
  - *Cost Estimating Format* (FEMA 9570.8 SOP)
  - *Immediate Needs Funding* (FEMA 9570.7 SOP)
- (10) Reference Documents
  - Robert T. Stafford Disaster Relief and Emergency Assistance Act
  - Title 44 of the Code of Federal Regulations
  - *Public Assistance Guide* (FEMA 286, to be replaced by FEMA 322)
  - *Public Assistance Policy Digest* (FEMA 321)
  - *Public Assistance Eligibility* – CD ROM
  - *Applicant Handbook* (FEMA 323)

## Qualifications

To qualify for the PAC position, individuals must possess a varied skills set. These skills are important to ensure quality delivery of the PA Program for all eligible applicants.

Skills include:

- (1) Program Knowledge. PACs must possess:
  - general knowledge of disaster-relief laws, regulations, and programs
  - knowledge of the roles of Federal, State, and local governments

- knowledge of Private Non-Profit organizations and volunteer agencies
  - in-depth, working knowledge of the Public Assistance Program
- (2) Leadership Skills. PACs must:
- demonstrate decisiveness in difficult situations
  - accept responsibility for actions and decisions
  - serve as a positive role model
  - provide clear direction and priorities
  - motivate people to take action
- (3) Management Skills. PACs must be able to:
- set goals and objectives
  - keep staff informed
  - monitor work progress
  - address conflict issues
  - support staff
  - delegate effectively and responsibly
  - evaluate staff performance
  - assign work
  - carry out fiduciary responsibilities
- (4) Interpersonal Skills. The PAC must:
- interact effectively with State and local officials
  - work effectively as a team member
  - demonstrate flexibility
  - identify and meet customer needs
- (5) Cognitive Skills. The PAC must:
- demonstrate creative problem-solving
  - anticipate future consequences of decisions and actions
  - prioritize resources and tasks
  - maintain a “big picture” perspective
  - engage in long-term planning
  - screen relevant and irrelevant information
- (6) Communication Skills. The PAC must:
- communicate thoughts and ideas clearly
  - participate actively in meetings
  - write clear, concise reports
  - listen to others and respond appropriately
  - keep supervisors informed
- (7) Organizational Skills. The PAC must:
- manage multiple tasks
  - manage time efficiently
  - meet deadlines



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## OVERVIEW

This Standard Operating Procedure explains the role of the Public Assistance Coordinator (PAC) in each step of the disaster recovery process including management of the Case Management File, and summarizes PAC responsibilities. It also outlines the interface between the PAC and applicants, the PAC and State personnel, the PAC and Project Officers (POs), and the PAC and Specialists by providing guidance on the working relationship that will be developed with each of these individuals.

A PAC is responsible for managing an applicant's request for assistance from the beginning of the disaster recovery process through approval of the applicant's projects. In this role as the case manager, the PAC functions as the applicant's primary representative within the Federal Emergency Management Agency (FEMA) providing accurate and consistent information concerning FEMA policies and procedures. The PAC educates the applicant on Public Assistance Program processes and reviews applicant submissions monitoring the applicant's needs and, when necessary, providing a PO or Specialist to help the applicant develop projects.

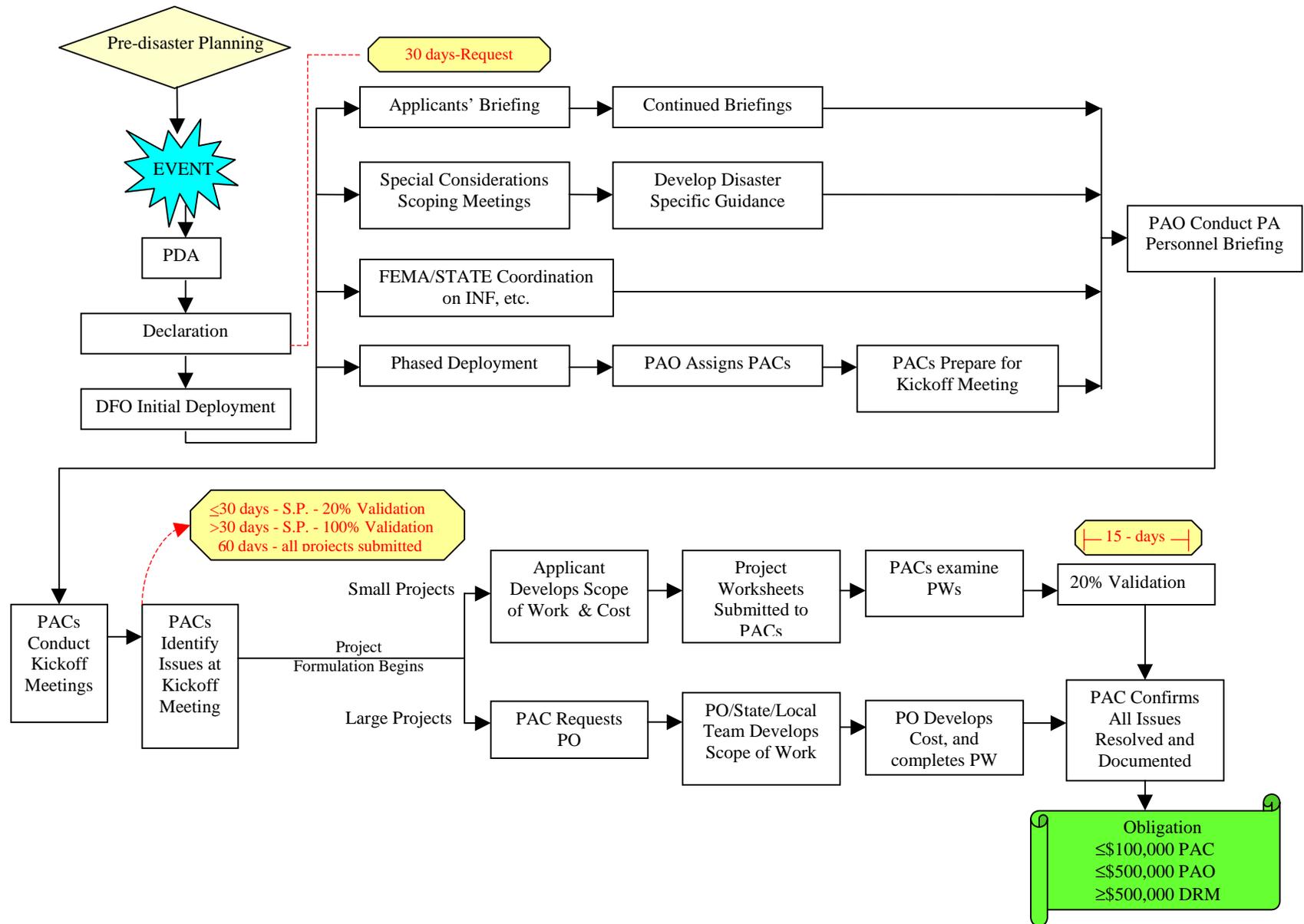
PACs are assigned to applicants as the applicants submit the *Request* forms. Upon assignment, the PAC will set up and conduct a Kickoff Meeting with each applicant and their Applicant Liaison, the State's customer service representative, to assess individual applicant needs. This assessment will enable the PAC to identify the type and extent of assistance necessary for each applicant. The PAC will then assist the applicant, as necessary, during project formulation by answering questions, assigning Disaster Field Office personnel to assist in project development, assisting in the identification of Special Considerations issues, and reviewing projects for completeness as they are submitted. After project formulation, the PAC works with Specialists who will validate an applicant's *Project Worksheets (PWs)* or review Special Considerations issues as appropriate. Upon completion of validation and any Special Considerations review, the PAC will finalize the applicant's *PWs* and process the *PWs* for approval and funding.

In addition to assisting applicants through each step of the disaster recovery process, the PAC must also become familiar with the data collected during the Preliminary Damage Assessment (PDA), the type and amount of Immediate Needs Funding (INF) provided, the information obtained at the Applicants' Briefing, and the decisions made during the scoping process. This material is essential in providing complete and accurate assistance to the applicants and in assuring compliance with all laws, regulations, and policies pertaining to Federally funded projects.

The PAC is also responsible for initiating and updating each applicant's Case Management File. The CASE MANAGEMENT FILE is an electronic file containing all information pertinent to an applicant including data collected during meetings or conversations, from forms, or during processing and administrative documentation.

The following flowchart outlines the Public Assistance Program process. The responsibilities of the PAC for each of these steps, as introduced above, are then presented in detail.

# Public Assistance Process Flowchart (DFO)



## THE PROCESS

### Background

The Public Assistance (PA) Program is administered through a coordinated effort between the Federal Emergency Management Agency (FEMA), the State, and the applicants. While all three entities must work together to meet the overall objective of quick, effective program delivery, each has a different role. FEMA's primary responsibilities are to determine the amount of funding, participate in educating the applicant on specific program issues and procedures, assist the applicant with the development of projects, and review the projects for compliance. The Public Assistance Coordinator (PAC) is the primary FEMA representative responsible for accomplishing these tasks.

To accomplish each task in the most efficient and consistent manner possible and to ensure the program is advantageous to each applicant, the PAC must have a working knowledge of the information collected at each step of the disaster recovery process. The steps of the process are described below. Each description includes an outline of the information collected during that step and provides an overview of PAC responsibilities.

To help the PAC get started, a *Public Assistance Coordinator Checklist* has been developed. The checklist is Appendix A to this Standard Operating Procedure (SOP).

### Preliminary Damage Assessment

The Preliminary Damage Assessment (PDA) is a joint assessment of preliminary disaster damage. It is initiated at the request of the State once the State determines that the situation is beyond the combined capabilities of the State and local resources. FEMA conducts the joint PDA with State and local officials. The PDA determines the magnitude and severity of the disaster and verifies the need for supplemental assistance. The PDA also identifies any unmet needs that may require immediate attention.

Data on disaster damage, repair estimates, and Special Considerations issues is collected by the joint FEMA/State PDA teams through observation and interviews with the local officials. This data serves as the foundation for regional reports, which are used by FEMA to recommend and the President to determine whether to declare the event a major disaster under the Stafford Act. This data may also be used as the basis for the State's request on behalf of the applicants for up to 50% of the estimated emergency work to be advanced for Immediate Needs Funding (INF). These expedited funds are dispersed to pre-identified applicants who request funds to offset their immediate needs. Immediate needs are those emergency work claims that require payment in the first 30 to 60 days after the disaster.

The PAC must review the data collected during the PDA for each assigned applicant. This data will provide the PAC with an initial overview of an applicant's needs. Using this data, the PAC can line up appropriate resources for addressing complex issues such as large-scale projects requiring field expertise or projects that involve Special Considerations. The PAC can also set the stage for coordination with Disaster Field Office (DFO) officials such as the Special Considerations Liaison. Most importantly, the PDA

data will enable the PAC to provide applicants with initial guidance on such issues as obtaining insurance information or identifying potential hazard mitigation opportunities.

It is the PAC's responsibility to ensure that appropriate reconciliations in funding are made to offset an applicant's INF. If an applicant did not participate in the PDA, that applicant may request that emergency work projects be expedited for quick payment. Therefore, the PAC must identify the applicants that receive INF, as well as work with any applicant that did not receive INF, but requires payment quickly. An *Immediate Needs Funding Job Aid* has been developed. The job aid is Appendix B to this SOP.

## Applicants' Briefing

The Applicants' Briefing is held as soon as practicable following the declaration of a major disaster. The State will conduct the briefing for all potential Public Assistance applicants. During the briefing, the State will present the incident period and a description of the declared event. Applicant, work, and cost eligibility will be reviewed and the project formulation process will be introduced. The State will also discuss funding options, record keeping and documentation requirements, and Special Considerations issues. Typically, applicants will prepare and submit their *Requests for Public Assistance* forms during the briefing.

With discussion of so many pertinent topics, applicants may have specific questions pertaining to their needs. Usually the State will field such questions; however, the State may request that FEMA assist. If the request is made for FEMA presence during the briefing, the PACs should make every effort to attend. The briefing may provide the PAC with preliminary data about an applicant's projects. This data can be used in similar fashion to the data collected during the PDA.

Attendance at the briefing will also provide the PAC face-time with the applicant, which can enhance relations and alleviate applicant apprehension. PACs can also take advantage of this applicant/State interface to set up Kickoff Meetings, as appropriate.

## Scoping Meetings

The scoping process begins once the DFO is operational. Scoping meetings are held to bring together Federal and State agencies that are tasked with ensuring compliance with the laws, regulations, and policies pertaining to Special Considerations issues, such as insurance, hazard mitigation opportunities, and environmental and historic concerns. In coordination with the Special Considerations Liaison, these agencies will jointly identify issues that may exist in the disaster area and develop strategies for streamlining compliance with the laws, regulations, and policies that pertain to those issues. Through these meetings, Programmatic Agreements and Memorandums of Agreement and Understanding will be developed to identify review processes and appropriate agency roles in these processes. Decisions will also be made on how resolution of identified issues can be delegated to the PACs.

PACs must work with the Special Considerations Liaison to become familiar with the guidance developed during the Scoping Meetings and ensure a proper understanding so as to better assist and direct applicants who may have projects where Special Considerations issues exist.

## Kickoff Meeting

A Kickoff Meeting is held with each applicant to assess the applicant's individual needs, discuss disaster related damage, and set forth a plan of action for repair of the applicant's facilities. The PAC is responsible for setting up and conducting the meeting, which is attended by both the applicant and the Applicant Liaison (Liaison). The meeting allows the applicant, Liaison, and PAC to become acquainted, and affords the PAC and the Liaison the opportunity to provide the applicant with information necessary to start the Public Assistance process. In some cases, the PAC may request that a Project Officer (PO) or Specialist also attend the meeting. This will occur when the PAC, through review of data collected during the PDA or during discussions with the applicant while setting up the Kickoff Meeting, identifies that an applicant has large projects or projects with complex issues or Special Considerations issues that warrant such personnel.

Much of the information discussed at the Applicants' Briefing will be reviewed with the applicant during the Kickoff Meeting; however, focus will be put on explaining the issues that apply specifically to that applicant's projects rather than the program in general. It is the PAC's responsibility to ensure that such information is thoroughly reviewed to the satisfaction of the applicant. During this review, the PAC should take notes and ask specific questions on the applicant's damaged facilities. The applicant will provide a list of damages at the meeting which will help both the PAC and applicant get started with resource allocation and project development.

After the meeting, the PAC will follow-up on all identified actions, as required. For instance, it may be necessary to assign POs or Specialists to provide technical assistance to the applicant. Such follow-up will continue to occur through the remainder of the disaster recovery process to ensure that the applicant's needs are realized and appropriate resources allocated.

An SOP for the Kickoff Meeting has been developed. The PAC should review this SOP for detailed instruction on setting up, conducting, and following-up after the Kickoff Meeting. A *Public Assistance Coordinator Kickoff Meeting Job Aid* has also been developed. The job aid is Appendix C to this SOP.

## Project Formulation

The applicant is responsible for identifying all damages and determining how work projects will be formed. Project formulation allows the applicant to consolidate multiple work items into single projects in order to expedite approval and funding, and to facilitate project management. Project formulation is the process of documenting the eligible scope of work and the eligible cost associated with that scope of work for each work project.

Applicants are responsible for identifying all projects and are encouraged to provide their own scopes of work and costs estimates for small projects. If the applicant identifies specific projects that require technical assistance, chooses not to prepare their own projects, or has specific questions, the PAC will ensure that a PO or Specialist is assigned to work with the applicant as appropriate.

All projects are documented on *PWs*. These *PWs* contain the information necessary for FEMA to approve the scope of work and itemized cost estimate prior to funding. Each project is documented on a separate *PW* and submitted to the PAC. The PAC then reviews each *PW* to ensure that pertinent data describing a legal scope of work is provided and that Special Considerations and project information is complete. The PAC then forwards the *PWs* for small project validation, Special Considerations review, and funding, as appropriate.

*PWs* forwarded for validation or Special Considerations review will be returned to the PAC upon completion of validation or review. At that time the PAC will take appropriate actions and then forward the *PWs* for funding. It is important for the PAC to keep the applicant updated on the progress of the *PWs*, as well as any identified changes in scope or cost.

An SOP for Project Formulation has been developed. The PAC should review this SOP for detailed instructions on preparing and working with the applicant during project formulation, assigning appropriate resources, reviewing *PWs*, and forwarding *PWs* for validation, Special Considerations review, and funding. A *Project Formulation Job Aid* has also been developed. The job aid chart is Appendix D to this SOP.

## Validation

The purpose of validation is to confirm the eligibility, compliance, accuracy, and reasonableness of small projects formulated by an applicant, and to ensure that the applicant receives the maximum amount of assistance available under the law. The process reviews approximately 20% of the small projects formulated by the applicant. This 20% sampling applies to all small projects, including emergency work, permanent work, and small projects with Special Considerations. All aspects of the projects are reviewed including the sites, estimating methods, and documentation related to the project.

The PAC is responsible for discussing the concept of validation with the applicant and for ensuring that Specialists are assigned to begin the validation process when the applicant is ready. The PAC in coordination with the Liaison will select two 20% samples from all

small projects submitted by the applicant. Two separate samples are selected so that the Specialist conducting the validation will have a second sample to validate if the first sample does not pass. The PAC will give the Specialist a copy of the selected *PWs*, and explain any special issues or concerns that may apply.

When validation is complete, the PAC will review all *Validation Worksheets* and the *Project Validation Form* with the Specialist, discussing any concerns or issues that might have become apparent to the Specialist during the validation process. If the applicant did not pass the second validation, the PAC will take appropriate follow-up actions to ensure that help is provided to the applicant. If the applicant passed validation, the PAC will make any appropriate adjustments to the *PWs* and forward them for Special Considerations review and funding as appropriate. *PWs* forwarded for Special Considerations review will be returned to the PAC upon completion of the review. At that time the PAC will take appropriate action and forward the *PWs* for funding. As previously mentioned, it is important for the PAC to keep the applicant updated on the progress of the *PWs*, as well as any changes in scope or cost.

An SOP for Validation has been developed. The PAC should review this SOP for detailed instruction on preparing the applicant for validation, assigning appropriate resources, reviewing and following-up with validation results, and forwarding *PWs* for Special Considerations review and funding.

## Special Considerations

FEMA uses the term “Special Considerations” to describe issues other than program eligibility that affect the scope of work and funding for a project. These issues include floodplain management, insurance, hazard mitigation, and compliance with other Federal laws and regulations that pertain to environmental protection and historic preservation. Timely identification and resolution of Special Considerations issues is critical to the effective delivery of the Public Assistance Program.

Special Considerations are a factor in all phases of the recovery process, from the PDA through the approval of projects. Processing involves collection of data, review of the data and coordination with the appropriate agencies, and documentation of the process and its results.

It is the applicant’s responsibility, together with POs or Specialists that may assist the applicant, to note the existence of Special Considerations on the *PW* for each project. However, the PAC still has responsibility for ensuring that all potential Special Considerations issues are identified. Therefore, a standard set of questions has been developed to assist the PAC with identifying these issues. The questions, which reflect each of the areas of concern, are intended to highlight elements of the applicant’s projects that could trigger a Special Considerations review.

The PAC should go over the questions with the applicant after the applicant has submitted the list of damages at the Kickoff Meeting and again as *PWs* are submitted. If the applicant’s responses indicate that an issue exists, the PAC should forward the *PWs* for

Special Considerations review, as appropriate. The questions are only the beginning of the dialogue between the PAC and the applicant on these issues. As Special Considerations issues become apparent, the PAC and the applicant will have to discuss the issues and their resolution in more detail.

An SOP for Special Considerations has been developed. The PAC should review this SOP for detailed instruction on identifying, documenting, and resolving Special Considerations issues. The *Special Considerations Questions* noted above are Appendix E to this SOP.

## Funding

FEMA and the State share responsibility for making Public Assistance Program funds available to the applicant. FEMA is responsible for approving projects and making the Federal share of the approved amount available to the State. The process of approval, as outlined above, begins with the PAC's review of *PWs* for completeness. Once the *PWs* are reviewed and processed through validation and Special Considerations review as appropriate, the *PWs* are ready for approval and funding.

The PAC has the authority to approve projects up to \$100,000. Therefore, any project below this threshold will be approved by the PAC and forwarded for funding. Projects over this threshold will be forwarded by the PAC to the PAO with a recommendation for approval. Once the PAO has approved the *PW*, it will then be forwarded for funding.

As with project formulation and validation, it is important for the PAC to keep the applicant updated on the progress of the *PWs*.

## Programmatic Closeout

Good project management from the initiation of the Public Assistance process will ensure successful restoration of facilities and expedited payment of funds with all parties concerned seeing a satisfactory result for their efforts. A key element of good project management is good customer service. The PAC's role as the applicant's case manager requires the delivery of good customer service. As such, it is important that the PAC ensures that all of an applicant's needs are met prior to leaving the DFO for a new assignment. PACs should work with their assigned applicants until all those applicants' projects are approved; however, depending on the size of a disaster and the duration of DFO operations, this may not always be possible.

To ensure good customer service, every applicant will have a PAC assigned to them until all of the applicant's projects are approved, including any projects requiring long term review such as projects with specific Special Considerations issues. Therefore, if a PAC must leave the DFO prior to programmatic closeout of an applicant's case, a smooth transition of the case to another PAC will be required.

It is the responsibility of the original PAC to ensure that the applicant is introduced to the new PAC and that all outstanding issues and concerns have been discussed. The original PAC must also ensure that the applicant feels comfortable with the transition. The original PAC must also ensure that the Case Management File is complete and up-to-date and that the new PAC understands the applicant's needs and has a working knowledge of the applicant's projects.



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## CASE MANAGEMENT FILE

The Case Management File is an electronic file containing all information pertinent to an applicant. The Case Management File centralizes applicant information combining all data collected throughout the Public Assistance process into one file. The file is created using information collected from the applicant's *Request*. Records of meetings, conversations, phone messages, and related administrative documentation are added to the Case Management File on a continual basis.

The Case Management File also serves to track documentation. From the time an applicant requests Public Assistance to the time they complete the grant process, all information pertaining to them will be recorded and tracked through the Case Management File. The Federal Emergency Management Agency (FEMA) and the State are able to track progress on grants and projects throughout the process and to make more informed customer-related decisions.

The Public Assistance Coordinator (PAC) is responsible for maintaining the Case Management File of each assigned applicant. Typically, data entry personnel will enter applicant information from the *Request* form into the Case Management File prior to assignment to a PAC; however, in some cases, data entry personnel may not have time to create an applicant's Case Management File prior to assignment. In such cases, the PAC will be responsible for ensuring that the file is created.

As noted above, the Case Management File must be continually updated to ensure that all relevant data is collected. After the Case Management File is created, the PAC should ensure that all information related to the Preliminary Data Assessment (PDA) is entered in the Case Management File. Information collected during the Applicants' Briefing and Kickoff Meeting should also be included. Such information could range from applicant concerns and resolutions to a list of pre-identified damage. As *PWs* are submitted, information on work scopes and cost estimates should be recorded, as well as any Special Considerations issues that have been identified. The same is true with the validation and approval processes.

Throughout disaster recovery, the PAC will have many opportunities to interact with an applicant. In addition to the information outlined above, any other material that may affect program funding or information collected during phone calls, meetings, or other contact with the applicant, should be entered into the Case Management File. Having such information available to the PAC, State, and other resources such as Project Officers and Specialists will prevent the applicant from repeating information to these various individuals as they deal with their projects. When completed properly, the Case Management File becomes a chronological history of the applicant during each disaster.

A SOP and a user's manual for the Case Management File have been developed. The PAC should review these documents for detailed instruction on entering, reviewing, and utilizing data in the Case Management File. In addition, a *Public Assistance Coordinator Project Management Job Aid* has been developed. The job aid is Appendix G to this SOP.



## SUMMARY OF PAC RESPONSIBILITIES

The Public Assistance Coordinator (PAC) has numerous responsibilities during the disaster recovery process. A summary of these responsibilities is listed below. This list is not exhaustive, nor does it provide all the specific details necessary to adequately accomplish each responsibility. PACs should, therefore, review all Public Assistance Program Standard Operating Procedures (SOPs), job aids, and user's manuals, as appropriate, to gain complete understanding.

- Preliminary Damage Assessment (PDA) and Immediate Needs Funding (INF)
  - ⇒ Act as FEMA team member, if assigned.
  - ⇒ Review data collected during the PDA.
  - ⇒ Line up appropriate resources for addressing any identified complex issues.
  - ⇒ Set the stage for coordination with appropriate Disaster Field Office officials.
  - ⇒ Provide applicants with initial guidance.
  - ⇒ Identify the receipt of INF.
  - ⇒ Reconcile funding to offset INF.
  - ⇒ Identify need for expedited funding.
  - ⇒ Update Case Management File with PDA and INF information
  
- Applicants' Briefing
  - ⇒ Attend, if possible.
  - ⇒ Meet potential applicants.
  - ⇒ Answer questions.
  - ⇒ Identify applicant needs and, if possible, line up appropriate resources, begin coordination efforts with appropriate officials, and provide initial guidance.
  - ⇒ Set up time for Kickoff Meeting, if possible.
  - ⇒ Update Case Management File with information and/or issues identified at briefing.
  
- Scoping Process
  - ⇒ Become familiar with the review process and guidance documents developed for Special Considerations issues specific to each disaster.
  - ⇒ Update Case Management File of applicants where known Special Considerations issues have been identified or addressed during Scoping Meetings.
  
- Kickoff Meeting
  - ⇒ Set-up a time and place for the meeting with the applicant and the Applicant Liaison (Liaison).
  - ⇒ Update Case Management File with above information so it is available to everyone at DFO.
  - ⇒ Conduct the meeting, be sure to thoroughly cover appropriate information, identify applicants needs, discuss damage, develop a plan of action, and provide appropriate resources.

- ⇒ Receive a list of damages from the applicant.
- ⇒ Update Case Management File with projected small and large project totals.
- ⇒ Follow-up on all necessary actions.
- ⇒ Update Case Management File with information/issues gathered at the meeting.
- Project Formulation
  - ⇒ Work with the applicant to answer questions.
  - ⇒ Assign Project Officers and Specialists to work with the applicant, if necessary.
  - ⇒ Update Case Management File with assignments of POs and Specialists.
  - ⇒ Review *PWs* for completeness.
  - ⇒ Document in Case Management File any discrepancies or changes made to *PWs*.
  - ⇒ Forward *PWs* for validation, Special Considerations review, and funding, as appropriate.
  - ⇒ Ensure applicant is updated on status of projects.
  - ⇒ Record in the Case Management File all phone calls/meetings held with the applicant or others involved in the *PWs*.
- Validation
  - ⇒ In coordination with the Liaison, identify validation samples.
  - ⇒ Ensure Specialists are assigned.
  - ⇒ Review validation results.
  - ⇒ Update Case Management File with validation results.
  - ⇒ Provide technical assistance to applicant, if necessary.
  - ⇒ Log assistance provided, if applicable, in Case Management File.
  - ⇒ Forward *PWs* for Special Considerations review and funding, as appropriate.
  - ⇒ Ensure applicant is updated on status of projects.
  - ⇒ Log all phone calls/meetings in the Case Management File.
- Special Considerations
  - ⇒ Ensure potential Special Considerations issues are identified.
  - ⇒ Review Special Considerations questions with the applicant.
  - ⇒ Utilize information from the scoping process to resolve issues.
  - ⇒ Identify when Special Considerations reviews are necessary and forward *PWs* for appropriate reviews.
  - ⇒ Log Special Considerations reviews in Case Management File.
- Funding
  - ⇒ Approve projects up to \$100,000 and forward for funding.
  - ⇒ For projects over \$100,000, forward to the Public Assistance Officer (PAO) with recommendations for approval.
  - ⇒ Ensure applicant is updated on status of projects.
  - ⇒ Update Case Management File as appropriate.

- Transition and Closeout
  - ⇒ Transition cases to another PAC, as necessary.
  - ⇒ Ensure new PAC is introduced to the applicant.
  - ⇒ Ensure applicant feels comfortable with the transition.
  - ⇒ Ensure all outstanding issues and concerns have been discussed.
  - ⇒ Ensure that all projects have been approved.
  - ⇒ Ensure that all records, including the Case Management File are complete and up-to-date.
  - ⇒ Discuss the applicant's case with the PAO to ensure all appropriate actions have been taken.
  - ⇒ Record all transition notes in Case Management File for future reference.
  
- Case Management File
  - ⇒ Ensure Case Management File is created.
  - ⇒ Enter all PDA-related information.
  - ⇒ Enter information collected during the Applicants' Briefing and Kickoff Meeting.
  - ⇒ Enter information on work scopes and cost estimates from *PWs*.
  - ⇒ Enter any Special Considerations issues that have been identified.
  - ⇒ Enter review results from the validation process.
  - ⇒ Track project approval and funding.
  - ⇒ Enter any other material that may affect program funding or information such as phone calls, meetings, or other contacts with the applicant.



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## THE PAC AND OTHERS

### The PAC and the Applicant

The Public Assistance Coordinator (PAC) is a customer service representative and case manager for the applicant. PACs are assigned to work with applicants as early as possible during the disaster recovery process. The PAC/applicant partnership continues from initial assignment through the funding stage. The PAC uses varied skills and training to guide applicants through the steps necessary to receive funding. The PAC will answer any applicant questions, request the assignment of Disaster Field Office personnel to assist the applicant in project development, assist in the identification of Special Considerations issues, and review projects for completeness. The PAC will also keep applicants apprised of *PWs* as they work through the approval and funding processes. By being involved in these various ways from the beginning of the Public Assistance process, the PAC ensures continuity of service throughout the delivery of the Public Assistance Program

### The PAC and the State

FEMA and the State work as partners to deliver the Public Assistance Program. While both entities must work together, their roles are different. The State's primary responsibility is to disburse the grant to the applicant. The State is also required to monitor the applicant's use of funds and upon project completion follow-up with necessary audits to assure work was completed as appropriate. FEMA and the State participate jointly in educating the applicant on specific program issues and procedures and assisting the applicant with the development of *PWs*.

If possible, the State will provide each applicant with an Applicant Liaison (Liaison). The Liaison and the PAC must work closely to ensure that the applicant is provided with consistent, complete information about the Public Assistance Program and its processes. In some states, depending upon State capabilities, the PAC may be required to take a more active role in helping the applicant as the State may not be able to provide necessary resources.

### The PAC and the Project Officer

The Project Officer (PO) is a resource for the applicant. A PO is knowledgeable about eligibility and Special Considerations, and will take the lead in working with the applicant to develop scopes of work and cost estimates for large projects. The PO is responsible for identifying the need for Specialists and working with the PAC to ensure appropriate personnel are assigned to assist in large project development. It is the PACs responsibility to identify when POs are needed and to update the PO on pertinent applicant requirements before assigning the PO to the field.

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## The PAC and the Specialist

A Specialist is another resource for the applicant. Specialists may have specific expertise such as an infrastructure specialty or a Special Considerations specialty or may have an expert knowledge of Public Assistance Program eligibility. Specialists with an expertise in a specialty area will assist POs with large project development and PACs with project review. Specialists with an expertise on Public Assistance Program eligibility will assist applicants with small project development, if needed, and will conduct small project validations. As with the PO, it is the PAC's responsibility to identify when Specialists are needed and to update the Specialist on pertinent applicant requirements before assigning the Specialist to the field.

## The PAC and the Public Assistance Officer

The Public Assistance Officer (PAO) is responsible for managing the Public Assistance Program in the Disaster Field Office (DFO). As manager for the PA program, the PAO will look to the PAC for information on applicants and special issues that have been identified in the field.

The PAC will be responsible for providing information and reports to the PAO whenever needed. This information will be used by the PAO to determine staffing and funding requirements. An up-to-date and complete Case Management File will help the PAC in compiling reports and identifying potential trouble spots.

The PAC is also responsible for providing the PAO with sufficient information on projects over \$100,000 so that educated approval decisions can be made.

## The PAC and the Resource Coordinator

The Resource Coordinator (RC) is responsible for the assignment of personnel from the Resource Pool. PACs who are in need of Project Officers (POs) or Specialists will need to contact the RC to have personnel assigned to specific projects. By using Resource Pool staff wisely, for specific projects, and for specific time frames, the RC is able to supply needed expertise where and when it is needed, using the least number of personnel.

The PAC should ensure that POs and Specialists are released back to the Resource Pool as soon as their assignments are complete. The PAC and RC will work hand-in-hand to provide applicants with the expertise needed for any given job. It is the PACs responsibility to identify the expertise needed and the RC's responsibility to locate personnel with that expertise to assign to the project.

## APPENDIX A

### Public Assistance Coordinator Checklist

The Public Assistance Coordinator (PAC) is the primary representative from the Federal Emergency Management Agency (FEMA) who maintains contact with the applicant. The PAC is responsible for the Case Management File, (providing consistent information, customer service and specialized attention to meet the specific needs of each applicant, with the help of Disaster Field Office (DFO) support staff. The staff includes Project Officers (POs), Specialists, Data Entry personnel, and a Resource Coordinator (RC).

#### Pre-Declaration

The PAC's role during the pre-declaration phase of any disaster is to assist the Public Assistance Officer (PAO) in conducting the Preliminary Damage Assessment (PDA). The PAC's role and responsibilities for the PDA are detailed below:

- ✓ Receive assignments of potential applicants from the PAO.
- ✓ Discuss with each potential applicant and the State's representative, the disaster impact, identify emergency and permanent work needs, and identify Immediate Needs Funding (INF). Refer to the *Immediate Needs Funding Job Aid*.
- ✓ Record emergency and permanent work descriptions, develop cost estimates, document any known Special Considerations (SC) issues.
- ✓ Report findings to the PAO.
- ✓ Work with the PAO on finalizing PDA results.
- ✓ Input the PDA results into the database system, as necessary.
- ✓ In the event of a disaster declaration, start the Case Management File. If there is no disaster declaration or if the applicant is not included in the declaration, the PDA information will be saved as an archived file.

#### Request for Public Assistance

After the *Request for Public Assistance (Request)* is received and entered into NEMIS, the PAO will assign one or more eligible applicants to a PAC. Assignment may be by county, other geographical region, or type of applicant. The PAC's role and responsibilities relative to the *Request* are detailed below:

- ✓ Contact the Applicant Liaison (Liaison) who will act as your State counterpart throughout the disaster.
- ✓ Assist the applicant and State in identifying disaster assistance needs, completing the *PWs*, and answering any program questions.
- ✓ Schedule a Kickoff Meeting with each applicant and their Liaison (refer to *Public Assistance Coordinator Applicant Job Aid*). Identify emergency and permanent work, Special Considerations Issues, Public Assistance Program requirements, discuss project formulation (refer to *Project Formulation Chart*), and necessary documentation with the applicant and Liaison.
- ✓ Review and update the applicant's Case Management File.

## Project Formulation

A project is a logical method of performing work required as a result of the declared event. Projects may consist of one damage site or may be made up of several sites. This offers flexibility in organizing and managing work around the applicant's needs. The PAC's role and responsibilities during the Project Formulation phase are:

- ✓ Using the *PW*, discuss with the applicant what facility was damaged, location, description of damage, scope of work, and cost estimates.
- ✓ Note Special Considerations (SC) issues, ensuring concurrent SC review for issues.
- ✓ Help the applicant create *PWs* for small projects.
- ✓ If requested by the applicant, have Specialists assigned to help develop the scope of work and cost estimates on small projects.
- ✓ Request POs from the RC for assignment to large projects.
- ✓ Identify with the Liaison 20% of the applicant's small projects for validation.
- ✓ Discuss the results of the Special Considerations reviews and/or validation visits with the applicant and Liaison.
- ✓ Discuss finalized *PWs* with applicant after Special Considerations issues reviews are completed, validation of small projects is completed, and PO has finalized large projects.
- ✓ Ensure offset of INF with emergency work *PWs*, as necessary.
- ✓ Authorize funding up to \$100,000 per *PW*, recommend to the PAO that funding be approved for *PWs* above \$100,000.

**Note:** There are some restrictions as to what kinds of emergency work is eligible for INF. For example, demolition work should not be designated to receive INF. Refer to *Immediate Needs Funding Job Aid* for additional information. When a PDA has taken place, INF is only available for applicants who went through the PDA process. For applicants not included on the PDA but who need money right away, expedited processing of emergency work *PWs* is a good way of quickly getting money to the applicant.

## Resolution

If, for any reason, the PAC and an applicant cannot agree on an eligible scope of work or adequate cost estimate, the PAC will involve the PAO to achieve resolution.

## Transition to Another Public Assistance Coordinator

There will be occasions when a PAC must leave the DFO before all actions concerning assigned applicants have been completed. If a new PAC is assigned to the applicant a transition meeting should take place. Inform the new PAC of the status of the applicant's projects and other important information.

Be sure that all pertinent information has been logged into the Case Management File including your debrief with the new PAC. Also arrange for a "get acquainted" meeting/phone call between the new PAC and the applicant. For more details on the transitioning to a new PAC, refer to the *Public Assistance Coordinator Transition Job Aid*.

## APPENDIX B

### Immediate Needs Funding Job Aid

#### Instructions

This job aid itemizes details about Immediate Needs Funding (INF). It can be used as a personal reference tool and/or as a checklist when meeting with or speaking to the applicant.

INF is a partial advance on emergency work items identified (1) during the Preliminary Damage Assessment (PDA), or (2) by the State if no PDA occurs. INF is designed to assist the applicant in dealing with their *urgent needs*, meaning that it generally covers those items that will require payment by the applicant within the first 60 days after disaster declaration. It is not intended for those emergency work items that involve Special Considerations or items of work that will require longer than 60 days to complete. These items will be funded in the normal manner as individual projects. The State determines the percentage of the estimated emergency work costs that will be eligible for INF. The maximum allowable percentage is 50%. INF is calculated using a standardized formula:

$$\text{Total INF} = \text{Emergency Work} \times \text{State Determined Percentage}$$

FEMA will fund the Federal share of the Total INF.

The following chart aids in defining those work items eligible for INF:

✓	Criterion	Examples
•	• <b>Includes</b> debris clearance and emergency protective measures	• Clearing debris from the road to the right-of-way
	• <b>Includes</b> emergency protective measures performed on a damaged facility to prevent further damages or remove/prevent health or safety hazards	• Sandbagging operations • Shoring a listing building • Disposal of dead animals
	• <b>Excludes</b> sites/items with Special Considerations • This emergency work requires further investigation prior to the release of funding by the Federal Emergency Management Agency (FEMA).	• Demolition of historic structures or parts of historic structures • Removal of debris with known hazardous materials • Emergency work efforts covered by an existing insurance policy (building demolition or the removal of building debris) • Debris removal and disposal in Coastal Barrier Resources Act areas
	• <b>Excludes</b> sites/items that require more than 60 days to complete	• Large debris removal/disposal projects • Major demolition of destroyed building projects • Any other emergency work project that will extend beyond 60 days

## Special Considerations Issues

The regulations governing environmental and historic impacts recognize that unique emergency conditions exist in the immediate aftermath of a disaster. Generally, these laws allow for certain exceptions, waivers, and/or accelerated reviews to accommodate the need of a community to complete urgent emergency work activities that are necessary to protect life, health, and safety. However, there are some emergency work that, while eligible for funding under emergency work, **can not** be approved for INF due to the need to ensure compliance with applicable Federal laws and regulations.

### INF Obligation

When a PDA has been performed, only applicants that were included in the PDA are eligible to receive INF.

✓	PDA Status	Steps Taken
•	<ul style="list-style-type: none"> <li>• Applicant <u>was</u> included in the PDA</li> </ul>	<ul style="list-style-type: none"> <li>• The FEMA PDA representative records the cost estimates on emergency work on the PDA forms.</li> <li>• Upon a presidential declaration, the State may request INF on behalf of the applicant.</li> <li>• FEMA writes a <i>PW</i> for its share of the INF amount.</li> <li>• The State makes funds available to the applicant.</li> <li>• The previously obligated INF is offset on future emergency work <i>PWs</i> written and approved.</li> </ul>
	<ul style="list-style-type: none"> <li>• Applicant <u>was not</u> included in the PDA</li> </ul>	<ul style="list-style-type: none"> <li>• The applicant is <b>not</b> eligible for INF. Expedited emergency work <i>PWs</i> will be processed at the request of the applicant.</li> </ul>

If a PDA was not performed the State will determine eligible applicants and estimated costs.

## APPENDIX C

### Public Assistance Coordinator Kickoff Meeting Job Aid

**Instructions:** This document is designed to assist the Public Assistance Coordinator (PAC) in executing a successful Kickoff Meeting with the applicant.

✓ Action	Steps	Details
<ul style="list-style-type: none"> <li>• Preparation for applicant Kickoff Meeting</li> </ul>	<ul style="list-style-type: none"> <li>– Review PAC material as required prior to meeting.</li> <li>– The PAC should have a tabbed binder containing information and documents concerning the applicant.</li> </ul>	<ul style="list-style-type: none"> <li>– <i>Applicant Handbook</i></li> <li>– <i>Disaster Fact Sheet</i></li> <li>– <i>Project Formulation Chart</i>—Handout</li> <li>– PDA information</li> <li>– INF information</li> <li>– <i>Applicant's Request for Public Assistance</i></li> <li>– <i>PWs (PWs)</i></li> <li>– <i>PW</i>—Handout</li> <li>– Applicant's completed <i>PW</i>, if submitted</li> <li>– Blank <i>PWs</i>—Handout</li> <li>– <i>Special Considerations Questions</i></li> <li>– Force Account Forms—Handout</li> <li>– <i>Public Assistance Guide</i>—Handout</li> <li>– <i>FEMA Cost Codes</i>—Handout</li> <li>– <i>Work Eligibility Job Aid</i></li> <li>– <i>Emergency Work Job Aid</i></li> <li>– <i>Special Considerations Review Job Aid</i></li> </ul>
<ul style="list-style-type: none"> <li>• Initial Contact with applicant</li> </ul>	<ul style="list-style-type: none"> <li>– Make telephone contact with applicant.</li> </ul>	<ul style="list-style-type: none"> <li>– Introduce yourself.</li> <li>– Did applicant attend Applicant Briefing?</li> <li>– Have you ever participated in a declared event?</li> <li>– Inquire about damage not seen in PDA.</li> <li>– Inquire about Special Considerations issues.</li> <li>– Review what will be covered at Kickoff Meeting.</li> <li>– Set up initial meeting arrangements.</li> <li>– Have applicant prepare a list of damages to bring to the meeting.</li> <li>– Identify who and what applicant will need at Kickoff Meeting                             <ul style="list-style-type: none"> <li>– Insurance policies</li> <li>– Department heads</li> <li>– Accounting personnel</li> </ul> </li> </ul>

✓	Action	Steps	Details
	<ul style="list-style-type: none"> <li>• Kickoff Meeting Introduction</li> </ul>	<ul style="list-style-type: none"> <li>– General Introductions</li> <li>– Liaison Introduction</li> <li>– Explain PAC's role to applicant.</li> </ul>	<ul style="list-style-type: none"> <li>– Allow everyone to introduce themselves</li> <li>– Allow Liaison to state what his role is</li> <li>– The PAC is the primary FEMA representative who maintains contact with the applicant.</li> <li>– Provides an individual focus on an applicant's specific needs.</li> <li>– Incorporates duties and responsibilities that were once fragmented.</li> <li>– Will provide increased opportunities for a "one-stop" source of information for the applicant.</li> <li>– Will also reduce the time it will take to obligate funds to the applicant since the 2-step review process has been eliminated.</li> </ul>
	<ul style="list-style-type: none"> <li>• Review Immediate Needs Funding</li> </ul>	<ul style="list-style-type: none"> <li>– Refer to Chapter 1 in the <i>Applicant Handbook</i></li> </ul>	<ul style="list-style-type: none"> <li>– Explain the purpose for INF.</li> <li>– Inform the applicant of their amount, if eligible.</li> <li>– Explain the reconciliation process.</li> </ul>
	<ul style="list-style-type: none"> <li>• Review Project Work-- deadlines, time extensions, eligibility, documentation, special considerations, and payment</li> </ul>	<ul style="list-style-type: none"> <li>– Refer to Chapter 4 in the <i>Applicant Handbook</i></li> </ul>	<ul style="list-style-type: none"> <li>– Review list of damages at Kickoff Meeting.</li> <li>– Obtain projected number and cost of small and large projects for Case Management File and Management Reports</li> <li>– All <i>PWs</i> to be submitted no later than 60 days after the Kickoff Meeting date. However, all projects submitted after 30 days will be subject to 100% validation.</li> <li>– A time extension for submittal of project work may be approved by FEMA under extenuating circumstances only.</li> <li>– Emergency Work is to be completed within 6 months.</li> <li>– The State may, under exceptional circumstances, grant extensions of up to 1 year to complete Emergency Work.</li> <li>– Permanent Work is to be completed within 18 months.</li> <li>– The State may, under exceptional circumstances, grant an extension of up to 30 months to complete Permanent Work.</li> </ul>

✓	Action	Steps	Details
		<ul style="list-style-type: none"> <li>- Refer to Appendix B in the <i>Applicant Handbook</i></li> </ul>	<ul style="list-style-type: none"> <li>- Discuss eligibility criteria.</li> <li>- Discuss debris removal work eligibility.</li> <li>- Discuss protective measures work eligibility.</li> <li>- Discuss Permanent Work eligibility.</li> <li>- Contact PAC on any questionable work eligibility.</li> <li>- Discuss Emergency Work eligibility.</li> <li>- Discuss Permanent Work cost eligibility.</li> </ul>
		<ul style="list-style-type: none"> <li>- Refer to Chapter 4 in the <i>Applicant Handbook</i></li> </ul>	<ul style="list-style-type: none"> <li>- Discuss and hand out applicant's <i>PWs</i>.</li> <li>- Discuss and hand out Force Account records.</li> <li>- Discuss back-up information requirements.</li> <li>- Discuss supporting documentation.</li> </ul>
		<ul style="list-style-type: none"> <li>- Refer to <i>Special Considerations Questions</i></li> </ul>	<ul style="list-style-type: none"> <li>- Discuss Special Considerations issues.                             <ul style="list-style-type: none"> <li>- Insurance</li> <li>- Floodplain/wetland/coastal high hazard areas</li> <li>- CBRA unit</li> <li>- Pre-disaster design/improved or alternate project</li> <li>- Hazard mitigation—(Emergency work is not eligible)</li> <li>- Historic</li> <li>- Environmentally sensitive areas</li> <li>- Hazardous materials</li> <li>- Controversial issues</li> </ul> </li> </ul>
		<ul style="list-style-type: none"> <li>- Payment of small projects (under \$47,800)</li> </ul>	<ul style="list-style-type: none"> <li>- Based on actual costs if work completed; cost estimate if work not completed.</li> <li>- If the applicant incurs a significant cost overrun after completing all small projects, a project reconciliation appeal for additional funds can be made.</li> </ul>
		<ul style="list-style-type: none"> <li>- Payment of large projects (over \$47,800)</li> </ul>	<ul style="list-style-type: none"> <li>- Explain that large project work will be formulated based on cost estimates but reimbursable on a dollar-for-dollar basis.</li> </ul>
	<ul style="list-style-type: none"> <li>• Applicant Project Formulation</li> </ul>	<ul style="list-style-type: none"> <li>- Small projects. Refer to <i>Project Formulation Job Aid</i>.</li> </ul>	<ul style="list-style-type: none"> <li>- Damage sites may be formulated into one or many work projects. Project formulation is a management tool, not a funding technique.</li> <li>- Explain how small emergency work activities may be formulated into one project.</li> <li>- Explain how small permanent work activities may be formulated into one or many projects.</li> </ul>

✓	Action	Steps	Details
		<ul style="list-style-type: none"> <li>- Small projects. Refer to <i>PW</i> and instructions.</li> </ul>	<ul style="list-style-type: none"> <li>- Applicant to complete the <i>PW</i> per instructions.</li> <li>- Applicant to submit the <i>PW</i> to FEMA Public Assistance Coordinator (PAC).</li> <li>- Applicant to maintain the <i>PW</i> on file for future validation or audits. Also, documentation to support the <i>PW</i> for each project by <i>PW</i> project number, supplied by PAC.</li> </ul>
		<ul style="list-style-type: none"> <li>- Large projects.</li> </ul>	<ul style="list-style-type: none"> <li>- Project Officer (PO) will be assigned to each large project.</li> <li>- The PO may use the Cost Estimating Format (CEF), where appropriate, to estimate the cost.</li> <li>- Applicant to maintain the <i>PW</i> and backup documentation on file for audit purposes.</li> </ul>
		<ul style="list-style-type: none"> <li><input type="checkbox"/> Scope of Work. Refer to Chapter 3 Applicant Handbook</li> </ul>	<p>For a complete scope of work the applicant must:</p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Describe the pre-disaster facility, function and location (latitude/longitude)</li> <li><input type="checkbox"/> Describe disaster-related damage to the facility</li> <li><input type="checkbox"/> Describe repairs necessary to repair facility to pre-disaster design</li> <li><input type="checkbox"/> Describe any Special Considerations</li> <li><input type="checkbox"/> Describe any change in the pre-disaster design of the facility</li> </ul>
•		<ul style="list-style-type: none"> <li><input type="checkbox"/> Cost Estimation. Refer to Chapter 3 in the <i>Applicant Handbook</i></li> </ul>	<ul style="list-style-type: none"> <li>- Cost estimates can be developed from:                             <ul style="list-style-type: none"> <li>- Contractor contracts</li> <li>- Contractor bids</li> <li>- Applicant’s experience in that particular area of repair work</li> <li>- Books such as RS Means</li> <li>- FEMA cost codes</li> </ul> </li> <li>- Inform the applicant that a Specialist can be assigned, if needed, to help applicant with cost estimating.</li> </ul>

✓	Action	Steps	Details
	<ul style="list-style-type: none"> <li>• Explain Validation Procedures</li> </ul>	<ul style="list-style-type: none"> <li>– Discuss with applicant the validation process.</li> </ul>	<ul style="list-style-type: none"> <li>– The PO will validate all large projects.</li> <li>– At least 20% of all small project PWs completed by the applicant must go through a validation process.</li> <li>– 100% of those PWs submitted by the applicant later than 30 days after the Kickoff Meeting may be validated.</li> <li>– Satisfactory validation results will expedite approval and funding of the applicant's projects.</li> <li>– Unsatisfactory validation results will require changes/adjustments and possibly the validation of additional projects.</li> <li>– Project validation ensures that:                             <ul style="list-style-type: none"> <li>– The scopes of work are complete, accurate, and eligible for Federal assistance.</li> <li>– Cost estimates are accurate.</li> <li>– No eligible damage has been overlooked by the applicant.</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• Review Appeal Process</li> </ul>	<ul style="list-style-type: none"> <li>– Refer to the <i>Public Assistance Guide</i>.</li> </ul>	<ul style="list-style-type: none"> <li>– Applicant has the right to appeal any aspect of a small or large project within 60 days from the date on which the proposed settlement is presented.</li> <li>– Explain that major differences are expected to be identified and resolved prior to the settlement offer because the applicant will have determined eligibility, scope of work, and cost estimates for small projects based upon FEMA guidelines and in regular consultation with the PAC.</li> </ul>
	<ul style="list-style-type: none"> <li>• Discuss Possible Audits</li> </ul>	<ul style="list-style-type: none"> <li>– Discuss with applicant the possibility of audits.</li> </ul>	<ul style="list-style-type: none"> <li>– Inform the applicant that under the "Single Audit Act" there is always the possibility of an audit by State auditors and/or the FEMA Office of Inspector General.</li> <li>– Advise the applicant to keep all documentation for 3 years from the date the State closes the applicant's grant. (Refer to Chapter 4 in the <i>Applicant Handbook</i>.)</li> </ul>

✓	Action	Steps	Details
	<ul style="list-style-type: none"> <li>• Kickoff Meeting Summary</li> </ul>	<ul style="list-style-type: none"> <li>– Summarize the Kickoff Meeting with applicant.</li> </ul>	<ul style="list-style-type: none"> <li>– The PAC is the primary FEMA representative for applicant.</li> <li>– Complete, accurate <i>PWs</i> must be submitted as soon as possible.</li> <li>– The PAC will assign and coordinate the work of Specialists and POs with applicant.</li> <li>– The applicant should contact the PAC with any concerns and/or questions.</li> <li>– Good documentation of work completed and cost estimates is very important.</li> <li>– The PAC will now update Case Management File with comments and information obtained during meeting.</li> </ul>

## APPENDIX D

### Project Formulation Job Aid

#### GENERAL

The Public Assistance Program focuses on responding to the needs of the applicant and project formulation is one of the techniques used to implement this concept. Work is organized according to an applicant's recovery needs and is identified on a *PW (PW)*.

- The Public Assistance Coordinator (PAC) and applicant discuss project formulation at the Kickoff Meeting.
- Projects can be formulated in various ways and combinations depending upon an applicant's needs and desires. Emergency work and permanent work can only be combined when the emergency work is incidental to the permanent work.
- Projects with Special Considerations may be formulated separately, if desired, and submitted to the PAC to immediately begin to resolve the Special Considerations issue.
- Project formulation cannot be used to avoid complying with eligibility requirements.
  - Example: Repair of damage that is routine maintenance or is required due to pre-disaster condition cannot be included in a project for eligible work.
- The applicant may do the actual project formulation after discussion with the PAC on the various grouping options.

**Note: Project formulation may create large projects under certain conditions. See the discussion below.**

#### PROJECT FORMULATION METHODS

There are several ways to formulate projects. The following are just some of the ways work may be associated. Remember that project formulation must involve reasonably associated work.

##### Type of Damage

This will probably be one of the most common methods as discussed in Solution 1 to the situation discussed below. It can be applied very effectively to most damages.

##### System

An electrical, water, sewerage or other utility may have suffered extensive damages. All eligible damages to the system could be formulated into one project.

### Boundaries

An applicant may have divided a utility system into sectors or its road department into division.

- Damages in each sector or division could be formulated into one project.
- Damages could be grouped by type of damage within a sector.

### Method of Work Completion

A county could have extensive damages to its road system that are being repaired by contract or a combination of contract and force account.

- Each contract could be a project.
- A group of contracts let to one contractor could be a project.
- Damages repaired by force account could be formulated into one or more projects.

### Complex

A school board could have extensive damages to several facilities at a complex, e.g., high school campus.

- All of the damages to the school could be formulated into one project.
- Some projects could be formulated by type of damages such as all roof repairs.
- All repairs done by a single contractor could be formulated into one project.
- All repairs done by force account could be one project.

### **CAN PROJECT FORMULATION CREATE A LARGE PROJECT? YES!**

At least five different solutions can be applied to the same situation described below. Four solutions result in large projects.

#### ***Situation***

A county road traversing the length of the applicant's county has six eligible damage sites each under \$47,800.

#### ***Solution 1***

The applicant has repaired the damages using force account and kept separate records for each damage site. The applicant will complete a PW for each site. There will be six small project *PWs*.

#### ***Solution 2***

The applicant has repaired the damages using force account and kept separate records for each damage site. The applicant decides to group these six sites into one project. The total amount of the eligible repair costs is \$72,546.00. Formulation has created a large project.

***Solution 3***

The applicant has repaired the damages using force account, but only one site was documented separately. The applicant decides to create *PWs* as his documentation exists so he has one large project (representing 5 sites) and one small project.

***Solution 4***

The applicant tells the PAC that they have let a contract to a single contractor to do all the repairs. The contract cost is \$78,885.00. The applicant determines that this is a large project since the cost is over the \$47,800 threshold. The decision is based on the contract amount, even though the bid may have been by separate site. The PAC will request the Resource Coordinator to assign a Project Officer. Processing of this project will follow large project procedures.

***Solution 5***

The applicant tells the PAC that they will repair the damages using force account. The applicant will not keep separate records for each damage site. There will be no way to determine how much was spent at each site. The applicant's estimate to do the work is \$75,000.00. The applicant determines that this is a large project. The PAC will request the Resource Coordinator to assign a Project Officer. Processing of this project will follow large project procedures.

✓	Method	Example	Possible Projects
•	Type of Damage	• Debris removal, roads and bridges, public buildings and utilities	• Can be applied very effectively to most damages.
•	System	• Electrical, water, sewerage or other utility	• All damage to system could be formulated into one project.
•	Boundaries	<ul style="list-style-type: none"> <li>• A utility system could have been divided into sectors.</li> <li>• A road department could have been divided into divisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Damages in each sector or division could be formulated into one project.</li> <li>• Damages of the same type within a sector could be formulated into one project.</li> </ul>
•	Method of Work Completion	• Work is being done by contract or a combination of contract and force account.	<ul style="list-style-type: none"> <li>• Each contract could be a project.</li> <li>• Contracts let to one contractor could be a project.</li> <li>• Damages repaired by force account could be formulated into one or more projects.</li> </ul>
•	Complex	• A school board could have extensive damages to several facilities (which are covered by the same insurance policy).	<ul style="list-style-type: none"> <li>• All of the damages to the school could be formulated into one project.</li> <li>• Some projects could be formulated by type of damage, such as roof repairs at all schools in the same school district.</li> <li>• All repairs done by a single contractor could be formulated into one project (cover repairs at multiple schools).</li> <li>• All repairs done by force account could be formulated into one project.</li> </ul>
•	Other	• Applicant specific	• Project formulation is flexible to support the applicant.

This chart outlines methods to formulate projects. Keep in mind that emergency work and permanent work can only be combined when the emergency work is incidental to the permanent work.

# APPENDIX E

## Special Considerations Questions

FEDERAL EMERGENCY MANAGEMENT AGENCY <b>SPECIAL CONSIDERATIONS QUESTIONS</b>		
APPLICANT	PA ID NO.	DATE
PROJECT NAME	PROJECT NO.	LOCATION
<b>Form must be filled out - for each project.</b>		
<p>1. Does the damaged facility or item of work have insurance and/or is it an insurable risk? <i>(e.g., buildings, equipment, vehicles, etc.)</i></p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure      Comments _____</p> <p>_____</p>		
<p>2. Is the damaged facility located within a floodplain or coastal high hazard area/or does it have an impact on a floodplain or wetland?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure      Comments _____</p> <p>_____</p>		
<p>3. Is the damaged facility or item of work located within or adjacent to a Coastal Barrier Resource System Unit or an Otherwise Protected Area?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure      Comments _____</p> <p>_____</p>		
<p>4. Will the proposed facility repairs/reconstruction change the pre-disaster condition? <i>(e.g., footprint, material, location, capacity, use or function)</i></p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure      Comments _____</p> <p>_____</p>		
<p>5. Does the applicant have a hazard mitigation proposal or would the applicant like technical assistance for a hazard mitigation proposal?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure      Comments _____</p> <p>_____</p>		
<p>6. Is the damaged facility on the National Register of Historic Places or the state historic listing? Is it older than 50 years? Are there other, similar buildings near the site?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure      Comments _____</p> <p>_____</p>		
<p>7. Are there any pristine or undisturbed areas on, or near, the project site? Are there large tracts of forestland?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure      Comments _____</p> <p>_____</p>		
<p>8. Are there any hazardous materials at or adjacent to the damaged facility and/or item of work?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure      Comments _____</p> <p>_____</p>		
<p>9. Are there any other environmental or controversial issues associated with the damaged facility and/or item of work?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure      Comments _____</p> <p>_____</p>		

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## APPENDIX F

### Public Assistance Coordinator Transition and Closeout Guidelines

#### I. GENERAL TRANSITION

- A. There will be occasions when a Public Assistance Coordinator (PAC) must leave the Disaster Field Office (DFO) before all actions concerning assigned applicants have been completed. This could occur because of restrictions on length of employment, illness, or a number of other reasons. The Public Assistance Officer (PAO) will reassign the applicants to a new Public Assistance Coordinator when this happens. This is necessary so that applicants will continue to receive consistent customer service and technical assistance from the Federal Emergency Management Agency (FEMA).
- B. The Case Management File is the primary tool that the PAC uses to record the important actions that have occurred in providing disaster assistance to an applicant. The Case Management File will also be the main source of information that the outgoing PAC will use to orient the incoming PAC. It is essential that the PAC maintain the Case Management File in a current, updated status, so this orientation will be complete and accurate.
- C. These guidelines are written in the context that the departing and incoming PACs will have the opportunity to have a face-to-face transition. They can also be used by the PAO to brief an incoming PAC when the departing PAC did not have the opportunity to conduct the transition.

#### II. TRANSITION ACTIVITIES

- A. Take the new PAC on a tour of the DFO (if they are newly assigned to the DFO).
- B. Introduce the PAC to the key FEMA operations staff and provide them with an organizational chart.
- C. Introduce the new PAC to the key State operations staff.
- D. Provide the new PAC with any management reports and review the reports with the new PAC.
- E. Brief the new PAC on computer passwords, network operations, e-mail, phones, etc.
- F. Review the Case Management File for each applicant in as much detail as necessary to acquaint the new PAC with each applicant's assistance needs and status. Points to be covered include:
  - 1. Results of Kickoff Meeting
  - 2. Assessment of the applicant's operational capabilities
  - 3. Applicant's geographic location
  - 4. Applicant's Agent, contacts, location, and phone numbers

5. Preliminary Damage Assessment results
  6. Immediate Needs Funding
  7. General summary of the applicant's status.
  8. Status of small projects without Special Considerations
  9. Status of small projects with Special Considerations
  10. Status of large projects
  11. Status of *PWs*
  12. Congressional enquiry or unique issue
  13. Activities requiring special attention
- G. Arrange for an introduction/transition meeting with applicants. Accompany the new PAC to this introductory meeting. Set firm transition date with applicant (define the effective date of transfer to new PAC).

### III. GENERAL CLOSEOUT

- A. If an applicant can be closed out prior to a PAC leaving the DFO, then transition is not necessary. To ensure that the applicant is properly closed out, the PAC must check that all projects have been approved for funding, either by the PAC or the PAO. This includes all projects with Special Considerations issues.
- B. The PAC must ensure that the applicant has no remaining questions about their projects or on the processing procedures (small project reconciliation appeal, large project progress payments) that still require completion after the PAC has left the DFO.
- C. The PAC must ensure that the Case Management File is completely up-to-date to include all phone logs or other records of communication, administrative information, *PWs*, and appropriate approval authorizations.
- D. The PAC must meet with the PAO to ensure that all appropriate actions have been taken.

## APPENDIX G

## Public Assistance Coordinator Project Management Job Aid

**Instructions:** This document is designed to assist the Public Assistance Coordinator (PAC) maintain the Case Management File, provide consistent information, customer service, and meet the specific needs of every applicant.

✓	Action	Steps	Details
•	PAC project management	<input type="checkbox"/> Review applicant's completed list of damages at Kickoff Meeting.	<input type="checkbox"/> Discuss with applicant what facilities were damaged. <input type="checkbox"/> Discuss <i>Special Considerations Questions</i> with applicant. <input type="checkbox"/> Assign Project Officers (POs) to all large projects.
		<input type="checkbox"/> Review applicant's completed <i>PW</i> .	<input type="checkbox"/> Discuss with applicant what facility was damaged, location, description of damage, scope of work, and cost estimates. <input type="checkbox"/> Discuss <i>Special Considerations Questions</i> with applicant.
•	As <i>PWs</i> are received they will be entered into NEMIS	<input type="checkbox"/> Transfer project number to <i>PW</i> .	<input type="checkbox"/> Notify applicant of project numbers. <input type="checkbox"/> Documentation files must be organized by project number.
•	Create <i>PWs</i>	<input type="checkbox"/> Create <i>PWs</i> for large projects	<input type="checkbox"/> Enter each large project on a separate <i>PW</i> . <input type="checkbox"/> Notify the Resource Coordinator (RC) that large project(s) are ready for assignment to POs.
		<input type="checkbox"/> Create <i>PWs</i> for small projects with Special Considerations.	<input type="checkbox"/> One project per <i>PWs</i> . <input type="checkbox"/> Notify the RC that small projects with Special Considerations are ready for assignment to Specialists for review.
		<input type="checkbox"/> Create <i>PWs</i> for small projects with no Special Considerations.	<input type="checkbox"/> One project per <i>PW</i> .
•	Validate Small Projects	<input type="checkbox"/> Ensure that a Specialist validates a sample of the applicant's small projects (to include projects with Special Considerations).	<input type="checkbox"/> Identify two 20% samples of all small projects for validation. <input type="checkbox"/> Notify the RC that small projects are ready for assignment to a Specialist for validation. <input type="checkbox"/> Review project validation list with Specialist assigned to conduct the validation. <input type="checkbox"/> Review validation results with the Specialist and State.

✓	Action	Steps	Details
•	Approve <i>PWs</i>	<input type="checkbox"/> Small project <i>PWs</i>	<input type="checkbox"/> Must have successful validation results and all Special Considerations issues resolved. <input type="checkbox"/> Review final <i>PWs</i> with applicant. <input type="checkbox"/> Approve <i>PWs</i> under \$100,000. <input type="checkbox"/> Recommend approval of <i>PWs</i> over \$100,000 to Public Assistance Officer (PAO).
		<input type="checkbox"/> Large project <i>PWs</i>	<input type="checkbox"/> Must have final project information from PO and all Special Considerations issues resolved. <input type="checkbox"/> Review final <i>PWs</i> with applicant. <input type="checkbox"/> Approve <i>PWs</i> under \$100,000. <input type="checkbox"/> Recommend approval of <i>PWs</i> over \$100,000 to PAO.
•	Transition to another PAC	<input type="checkbox"/> Refer to <i>Public Assistance Coordinator Transition</i>	

