

# Are You Really Prepared?

2023 School of Governmental Finance:  
Financial Management & Leadership



Vicky Cooper, Kalindi Fitch & Rick Hill  
Wednesday, October 18<sup>th</sup>, 2023

# Introductions: Multiple Speakers



**Vicky Cooper**

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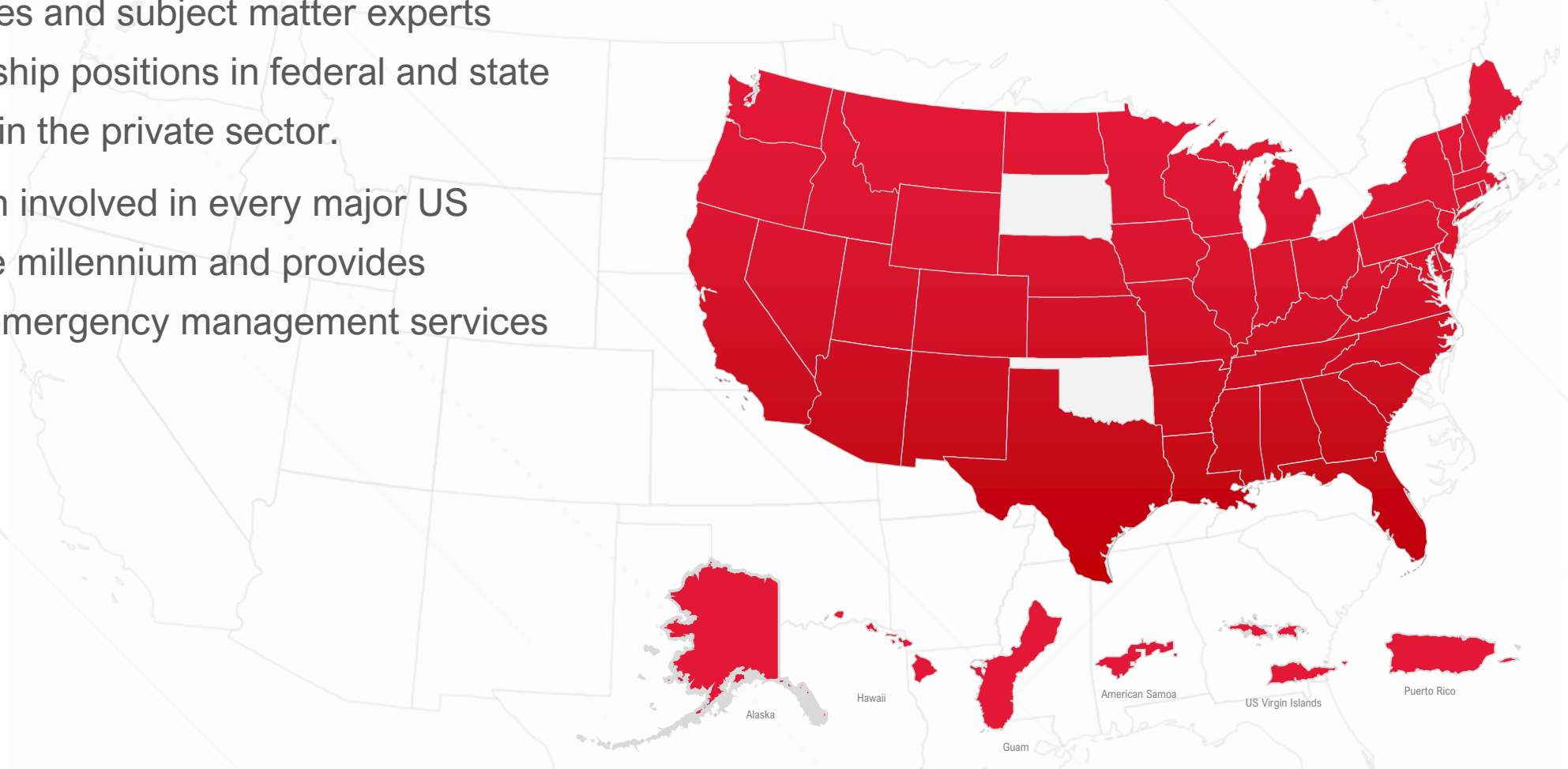


**Rick Hill**

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# Hagerty is a National Leader in Emergency Management

- Hagerty executives and subject matter experts have held leadership positions in federal and state government and in the private sector.
- Hagerty has been involved in every major US disaster since the millennium and provides comprehensive emergency management services to our clients.



# Our Services

## Preparedness

- Active Shooter Planning, Training, and Exercises
- Citizen Preparedness Campaigns
- Cybersecurity Planning
- Emergency Management Program Design and Development
- Mass Care and Shelter Planning



## Response

- Disaster Case Management
- Field-Based Support
- Housing Program Implementation
- Mass Vaccination
- Staff Augmentation



## Recovery

- Accounting and Internal Controls
- Cost Recovery
- Disaster Housing Operations
- Long-Term Community Recovery
- Program Implementation and Monitoring



## Mitigation

- Building Resilient Infrastructure and Communities (BRIC) Program Support
- Grant Development (Pre-and Post-Disaster)
- Household & Infrastructure Mitigation
- Mitigation Program Development



# Session Description

Florida Disasters

Leadership and Disaster Policy

Financial Management and Disasters

Lessons Learned



# Session Description

- If you've lived and worked in Florida, you most likely have experienced one of the many hurricanes that have impacted our state. We prep our homes, our families, put systems in place for our infrastructure in anticipation of the next event. But are we ever really prepared?
- In today's session, we will learn about the FEMA process, hear real life stories of what other agencies have done during previous disasters and learn a little bit about some of the impacts and challenges Lee County and other municipalities have faced and the progress made.



# Session Description

- Are You Really Prepared?



Session Description

## **Florida Disasters**

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Lessons Learned





# Florida Disasters Since 2020

Since the onset of the COVID-19 Pandemic in 2020, Florida has continued to experience federally declared disasters including:

- **Hurricane Isaias** (EM-3533-FL), Declared 8/1/2020
- **Hurricane Sally** (DR-4564-FL), Declared 9/23/2020
- **Hurricane Eta** (DR-3551-FL), Declared 11/11/2020
- **Hurricane Ian** (DR-4673-FL), Declared 9/29/2022
- **Hurricane Nicole** (DR-4680-FL), Declared 12/13/2022
- **Hurricane Idalia** (DR-4734-FL), Declared 8/31/2023



- **Tropical Storm Elsa** (EM-3561-FL), Declared 7/4/2021
- **Tropical Storm Fred** (EM-3562-FL), Declared 8/16/2021



- **Surfside Building Collapse** (EM-3560-FL), Declared 6/25/2021



# Florida Disasters: Hurricane Idalia, 2023





# Florida Disasters: Hurricane Ian, 2022





# Florida Disasters: Hurricane Nicole, 2022





# Florida Disasters: Surfside Building Collapse, 2021



Session Description

Florida Disasters

## **Leadership and Disaster Policy**

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# Leadership and Disaster Policy:

## Florida Statutes

In Florida, Emergency Management generally assumes the role of coordinating emergency operations in an emergency. Operations generally include activities such as:

**Emergency Planning and Preparedness**



**Emergency Sheltering**



**Recovery**



**Mutual Aid Arrangements**



**Emergency Response**



### Florida Statutes 252.38

Safeguarding the life and property of its citizens is an innate responsibility of the governing body of each political subdivision of the state.





# Leadership and Disaster Policy: Florida Statutes

In addition to, or as part of your emergency financial plan, it is important to consider:

How and what role will financial reserves play during a disaster response and into recovery?



How does the end of the fiscal year impact a disaster event?



What is the status of pre-event/standby contracts?



## Florida Statutes 252.19 (2)

Each local governmental entity is encouraged to develop an **emergency financial plan** for major natural disasters that may impact its jurisdiction. Disasters include, but are not limited to, hurricanes, tornadoes, floods, and wildfires.



# Leadership and Disaster Policy: Takeaway Questions

- What is the role of your agency and administration, elected officials, Municipalities, in the event of a large-scale disaster event?
- Who is responsible for advocating for your community to achieve your disaster goals, and how?



# Leadership and Disaster Policy:

## Bonus Question

- The President of the United States arrives at your offices following the impact of a major disaster. The President asks you 'What do you need?'.
- As a finance professional, what do you ask for?



slido



**The President of the United States arrives at your offices following the impact of a major disaster and asks you ‘What do you need?’.**

**As a finance professional, what do you ask for in ONE word?**

① Start presenting to display the poll results on this slide.

Session Description

Florida Disasters

Leadership and Disaster Policy

# **Financial Management and Disasters**

Lessons Learned

# Financial Management and Disasters: Federal Programs

**FEMA provides the first source of Federal Assistance following a Federally Declared Disaster Event.**

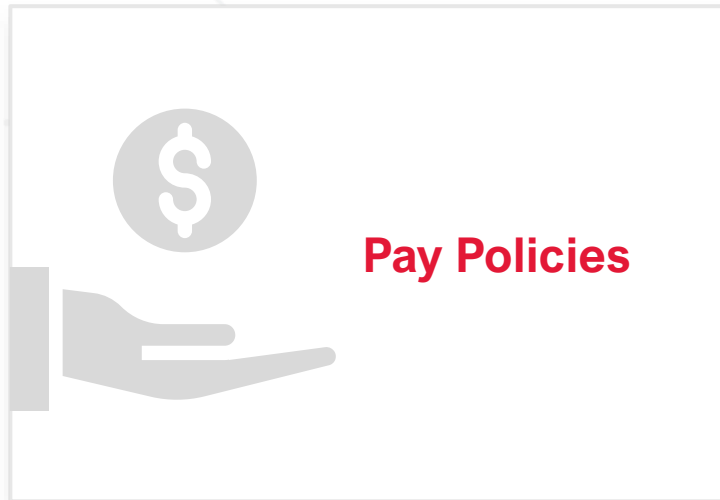
FEMA Programs are 'turned on' as the scope and magnitude of disaster events become refined following the event. Initially, available programs may include:

- FEMA Transitional Sheltering Assistance (TSA)
  - Eligible survivors are provided hotel rooms directly by FEMA.
- FEMA Individual Assistance (IA)
  - FEMA works directly with survivors to provide housing assistance.
- FEMA Public Assistance (PA)
  - Supplemental, reimbursement grants to state, local, tribal and territorial governments, and certain private non-profits to assist with costs from responding to and recovering from major disasters.

# Financial Management and Disasters: FEMA PA

## FEMA Public Assistance (PA)

- The availability of the FEMA PA program happens quickly following a major disaster events.
- The program is robust, multi-year and adds significant additional responsibilities to Applicant staff, who may themselves have been impacted by the disaster event.
- Applicants are bound to the policies that were in place at the time of the disaster, including but not limited to:





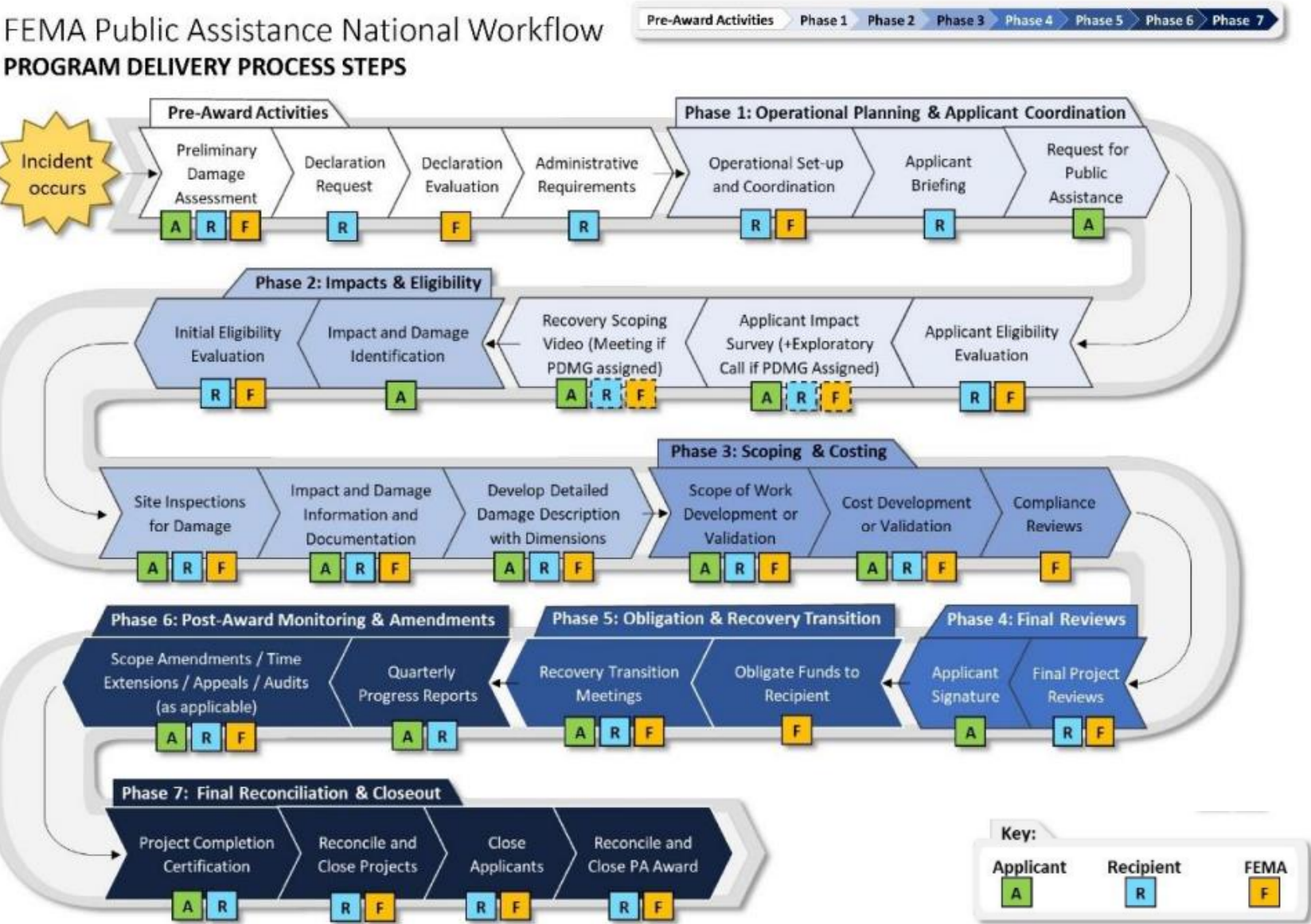
# Financial Management and Disasters: FEMA PA



**Note:** All timelines are subject to change dependent on FEMA processing.

# Financial Management and Disasters: FEMA PA

Source:  
Public Assistance's Consolidated Resource Centers' New Hire Training, PA 101 (March 2022)



# Financial Management and Disasters:

## FEMA PA

- The Recovery Scoping Meeting (RSM) will be the Applicant's initial meeting with FEMA.
- The Applicant's will be introduced to their FEMA Program Delivery Manager (PDMG) who will be their primary FEMA POC for the Applicant's.
- The PDMG conducts the RSM meeting between FEMA, the Applicant's, and State.



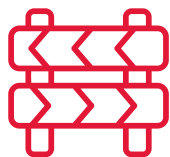
# Financial Management and Disasters: FEMA PA Documentation

## Emergency Work

**Cat A:** Debris Removal



**Cat B:** Emergency Protective Measures



## Permanent Work

**Cat C:** Roads & Bridges



**Cat F:** Utilities



**Cat D:** Water Control Facilities



**Cat G:** Parks, Recreational & Other



**Cat E:**  
Buildings and Equipment



# Financial Management and Disasters: FEMA PA Documentation

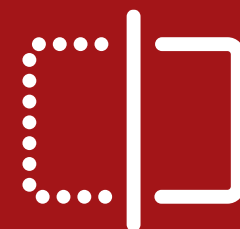
**Cost-Documentation requirements can will vary depending upon your phase in the process PA Process**

- Pre-Obligation cost documentation will include documents required to establish cost and eligibility including force account records, global fringe, contracts, purchase orders, vendor invoices
- Post-obligation documentation adds onto pre-obligation documentation and confirms actual costs incurred via proof of payment which may include, payroll registers, cancelled checks and bank statements

**Pre-Obligation  
Documentation**



**Post-Obligation  
Documentation**



# Financial Management and Disasters: FEMA PA Documentation

## Force Account Labor (Labor performed by your own Employees)

- Eligible for reimbursement if the Applicant provides a Daily Activity Report that captures specifics of emergency work being performed by the Applicant. These Daily Activity Reports may come in the form of:
  - Completed Daily Activity Reports (DAR),
  - Completed ICS 214, or
  - Completed Work Order / Crew Log
- Preference is 1 labor record per employee per day
- Timesheets should be organized by Pay Period and Employee
- Hours recorded on Daily Activity Reports must match payroll records

# Financial Management and Disasters: FEMA PA Documentation

## Force Account Equipment (Equipment Owned or Leased by you)

- Equipment Use records may come in the form of:
  - Equipment log:
    - Completed 218, or
    - Completed Work Order
  - Must include equipment specifications, operator name, run time, and FEMA Equipment Rate (see 2023 FEMA Schedule of Equipment Rates)
  - Equipment use rates include depreciation overhead, all maintenance, field repairs, fuel, lubricants, tires, OSHA equipment and other costs incidental to operation. Standby equipment costs are not eligible.
  - Preference is 1 equipment record per piece of equipment



# Financial Management and Disasters: FEMA PA Documentation

## Force Account Materials and Supplies

- For materials taken from stock, inventory withdrawal and usage records must be maintained
- FEMA may reimburse for those costs based on:
  - Invoices available,
  - Established method of pricing inventory, or
  - FEMA's rate based on historical data or prices from area vendors

# Financial Management and Disasters: FEMA PA Documentation

## Florida Risk Obligation Calculation (F-ROC)

- Are you participating?
- Have you been through F-ROC training?
- How does F-ROC impact you if you are not participating (i.e., Mutual Aid)?

As of today, the next opportunity to opt into F-ROC will be in 2025. Be sure to attend the Florida Division of Emergency Management's session on F-ROC this week for information.

Session Description

Florida Disasters

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**Lessons Learned**

# Lessons Learned

## Disaster Specific Forms

- The best time to become familiar with how to fill out a Daily Activity Report (CIS214, DAR, or F-ROC DAR) is NOT at the onset of a disaster.
- Test the forms pre-event, make sure they work in a real-life setting, see how they marry up to proof of payment documentation to get ahead of reimbursement challenges

# Lessons Learned

## Disasters Charge Codes

- Many communities set up a 'disaster code' for departments to use to track and manage disaster costs.
- Who sets up and informs your organization of these codes, and when during a disaster event?
- Be sure that reconciling those costs to your project worksheets is part of your process help ensure you are capturing and requesting reimbursement for the right amount of eligible costs.

# Lessons Learned

## Pictures

- A picture is only 'sort of' worth a thousand words
- While photos help to establish the damage sustained and help paint the picture of eligibility, they are not stand alone, and must be accompanied by an equivalent, specific narrative documenting the damage description, damage dimensions and scope of work to repair.
- How will you manage documentation, and keep it tied to its corresponding damage site?

# Lessons Learned

## Carryover

- If you have experienced one disaster, you have experienced one disaster.
- Disaster specific guidance is unique to each disaster.
- Federal programs evolve.
- Requirements and the burden of documentation evolve both at the federal and state levels.



# Lessons Learned

## Cascading Impacts of Disasters, and additional Post-Disaster Federal Grants

- It is not unusual to begin to experience cascading impacts from a disaster (ex. More regular and severe flooding because of the loss of tree canopy)
- It is never too early to start preparing for additional post-disaster federal grand funds to continue recovery like:
  - FEMA, Hazard Mitigation Grant Program
  - HUD, Community Development Block Grant – Disaster Recovery
  - Additional federal agencies
- Are you prepared to track a project with more than one funding source?
- Does anyone have examples to share?

# Lessons Learned

## Multiple Disasters

- Disaster impacts must be kept separate and be unique to each disaster event for potential reimbursement under the FEMA PA program.
- How would you keep documentation separated if you have the same, or multiple separate disaster events year after year?

# Lessons Learned

## Recent Disasters

- Open Discussion

# Lessons Learned

## Document! Document! Document!

- Remember if you don't document it, it didn't happen!
- If you have documents, damages, costs you are unsure about... don't hesitate to ask!!

# Any Follow-Up Questions?



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