
Planning & Paying For Disaster Recovery

What to Do & What to Avoid

National Tornado Summit

February 27, 2018

What are we covering today?

- 1) What a successful disaster recovery looks like?
- 2) Why recovery is so difficult?
- 3) How do you plan successful disaster recovery?
- 4) How do you finance successful disaster recovery?
- 5) What compliance considerations you should be aware of?

The Road to Recovery - Navigating to a More Resilient Future

WHY SHOULD YOU CARE

In 2016, the United States weathered 23 natural disasters with economic damages exceeding \$48B. The statistics for the past 10 year include:

-  165 storms impacting 88M people with \$280B in damages
-  14 floods impacting 11M people with \$36B in damages
-  3 Wildfires impacting 1M people with \$18B in damages
-  5 earthquakes, droughts, and landslides with \$22B in damages

Our public sector clients are challenged with the daunting task of not only responding to such events and protecting people, but also building back communities that are stronger and planning for greater resilience.

Source: www.unisdr.org and www.emdat.be

WHAT ARE THE COMMON CHALLENGES



Things we are hearing:

“They already have a plan!”

“This process is complicated!”

“We’re tearing it down!”

“Does the right-hand know what the left-hand is doing?”

“We need to slow down a little and think long term.”

“We keep getting different answers?”

“Is the State requesting additional disaster recovery funds ?”

“Who is in charge?”

“Some of these houses need to be reassessed!”

“It depends on who you talk to!”

“We have to act quickly.”

“I am falling between the cracks.”

“Economic Recovery needs to be a part of this process!”

“Can we be reimbursed for partially finished projects”

“Flood insurance is a joke.”

“Water and sewer infrastructure is a mess.”

“When will our reimbursements get here? We have not have extra funds.”

“We need a comprehensive plan to make us more resilient for the future.”

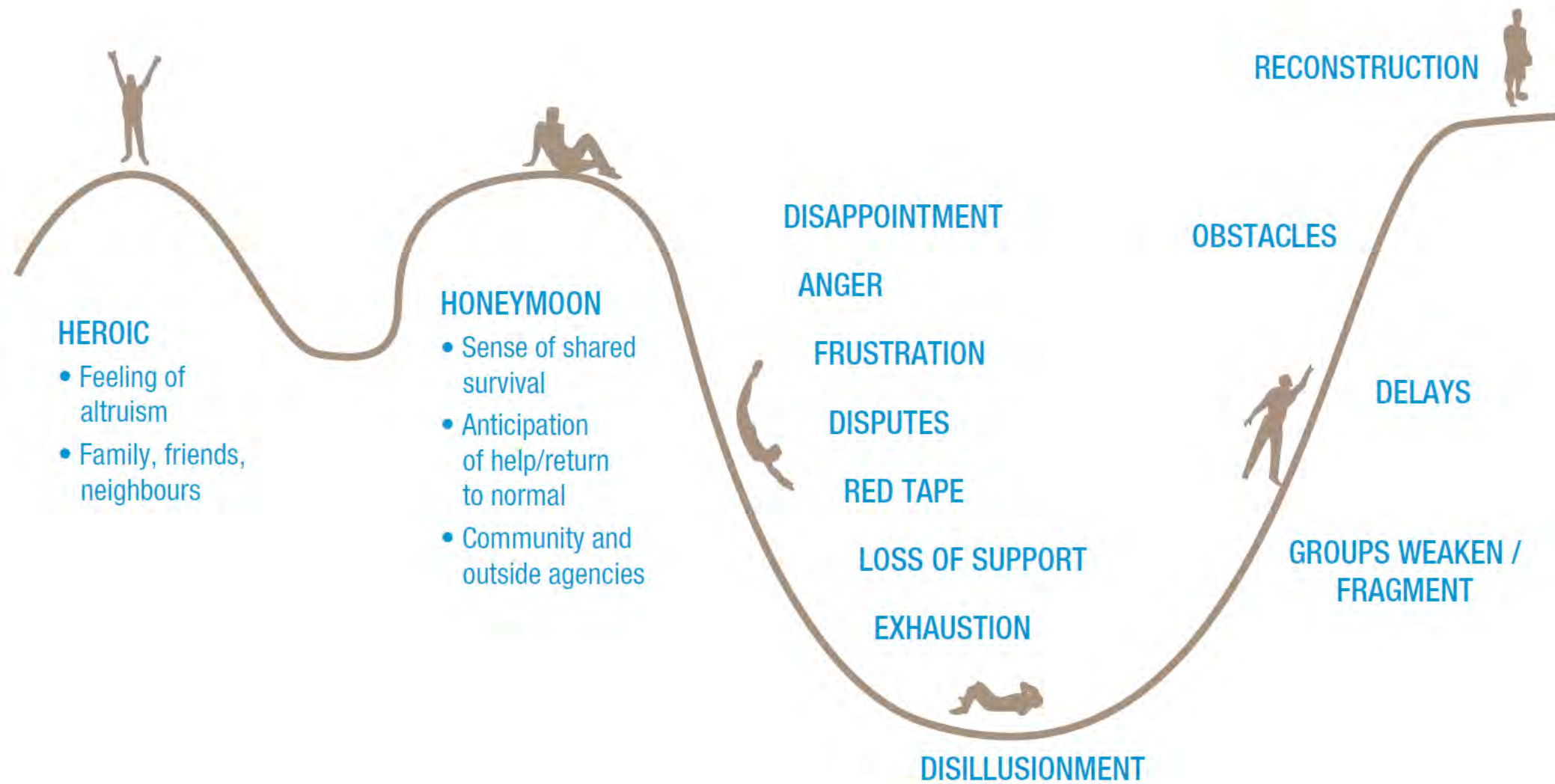
“Do we send receipts to FEMA or Homeland Security for reimbursement?”

“If we don’t have a plan, they will tell us what to do.”

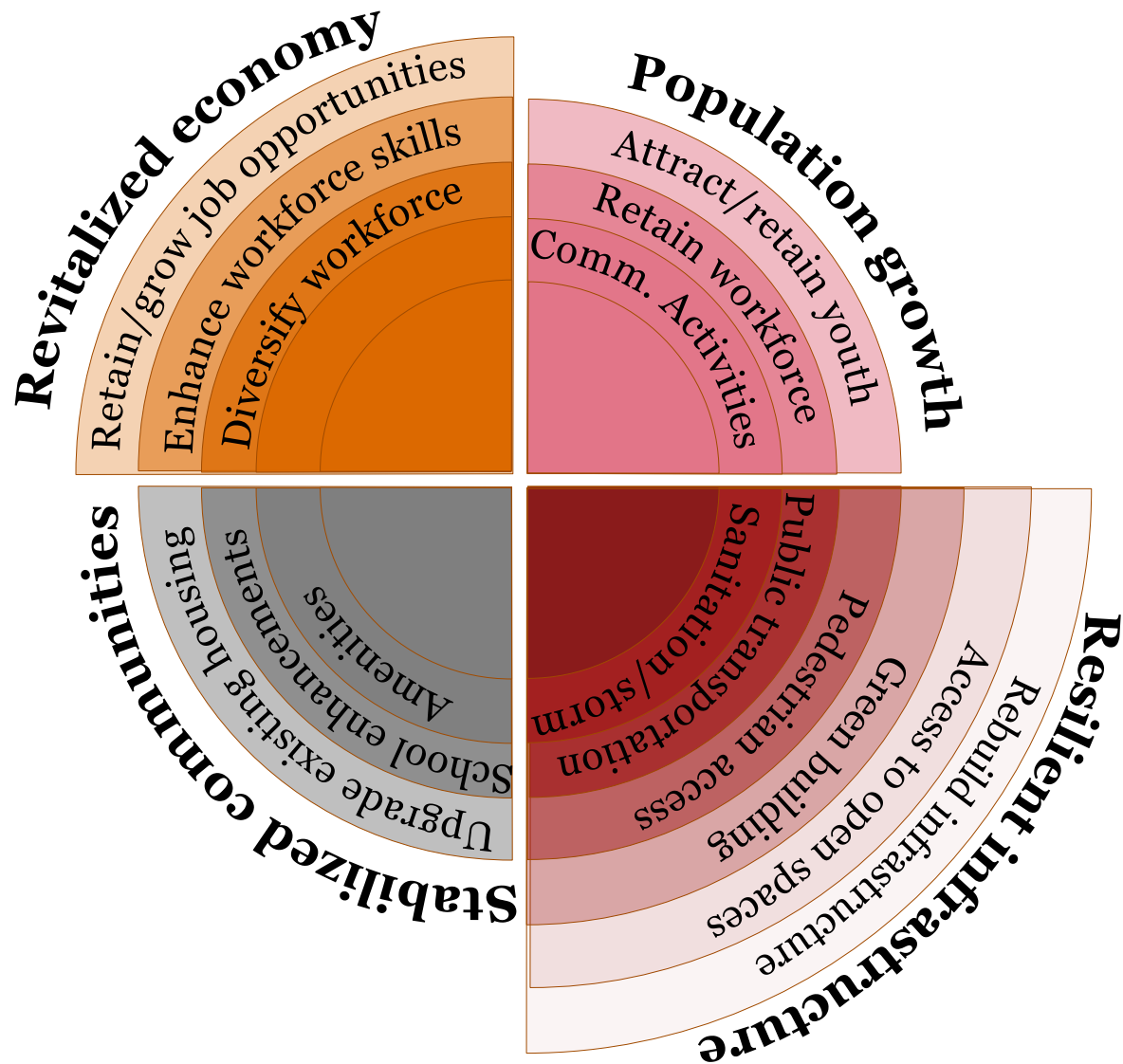
“I was handed a list that included the county’s Long Term Recovery Committee...I didn’t know we had one!”

“We can’t get them to talk to us!”

What makes recovery so complicated?



What is the outcome of a “good” recovery?



What are the things you are dealing with?

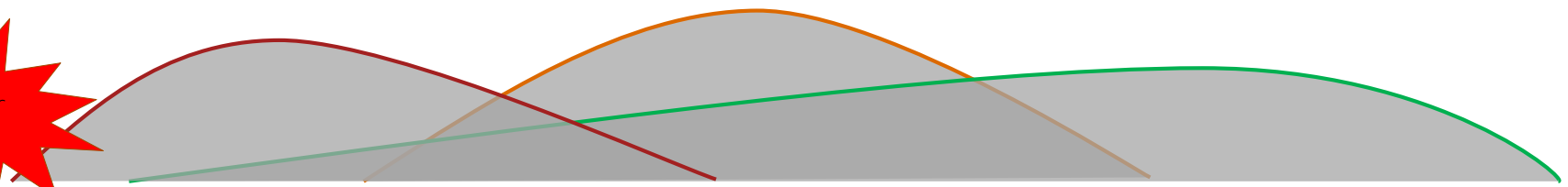
Event Impact

Pre-Existing Factors

Financial Risk

Reputational Risk

Stages of Disaster Recovery – **FEMA's NDRF**



FEMA NDRF

Short Term

(Days)

- Health and safety needs beyond rescue
- Assessment of damages and needs
- Restoration of basic infrastructure
- Mobilization of recovery organizations and resources
- Restarting, restoring essential services for recovery decision making

Intermediate

(Weeks – Months)

- Returning individuals, families, critical infrastructure and essential government or commercial services to a functional temporary or pre-disaster state
- Regional priorities, strategies, goals, and decision-making
- Site specific remediation

Long Term

(Months – Years)

- Complete redevelopment and revitalization of the impacted area
- Rebuilding or relocating damaged or destroyed social, economic, natural, and built environments
- Move to self-sufficiency, sustainability and resilience

Stages of Disaster Recovery & Considerations



Short Term (Days)

- Health and safety needs beyond rescue
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FEMA NDRF

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Development funding/resource strategy

- Establish communication strategy
- Update procurement guidelines
- Establish Strategic Recovery Office

LTDR

- Conduct project execution planning
- Implement community outreach plans
- **Develop Recovery Plan**
- **ID “Champion Projects”**
- Finalize community vision and strategy

Implement compliance & monitoring plan

- Execute and oversee projects
- **Manage federal and state programmatic requirements**
- Solicit partnerships from private organizations

Long-Term Disaster Recovery (LTDR) Strategy

An effective Long-Term Disaster Recovery strategy will account for how your community can leverage short/immediate term efforts to build a sustainable and comprehensive long term recovery strategy

Leverage Short/Immediate Term Efforts

- Immediate Assistance
- Resource Management
- Communications & Advocacy Strategy

Build a Long-Term Recovery Game-plan

- Comprehensive
- Post Event Impact – Cross Sector Approach
- Pre-Event Factors – Prior Challenges / Assets
- Community Drive/Sustainable Outcomes
 - People
 - Financial
 - Cultural
 - Environmental

Benefits of a LTDR Planning Process



Create Community Focus

- Channels Emotions = Healing Process
- Community-Engaged Solutions = Comprehensive Approach



Build Community Capacity

- Significant Effort = New Participants
- Community Engaged Planning = Implement Recovery



Empower Resilient Recovery

- Comprehensive/Sustainable Recovery Outcome
- **Improve Community's Future**

LTDR Plan Principles



Plan Vision

Plan
Development

Plan Implementation &
Assessment

LTDR Plan Principles

Plan Vision

- Solicit community-wide representation
- Assess damages and need
- Develop Resource strategy

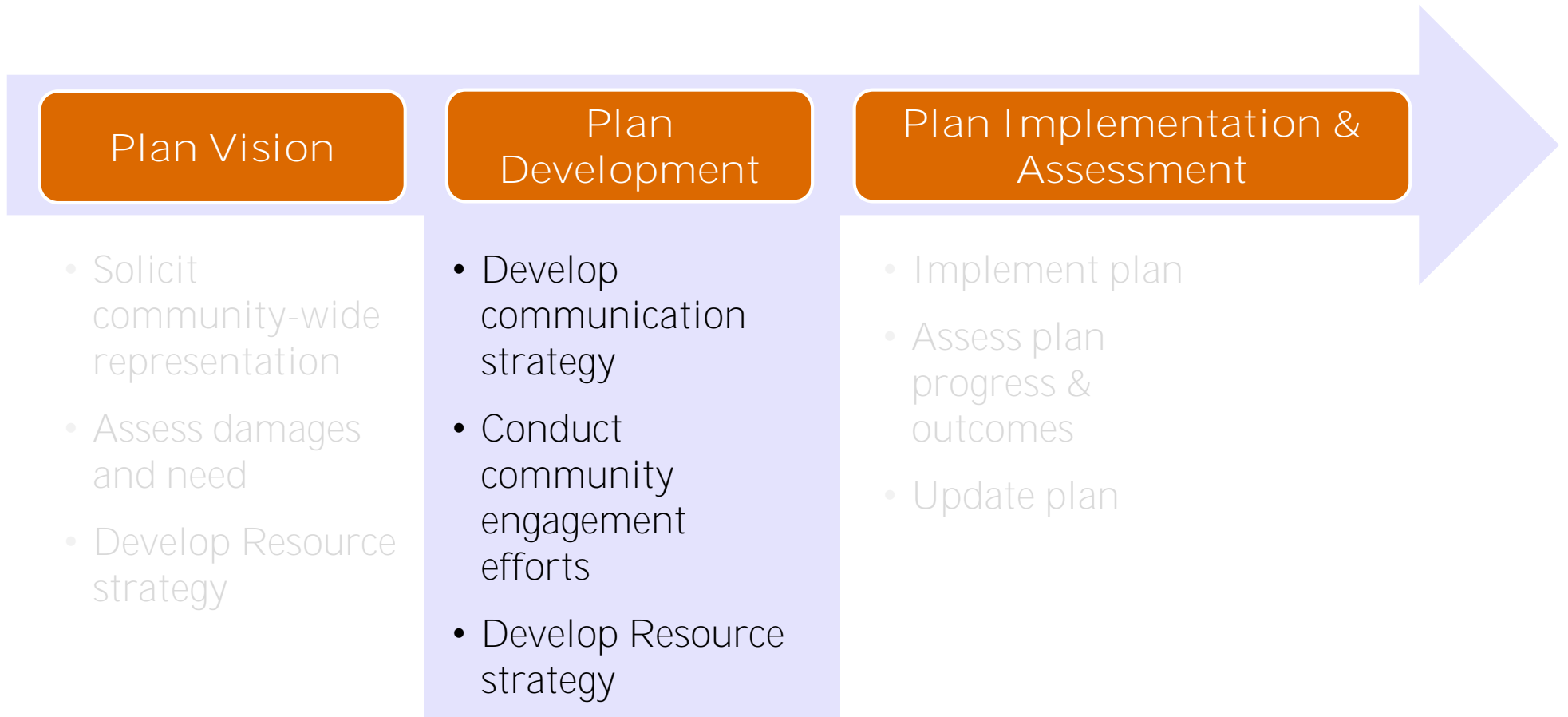
Plan Development

- Develop communication strategy
- Conduct community engagement efforts
- Develop Resource strategy

Plan Implementation & Assessment

- Implement plan
- Assess plan progress & outcomes
- Update plan

LTDR Plan Principles



LTDR Plan Principles

Plan Vision

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LTDR Plan Principles

Plan Vision

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Plan Implementation &
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1) Assemble Community-Wide Representation

- Community Sectors / Groups
 - Public Sector (City, County, etc.)
 - Business Sector (individuals, Chamber, others)
 - Foundations, Non-Profits, etc.
 - Faith Community (churches)
 - Civic Organizations
 - Education
 - Human Services (e.g., Health Care, etc.)
 - General Public

Your LTDR Organization should have a core leadership team to help provide overall guidance/direction for the LTDR planning process. You should include business, education, government, and human services.

LTDR Plan Principles

Plan Vision

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2) Conduct Area-wide Assessment Validation

➤ Community Sectors

- Individuals
- Housing
- Businesses
- Infrastructure
- Public & Community Services
- Human Services (e.g., Education, Health Care, etc.)
- Mitigation & Future Preparedness

LTDR Org. should *validate event impact* via work being done by others (e.g. Case Management, others). This validation process is a component of the LTDR planning process. The LTDR Organization should be responsible for the overarching LTDR planning process.

A critical difference exists between the overarching LTDR Organization & LTDR Plan Project Owners

LTDR Plan Principles

Plan Vision

Plan
Development

Plan Implementation &
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3) Secure Outside Support & Develop Resource Strategy

➤ Types of Support & Assistance

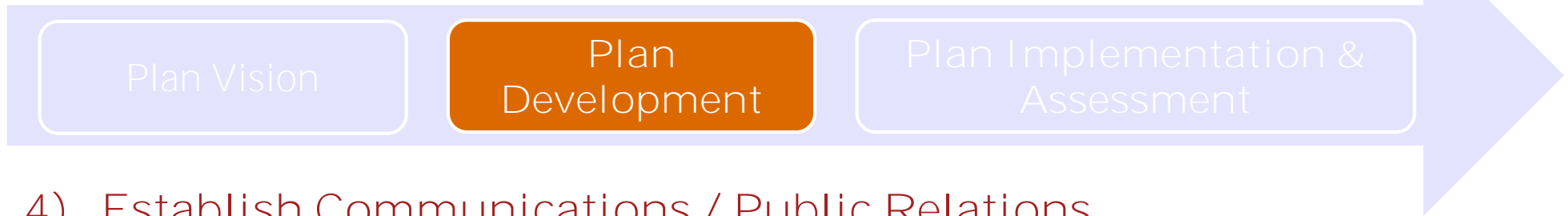
- Volunteers Labor
- Donations (e.g., financial, material goods)
- Technical Assistance (e.g., professional services, others)

➤ Sources of Potential Financial Support & Assistance

- Public Sector
- Private Industry (corporations, associations, foundations)
- Foundations, Non-Profits, etc. (traditional)
- Faith Community (churches) and Educational Institutions (Universities, others)
- General Public and Media

LTDR Strategy will be further refined as projects are identified/approved by the community and governing authorities. Each approved LTDR project will have its own detailed Project Execution Plan

LTDR Plan Principles



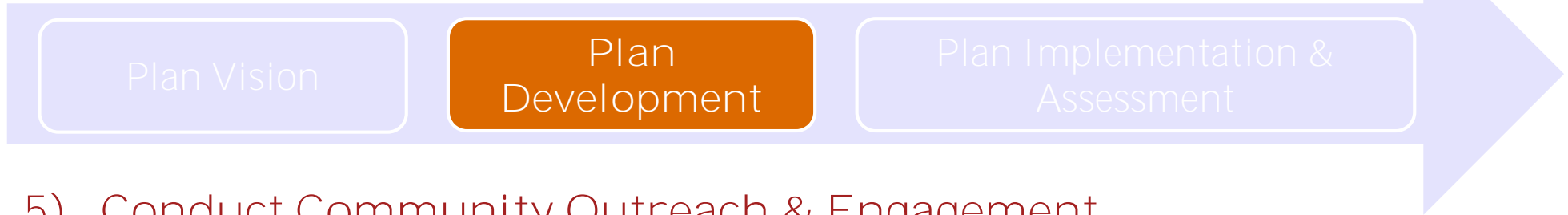
4) Establish Communications / Public Relations

- Local Stakeholders
 - Housing community, lenders, contractors
 - Business Community – direct vs. indirect
 - Others – as identified by Assessment & Engagement

- External Stakeholders – sources of support / assistance
 - Federal government
 - State and local governments
 - Grantee agencies

Messaging has be to appropriately delivered to the respective stakeholders to be effective

LTDR Plan Principles



5) Conduct Community Outreach & Engagement

- Identify Community Needs (validate needs)
 - Post Event Impact
 - Housing
 - Businesses
 - Infrastructure
 - Public Sector Facilities & Services
 - Mitigation Issues
 - Pre-Event Factors
 - Housing
 - Economic Distress
 - Environmental Considerations

Community engagement occurs via a public process. This engagement process helps validate or possibly expand the LTDR Org. assessment of community needs. It is not usual that additional needs are identified.

LTDR Plan Principles



5) **Conduct Community Outreach & Engagement (cont'd)**

- Vision and Goals Alignment – should be validated/confirmed

- LTDR Plan Approval - by appropriate governing body
 - Housing
 - Businesses & Economic
 - Public Sector Facilities
 - Environmental Considerations
 - Mitigation & Preparedness Issues
 - Other – **Cultural**, “Quality of Life” factors, etc.?

Some LTDR projects identified may be selected for the approved plan, yet remain ‘unfunded’. Other projects may not be selected, yet are realized through an independent effort and funded separately

LTDR Plan Principles

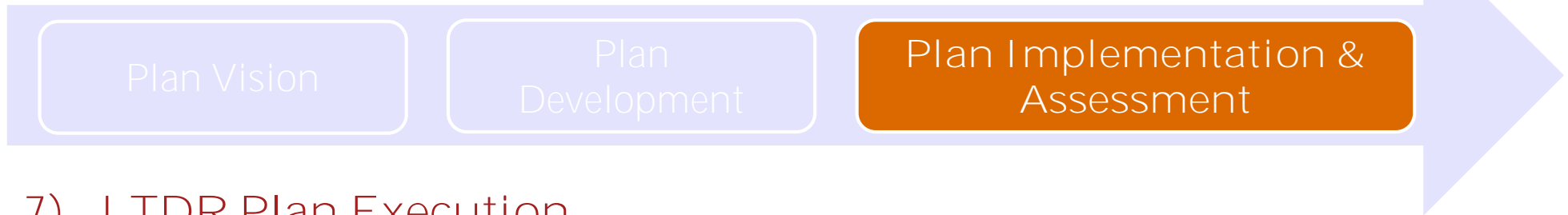


6) LTDR Plan Implementation

- Champion Projects
 - Housing Repair / Rehab Initiative
 - Housing Reconstruction Program
 - Business Relocation & Support Program
 - Grocery Store
 - City Park Restoration

It is important for an impacted community to experience a 'quick-win' to boost the moral of the residents. The 'Champion Project(s)' should reflect either an important physical or emotional recovery need

LTDR Plan Principles



7) LTDR Plan Execution

➤ **Projects are ‘Owner-Focused’**

- Project Execution Plans finalized for each project
 - Project Eligibility confirmed
 - Budget confirmed (funding and other resources)
 - Timeline validated
 - Procurement Compliance
-
- Project Management Requirements
 - Project Oversight & Monitoring Requirements
 - Project Close-out

For each project there should be an established Project Team and identified Project Owner. External/outside professional can provide guidance and oversight for all aspects of the project’s lifecycle

LTDR Plan Principles

Plan Vision

Plan
Development

Plan Implementation &
Assessment

8) LTDR Plan Update

- Prior-approved Projects
 - No longer needed
 - Not able to be completed
- **New ‘high priority’ needs that arise following Plan approval**
 - Unrecognized recovery need identified
 - Previously funded project lose funding
 - New recovery opportunities arise not previously known
 - Significant economic development
 - Other potential recovery opportunities
 - Community priorities change

If an impacted location has undertaken a thorough and complete LTDR planning process, it should have identified its recovery needs. Updates to a recovery plan do happen, and are encouraged when appropriate.

Other LTDR Process Recommendations -

Organize LTDR Process Smartly!

- Establish Governance (Policy & Procedures)
 - Financial Compliance
 - Reputational Risk

Determine your “Planning Sweet-spot”

Do not overlook non-financial recover resources

Multiple LTDR Locations, Can You Collaborate?

Compliance Requirements

Improving recovery oversight and outcomes

Grantees must have a robust, on-going and update schedule for compliance procedures including:

Risk Assessment

Duplication of Benefits Civil Rights

Monitoring Procurement

Front End Documents Labor Section 3

Front End Documents

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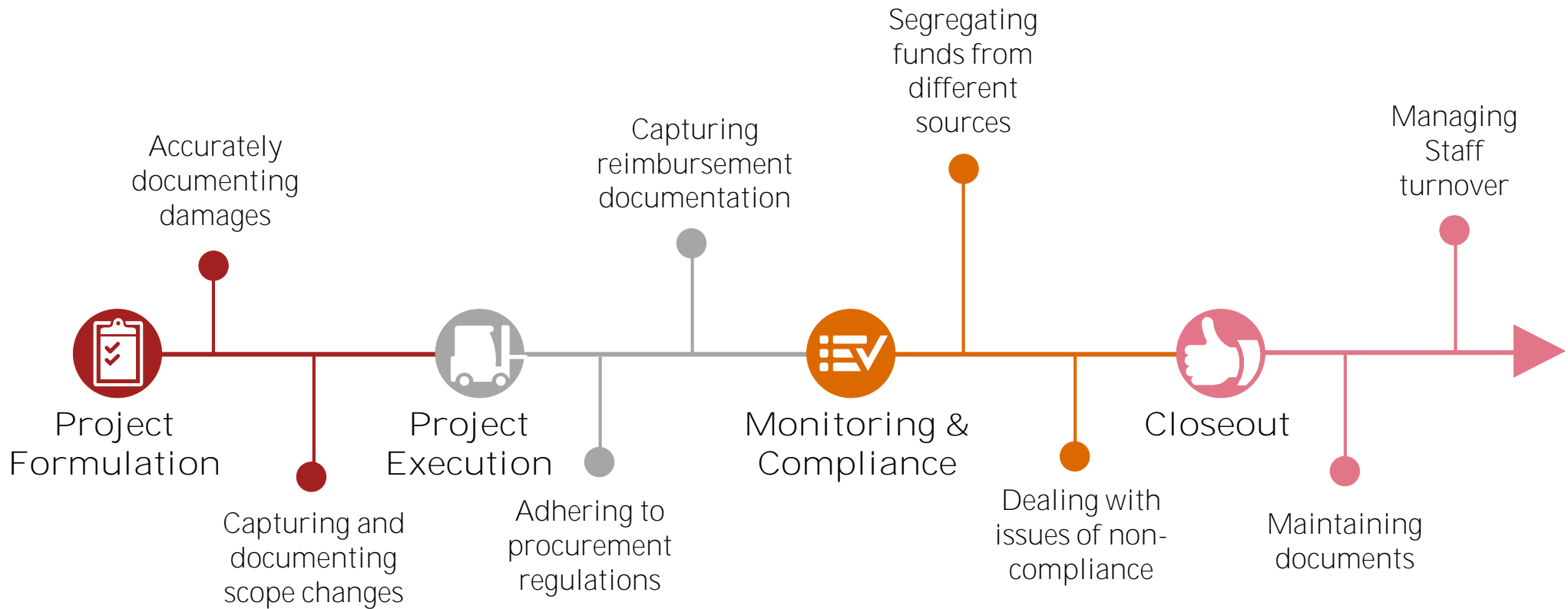
Risk Assessment

Row Labels	Sum of Total Risk Score
ATTC Phase II	57
Crossroads Phase I	51
Senior Housing Facility Direct	50
ATTC Phase I	49
Early Childhood Center	48
20th Street Improvements - Main to Connecti	46
Crosslines	43
Crossroads Phase 2	43
J-HAP Direct Costs	41
Trails	41
Main Street Improvements	41
Owens Corning	40
Storm Project #14	38
20th Street Improvements - Connecticut to Re	38
Joplin Housing Site Improvements	38
Senior Center- Phase I	38
Surface Project 4004	36
...	..

Monitoring Schedule

Projects - Subrecipient or City of Joplin	February	March	April
ATTC - Chamber of Commerce			
Joplin Housing Authority Tenant Based Rental Assistance* and Joplin Housing Sites Improvement - Joplin Housing Authority			
FEMA THU Relocation* and JHRP* - Catholic Charities			
JHRP Single Family Rehabilitation* - Economic Security Corporation and Rebuild Joplin			
Community Clinic* - Joplin Community Clinic	■	■	
Ozark Mental Health*	■	■	
Crosslines*	■	■	
20th Street Main to CT - City of Joplin		■	■
Crossroads - Joplin Industrial Development Authority		■	■
Early Childhood Center- Joplin Schools	■		■

FEMA Public Assistance Common Challenges



FEMA Public Assistance Common Challenges



Project Formulation

Accurately
documenting
damages

Working with FEMA during the project formulation phase will be critical to accurately documenting damages through a Project Worksheet, and subsequently receiving reimbursement for the work performed

Capturing and
documenting scope
changes

Changes to the scope of work listed in a Project Worksheet should be approved by FEMA and documented through a Version to the Project Worksheet, before work proceeds



Project Formulation

Adhering to
procurement
regulations

FEMA Public Assistance recipients must adhere to the most stringent of federal, **state, local, or the applicant's own procurement requirements**

Capturing
reimbursement
documentation

In order for FEMA to reimburse Public Assistance recipients, you must maintain sufficient documentation for each category of expenditures including Direct Administrative Costs (DAC) and Management costs, Force Account Labor, Material, and Equipment, and Contract documentation

FEMA Public Assistance Common Challenges



Project Formulation

Segregating funds
from different
sources

Public Assistance recipients often receive funding from other sources including HUD CDBG-DR, FHWA ER, EDA, and other funds

Dealing with issues
of non-compliance

Each Public Assistance recipient should have policies and procedures in place for managing issues of non-compliance, whether from a subrecipient or from a **contractor. Such issues could include not adhering to a Project Worksheet's scope, not maintaining proper documentation, or not following procurement regulations**



Project Formulation

Maintaining
documents

FEMA requires that Grantees and subgrantees keep all disaster documentation for a period of 3 years after the disaster has been closed. Recipients of FEMA Public Assistance funding should maintain both paper and virtual documentation

Managing staff
turnover

Recovering from a disaster can be a long process. Oftentimes, the staff working on a recovery are not the same who see it through to completion. Managing documentation will be critical to onboarding new staff

PwC's Road to Recovery - Navigating to a More Resilient Future

ANOTHER WAY OF VISUALIZING OUR SERVICES



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Questions?