

The background is a solid red color. It features a faint, stylized illustration of a group of people in business attire standing in a line. Above them are several glowing lightbulbs of varying sizes. The overall theme suggests ideas, learning, and collaboration.

Learning From Others

Key Recovery Considerations for Schools & Other Local Governments

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May 2, 2024



Catastrophic Disaster Scenario

Documentation

Focus On Temporary Repairs

Exigency & Emergency Procurement

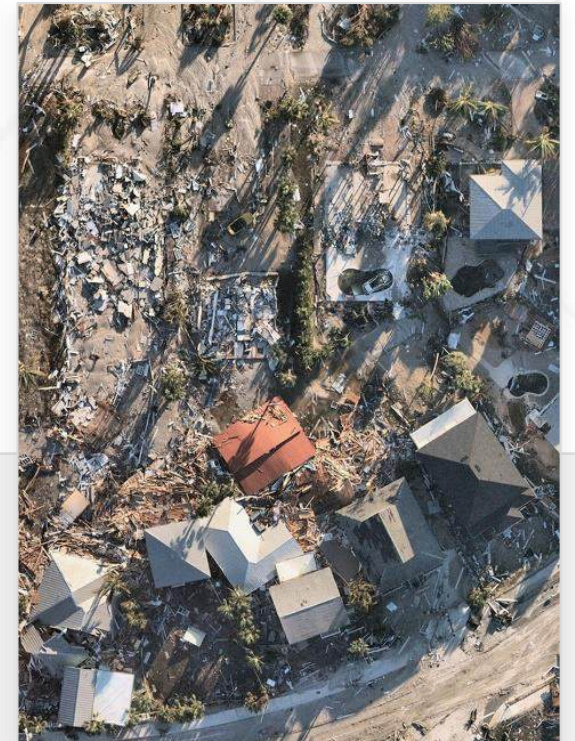
DRRA 1206

Planning for Catastrophic Disasters



Documentation

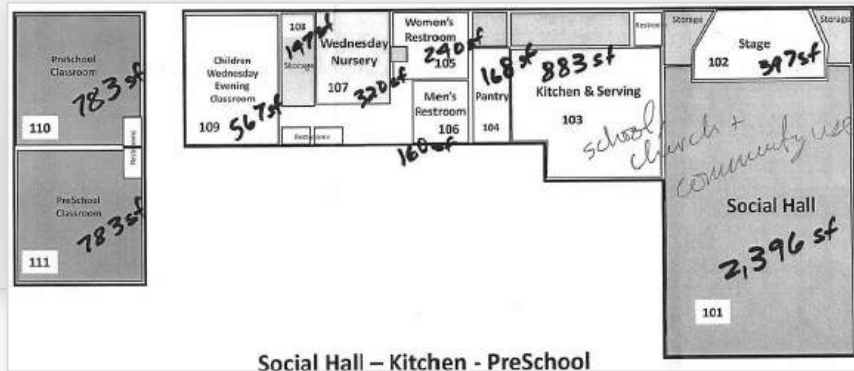
Making sure you are documenting damages before any repairs take place. There is no **“but it was really bad”** when justifying why damages weren’t documented.



Documentation

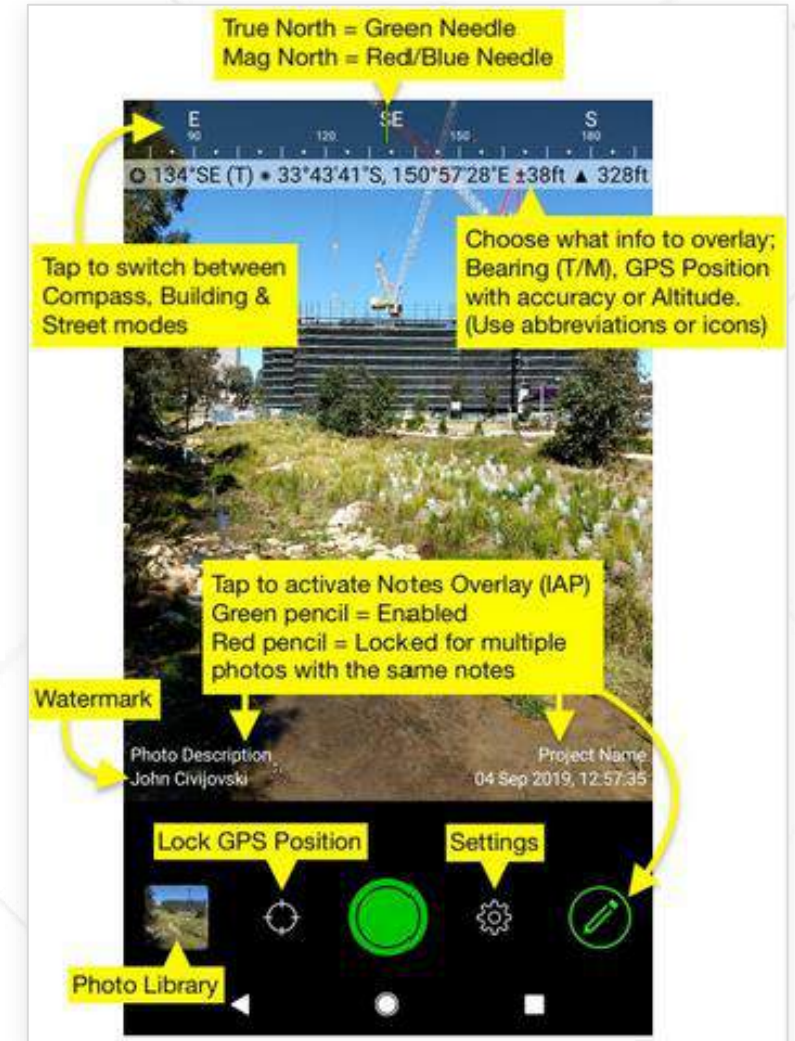
STEP 1: Photograph Damages

- Start as quickly as possible, safety first.
- Dedicate a photography team(s).
- Use a photo app that includes date, time, and GPS information on each photo.



Pro Tip:

Use a floor plan or hand drawn layout within damage photos to indicate which room is being pictured



Documentation

- Include a 360-degree set of photos or video for each room.
- Consider videos that can provide still shots later.
- Use a drone to capture images and videos when facilities are unsafe to enter.
- Take measurements and photograph the measurements when applicable. Use Google Earth for approx. Measurements for large, exterior measurements.
 - Roof, fencing, parking lot, etc.



Have a plan, train,
and exercise! Not
just for response.

Documentation

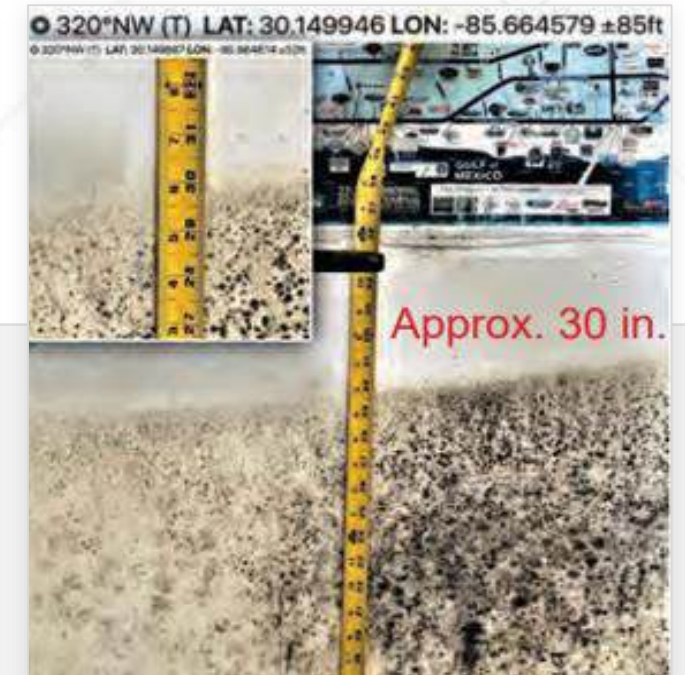
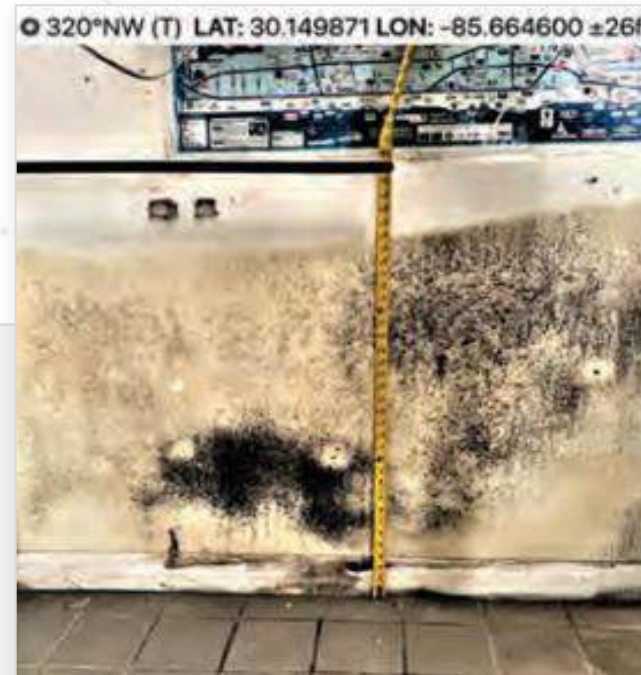
- For major electronic components (HVAC, Boilers, Sprinkler Systems, etc.) photograph all data plates or inspection tags on equipment.
- Consider a "do not miss" checklist for the photography team(s).
- Organize and store all photos and videos in a centralized location where they are backed up/archived/cloud stored for future inspections from FEMA or other agencies.



Documentation

Examples of Good Photos

- Photos clearly demonstrating the damage & matches detailed description
- Immediate testing of electrical equipment
- Accurate measurements



Documentation

STEP 2: Document the Damages

- Create damage reports based on the photos and videos.
- Good Photos = Good Reports!
- Consider using template FEMA Forms for the damages.
 - FEMA's Site Inspection Report & PDF Photo Sheet

Facility Component Damages							
Site #	Damage Component	Location (Address, GPS, building/floor/plot #, etc)	Cause of Damage	Damage Dimensions (L x W x H / L x DIA) Electrical/Mechanical/etc	Quantity & Units	FA, Contract, or Both	% Work Completed
	Material/Model/Type/Capacity						
Comp # 1	Exterior Building 1st Floor Roof-Gable Standing Seam Metal Roof #1	1316 Harrison Avenue Panama City FL 32401	Wind Driven Rain Hurricane Force Winds #246	Various Dimensions! ① 76 FT X 51 FT (W) = 3876 SF ② 4 FT X 63 FT (W) = 252 SF ③ 115 FT X 44 FT (W) = 5060 SF	9188 SF	C	0
Method of Repair Notes & Comments (will there be any change in in pre-disaster design, size, capacity or material type, what work has been completed vs what work remains to be done) Per Applicant the building maybe demolished							
Comp # 2	Exterior Building 2nd Floor Roof Flat Asphalt Roll Roofing #1	1316 Harrison Avenue Panama City, FL 32401	Wind Driven Rain Hurricane Force Winds #246	Various Dimensions! ① 57 FT X 54 FT (W) = 3078 SF ② 36 FT X 16.8 FT (W) = 608 SF	3,686 SF	C	0
Method of Repair Notes & Comments (will there be any change in in pre-disaster design, size, capacity or material type, what work has been completed vs what work remains to be done)							
Comp # 3	Exterior Walls-R-13 Concrete Block w/ Stucco	1316 Harrison Avenue Panama City, FL 32401	Wind Driven Rain Hurricane Force Winds	Various Dimensions; 1st & 2nd Floor 1st Floor = 630 LF X 12 FT (H) = 7560 SF 2nd Floor = 225 LF X 12 FT (H) = 2700 SF	11,060	C	0

Information You Need:

1. What's damaged?
2. Facility name and address
3. Location (room name/number, N/E/S/W, GPS)
4. Quantity or Units
5. Damaged component (material/ model/ type/ capacity)
6. Cause of damage (water intrusion, hurricane-force winds)
7. Damage dimensions (L x W x D or L x DIA)

Documentation

Facility Component Damages							
Site #	Damage Component	Location (Address, GPS, building/floor/plot #, etc)	Cause of Damage	Damage Dimensions (L x W x H / L x DIA) Electrical/Mechanical/etc	Quantity & Units	Contract, or Both	% Work Completed
	Material/Model/Type/Capacity						
Comp # 1	Exterior Building 1st Floor Roof - Gable Standing Seam Metal Roof #1	1316 Harrison Avenue Panama City, FL 32401	Wind Driven Rain Hurricane Force Winds #2+6	Various Dimensions: ① 76 FT X 5 FT (W) = 3876 SF ② 4 FT X 63 FT (W) = 252 SF ③ 115 FT X 44 FT (W) = 5060 SF	9188 SF	C	
Method of Repair Notes & Comments (will there be any change in in pre-disaster design, size, capacity or material type, what work has been completed vs what work remains to be done) Per Applicant the building maybe demolished							
Comp # 2	Exterior Building 2nd Floor Roof Flat Asphalt Roll Roofing #1	1316 Harrison Avenue Panama City, FL 32401	Wind Driven Rain Hurricane Force Winds #2+6	Various Dimensions: ① 57 FT X 54 FT (W) = 3078 SF ② 36 FT X 16.8 FT (W) = 608 SF	3,686 SF	C	
Method of Repair Notes & Comments (will there be any change in in pre-disaster design, size, capacity or material type, what work has been completed vs what work remains to be done)							
Comp # 3	Exterior Wall S-R-13 Concrete Block w/ Stucco 1st + 2nd Floor #1	1316 Harrison Avenue Panama City, FL 32401	Wind Driven Rain Hurricane Force Winds #2+6	Various Dimensions; 1st + 2nd Floor 1st Floor = 630 LF X 12 FT (H) = 7560 SF 2nd Floor = 292 LF X 12 FT (H) = 3504 SF	11,060 SF	C	
Method of Repair Notes & Comments (will there be any change in in pre-disaster design, size, capacity or material type, what work has been completed vs what work remains to be done)							
Comp # 4	Exterior Doors #1 Double Doors Metal Frame Entrance + Exit 3'W x 7'HT - Solid Core Door	1316 Harrison Avenue Panama City, FL 32401	Wind Driven Rain Hurricane Force Winds #2+6	Entrance Double Glass Metal Door 6'W x 7'HT 1 EA Exit Double Glass Metal Door 6'W x 7'HT 1 EA Exit Door Solid Core 3'W x 7'HT 2 EA Exit Double Wide Solid 6W x 72 EA	1 EA 1 EA 2 EA	C	
Method of Repair Notes & Comments (will there be any change in in pre-disaster design, size, capacity or material type, what work has been completed vs what work remains to be done) Standing water in Building							
Component Types: 1-Exterior Building 2-Interior Building 3-Exterior Site 4-Vehicle 5-Equipment 6-Contents (Specify Each Component)			Cause of Damage: 1-Surface Water Flooding 2-Wind Driven Rain 3-Sewer Back Up 4-Foundation Seepage 5-Lightning 6-High Winds 7-Tree Damage 8-Wind Blown Debris 9-Earthquake 10-Fire 11-Explosion 12-Other (specify)				

Complete Form Reset

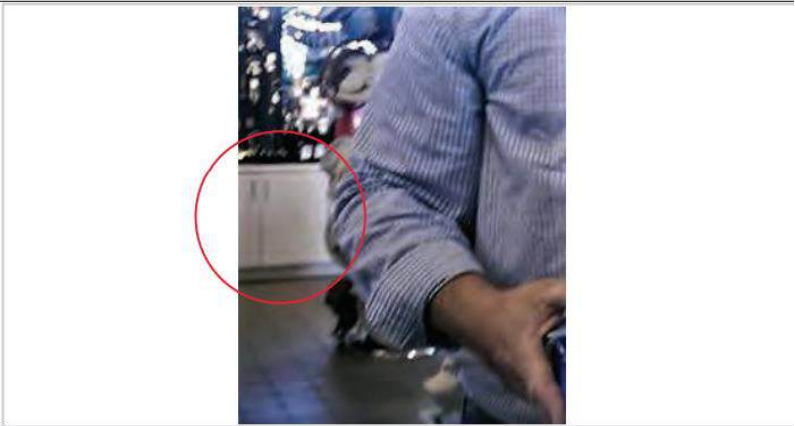
Applicant:		Damage Inventory #		Category	
Work Order #		FIPS #		Date	
Site Inspector:		GPS		Damage Facility:	
Damage Description:		Photo#		Damage Description	
Photo#		Photo#		Photo#	
Damage Description:		Photo#		Damage Description	
Photo#		Photo#		Photo#	

DEPARTMENT OF HOMELAND SECURITY - FEDERAL EMERGENCY MANAGEMENT AGENCY-DR

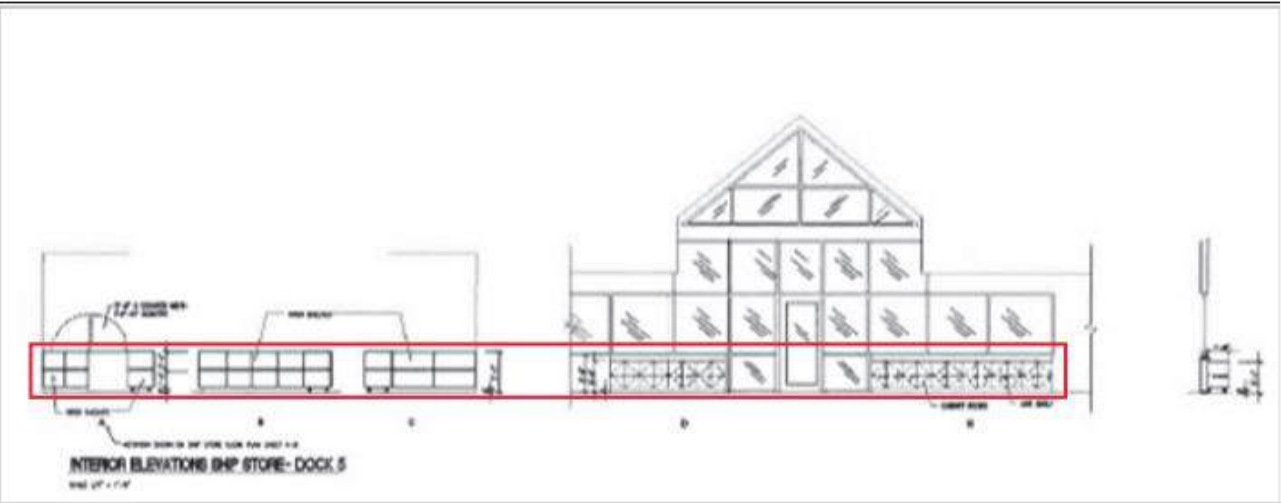
PAGE 1 OF

Documentation

INTERIOR - SALES ROOM / MAIN ROOM: Painted Wood Built-In Cabinetry with Drawers, Destroyed by Storm Debris (Pre-Disaster Photo Source: Facebook)



INTERIOR - SALES ROOM / MAIN ROOM: Painted Wood Built-In Cabinetry with Drawers, Destroyed by Storm Debris (Drawing Source: City of Panama City)



Complete Form Reset

Applicant:		Damage Inventory #		Category	
Work Order #		FIPS #		Date	
Site Inspector:		GPS		Damage Facility	
Damage Description:		Photo#		Damage Description	

INTERIOR - SALES ROOM / MAIN ROOM: Locations of Painted Wood Built-In Cabinetry with Drawers, Destroyed by Storm Debris



Documentation

- FEMA site inspections often occur months after a disaster.
- Good damage documentation is a critical part of eligibility and can expedite FEMA project development.

Lessons Learned:

1. FACT: FEMA Inspectors arrived more than a year after Hurricane Michael.
2. FACT: FEMA requested from one catastrophically damaged school district.
 - *Example: Please send photos of the roof under the blue tarp before the blue tarp was installed to validate damages claimed.*
3. FACT: FEMA questioned the legitimacy of damages by the storm.
 - *Example: How quickly was the temporary roof installed and how are you sure the damage was not caused by the weather following the storm?*

Catastrophic Disaster Scenario

Documentation

Focus On Temporary Repairs

Exigency & Emergency Procurement

DRRA 1206

Planning for Catastrophic Disasters

Temporary Repairs

- Focus on temporary repairs until FEMA site inspections can be completed.
- All temporary repairs, including remediation, must have a detailed scope of work and matching invoices.

Example: Bad Scope of Work

- R-11 unfaced insulation in interior wood stud walls
- R-19 unfaced insulation on all ceilings
- Hang and finish drywall
- Acoustical ceilings – all components



Temporary Repairs

- Focus on temporary repairs until FEMA site inspections can be completed.
- All temporary repairs, including remediation, must have a detailed scope of work and matching invoices.

Example: Good Scope of Work

Scope of work:

- Isolate, secure and disconnect electric and gas to each existing gad heater.
- Provide labor, materials and two man lift to re-pipe and e-wire as needed all ceiling mounted heaters.
- Start-up all four heaters and monitor for proper operations.
- Note: Some electrical components shorted out due to the roof being partially blown off during Hurricane Michael. If components are found to be bad, an additional proposal will follow for their replacement.
- Lead-time for installation would be 7-10 business days.

Comfort Systems USA, Inc. will perform this work for \$6,437.00

Notes/General Provisions:

- All work will be preformed during normal working hours unless otherwise noted.
- A one-year warranty and 9-day workmanship warranty is provided with this proposal.
- Payment terms are "Net 30 Days" unless otherwise noted herein.
- This proposal is valid for 30 days unless validated in writing by CSUSA.
- Any alteration/deviation will result in an extra cost.



Temporary Repairs

Temporary repairs cannot improve the facility!

Temporary Repairs = **Temporary** Materials

Example from FEMA:

CRC has questioned the roof due to the type of material used, is considered a "permanent work material" (EPDM roofing).

Materials EPDM membrane + 625 sandbags holding in place
= **FEMA Permanent Work**



Temporary Repairs

- If seeking FEMA reimbursement, conducting permanent repairs may risk reimbursement.
- If seeking FHWA-ER reimbursement, conducting any permanent repairs on federal aid roads and signage will forfeit FHWA-ER funding if done prior to official approval.



Recommend Strategy to Reduce Risk:

\$1 million or less – for FEMA Public Assistance (PA) eligible facilities (not federal aid roads), focus on damages less than \$1 million for a given facility and ensure all damages and repairs are accurate and clearly documented.

Temporary Repairs

FEMA will ask for documentation to validate eligibility of the repairs. Additionally, they will look at publicly available documentation.

Documentation sources may include:

Maintenance record
(5 Years)



Insurance adjusters
report



Google Earth and
Street View



Original drawings /
blueprints



Online information: news reports, meeting minutes,
RTQs/ITBs, studies/reports



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Exigency & Emergency Procurement

What is **Exigency**?

- The need to avoid, prevent, or alleviate serious harm or injury, financial or otherwise, and use of competitive procurement proposals would prevent the urgent action required to address the situation.

What is **Emergency**?

- A threat to life, public health or safety, or improved property that requires immediate action to alleviate the threat.

Exigency & Emergency Procurement

Top Five Things To Know:

- 1 When possible, avoid this type of procurement. Get standby contracts in place before a disaster.
- 2 If possible, consult with legal counsel.
- 3 Immediately document the circumstances. (5 "W's")
- 4 Limit the contract work to address the immediate need only!
- 5 Contracts must still conform to specific federal requirements.

Exigency & Emergency Procurement

Example of Exigent Circumstances:

- Hurricane Vince causes damages to a charter school in June. The district estimates it will take 90-days for the sealed bidding process and another 60-days for repairs extending the immediate repairs beyond the beginning of the school year. Exigent circumstances apply because the sealed bidding process would cause an unacceptable delay. Exigent repairs should be limited to immediate repairs necessary to open the school.
- In limited cases, exigency and emergency procurements may be permanent work, depending on the type of work & materials used. Make sure all damages and work is being clearly documented.



Document **more**
than what you think
is reasonable!

Catastrophic Disaster Scenario

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Exigency & Emergency Procurement

DRRA 1206

Planning for Catastrophic Disasters

DRRA 1206 | Building Code and Floodplain Management

State Building Officials, Permitting Staff, and Code Enforcement

- Local governments are inundated with thousands of permit requests, plan reviews, and site inspections after a disaster while utilizing existing staff for other response purposes.

What is DRRA 1206?

- FEMA PA funding for temporary workers, contractors, or overtime for permanent staff needed to effectively administer and enforce building codes and floodplain management regulations.

DRRA 1206 | Building Code and Floodplain Management

FEMA may reimburse for the following:

- ✓ Permitting support, including administrative support, plan reviews, inspections, etc.
- ✓ Certifying, training, licensing and supervising staff.
- ✓ Conduct outreach to the public on floodplain or building permit requirements applicable to the repair, replacement, or retrofit of disaster-damaged buildings.
- ✓ Equipment and supplies: laptop computers, tablets, mailing and outreach costs.
- ✓ Contracted engineers for substantial damage determinations.

DRRA 1206 | Building Code and Floodplain Management

Here is the catch...

DRRA 1206 Requirements:

- ☐ **Time limit:** Only activities occurring up to 180 days (6 months) after a major disaster declaration are eligible for reimbursement.
- ☐ **Fees and fines:** Revenue collected (or would have been collected if local government elects to waive fees) will be reduced from the PA project.
- ☐ **Federal Cost-Share:** Costs are subject to local cost share.
- ☐ **Documentation:** Local governments must be able to document what costs are related to which permit, inspection, or specific activity and how was the activity related to the disaster.

DRRA 1206 | Building Code and Floodplain Management

Did you know: Only 14 1206 PA Projects have been obligated since coming into effect 5+ years ago?

Why?

- Lack of awareness of 1206 until it is too late.
- Local governments are overwhelmed after disaster and do not have capacity to surge staff or secure contractors to do the work within the 180-day period.
- Do not have a plan on how to support families after Substantial Damage Determinations.

Have a plan!

- ✓ Standby contract for permitting staff support.
- ✓ Dedicated 1206 manager and administrative staff responsible for focusing on getting organized and implementing plan.

Catastrophic Disaster Scenario

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Exigency & Emergency Procurement

DRRA 1206

Planning for Catastrophic Disasters

Planning for Catastrophic Disasters

Made it through the first week or two of recovery (during response):

- ✓ Documenting damages
- ✓ Starting temporary repairs
- ✓ E&E procurement
- ✓ 1206 building code support



..... (?)

Now what?

The level of support
you will be able
to provide your
jurisdiction or
students will come
down to money

.....

Planning: Challenges of Reimbursement-based Programs

What drives recovery costs?



Emergency Work

- Debris removal
- Overtime, mutual aid, and safety inspections
- Temporary repairs and remediation/ dry-out

How do communities afford recovery?



- Operating capital (Rainy Day Funding)
- Insurance proceeds
- FEMA Expedited Projects
- Loans/lending institutions

Planning: Identifying, Communicating, and Advocating for Unmet Needs

Certain funding can be automatically turned on with a major disaster declaration:

- FEMA PA
- FEMA Hazard Mitigation Grant Program (HMGP)
- FEMA Community Disaster Loans (up to \$5 million)

Planning: Identifying, Communicating, and Advocating for Unmet Needs

Successful layered funding approach example:

FEMA PA (\$12 million), CDBG-DR (\$18 million), DOH (\$550,000), State (\$3.5 million), New Market Tax Credit (\$9 million)

- Each funding source had a unique, non-duplicative scope of work that collectively rebuilds a 40,000 SF community hospital.



Planning: Identifying, Communicating, and Advocating for Unmet Needs



CDBG-DR Match for HMGP Projects (\$15.9M)

- CDBG-DR funding covered the 25 percent cost share requirement for all 10 HMGP projects for Panama City, resulting in 100 percent federal funding.

CDBG-DR & FMA (\$6.5M)

- To accomplish the purchase of a geographically targeted neighborhood of homes, grant funding from both the CDBG-DR Voluntary Home Buyout program and FEMA's Flood Mitigation Assistance (FMA) program were used.

Planning: Who is focused on recovery from the start?

- Recovery tasks start before landfall.
- Recovery is not an additional “hat” to add to an already full plate.

Build recovery staff in your EOC organization chart to mobilize from the start:

Question	Answer
Who is leading FEMA PA cost recovery and putting together Expedited Projects?	
Who is leading Federal Highways Administration – Emergency Response cost recovery (federal aid roads and signage)?	
Who is making sure staff are completing their daily 214s/disaster activity reports and providing feedback in real time?	

Planning: Who is focused on recovery from the start?

- Recovery tasks start before landfall.
- Recovery is not an additional “hat” to add to an already full plate.

Build recovery staff in your EOC organization chart to mobilize from the start:

Question	Answer
Who is documenting damages?	
Who is managing 1206 permitting process?	
Who is identifying current and anticipated unmet needs and developing and implementing the communication and advocacy strategy for funding?	