

PROCEDURE

Section: Division of Budget, Planning, and Analysis

Subject: Federal Emergency Management Agency (FEMA) -DENR Responsibilities

Approved By: Dempsey Benton, DENR Deputy Secretary

Effective Date: September 21, 2004

The purpose of these procedures is to ensure managerial involvement in FEMA affected decisions and administrative guidance sufficient to enhance processing and documenting FEMA activities.

PROCEDURES

A. Staffing

1. DENR FEMA Coordinator- The FEMA Coordinator shall be appointed by the Secretary or Deputy Secretary. Responsibilities of the FEMA Coordinator include the development and periodic review of the FEMA policy and procedures, oversight of annual training of department staff in FEMA related topics, serve as a departmental focus of FEMA activity and point of contact, explore/coordinate intra and interagency agreements, and advise the DENR Disaster Response Center concerning FEMA operations and procedures. The FEMA Coordinator may empanel departmental staff to assist in performing the responsibilities. Technical consultants with administrative expertise (Controller's Office, audit and disbursements; Purchase and Services, contracts and purchases; etc.) will advise the FEMA Coordinator and be a resource for Division FEMA Contact Teams.
2. Division FEMA Contact Team- For most divisions, the contact team will consist of two members appointed by the division director: A senior manager with programmatic knowledge and delegated decision making authority and an administrative specialist with extensive budget, disbursement, purchasing, and personnel experience. The senior manager member of the team will likely be the division's primary contact with NCDEM/FEMA. **Important- The administrative specialist shall not be the divisions contact with NCDEM/FEMA.** This team will receive annual training and be responsible for following applicable DENR guidelines and procedures. It is recommended that the FEMA Contact Team be part of or associated with each division's Incident Command Team.

B. FEMA Training

A FEMA training session will be conducted annually prior to July 30. NCDEM and FEMA staff will provide training on their policies and procedures. The DENR FEMA Coordinator will oversee training on the topic of DENR specific policies and procedures. Division FEMA Contact Teams are expected to attend. Other division staff involved in FEMA related activities are invited to attend. Discussion and ideas that improve FEMA procedures in DENR will be part of the agenda.

C. Management Procedures

Management decisions made on short notice when responding to an emergency often have unintended long-term consequences. Divisions must develop a decision-making hierarchy (who is empowered to commit to what?) with appropriate delegations of authority and written responsibilities/expectations. The Incident Command Team structure is a model for management decision making and documentation. To the extent feasible it is advisable to mirror FEMA authority documentation.

Management decisions often begin with resource allocation as the event commences, evaluation of the scope of damages prior to FEMA's declaration of disaster, or development of Project Worksheet's (PW) after the declaration of emergency. Enlightened management will prepare for emergencies by researching FEMA programs and procedures (mitigation opportunities or "direct" project worksheets), training staff, practicing response, or developing interagency memoranda of understanding that define roles and responsibilities.

Almost all management decisions have administrative consequences. Communication and information flow between decision-makers and administrative staff must be timely and complete. The PW describes the scope of the problem, factors that determine eligibility, and estimates the cost of recovery. It is the foundation of contracts and other administrative processes that ensure reimbursement of state funds. **IF THE SCOPE OF WORK OR ESTIMATE OF COSTS CHANGE, YOU MUST AMEND THE PW AND GET FEMA'S APPROVAL!!!** If the scope of work explanation is open to interpretation, it is the responsibility of the assigned division manager to obtain agreement on items open to interpretation. **Document decisions, electronically or hard copy. Keep a daily management log.**

Managers must have a system in place to track and abide by provisions of contracts, monitor/document work accomplished, approve various payments, change orders, etc. and verify project completion with necessary insurance coverage. If in some cases repair/cleanup work must begin prior to PW approval, document the necessity of the decision and describe the scope of the project with pictures, maps, or other descriptive material that shows conditions prior to the event.

D. Administrative Procedures

1. DENR Central Administration assigns Budget Code/Fund Codes to divisions and interprets/relays instructions from oversight agencies and DENR's senior leadership team. However, some decisions will be made in an information vacuum. Examples are the percent match and source of the match.
2. Communication of Administrative Information may occur from the DENR administrative division or through feedback from the Disaster Response Center. A DENR web site will be established for posting forms and all relevant decisions, information, and directives needed for accurate and timely completion of administrative processes.
3. Emergency and Recovery Phases (Labor: overtime only for most emergency work, all labor for permanent work-documentation, worksheets. Materials,

supplies, equipment equals actual expenditures or schedule for hourly use)
Organize documentation around the approved PW as amended.

Timekeeping – Employees should document time worked on disaster activities through the use of timekeeping activity codes as directed, in the Department timekeeping system. Sub-tracking must be maintained for hourly rate reimbursement, such as that for use of equipment or reassigned staff.

Budgeting – Provide damage survey estimates to your BPA Analyst. BPA will work with the Divisions to establish cost centers to track disaster expenditures and reimbursements in Budget Code 24310.

Purchasing – State and Departmental purchasing guidelines should be followed for all purchases and contracts. Please reference DENR purchasing manual for emergency purchases. Updates to purchasing guidelines will be issued by Purchase and Services staff or communicated as referenced in 2 above.

Disbursements – Establish and maintain a proper accounting system (NCAS) to record expenditures of disaster assistance funds in accordance with generally accepted accounting principals or as directed by the Office of State Budget and Management. All cash disbursement sheets, travel reimbursement forms, contracts etc. shall reference the project worksheet number. If the approved PW number is not yet available, record the incident, county, location, and other pertinent identifiers so document reconciliation can occur when the PW number is assigned.

4. Project Closeout- Closeout package should contain:
 - Completed and Approved Project Worksheet (PW)
 - Spreadsheet Summarizing Project (Disbursements, Receipts, etc)
 - Documentation for Labor Charges and Other Expenses
 - Copies of Time Reports Reconciled to the DENR Time System
 - Applicant Benefits Calculation Worksheet
 - Copies of Cash Disbursement Sheets and Invoices
 - Copies of Contracts (Scope of Work) and Contract Expenditure Reports
 - Use calculator and show tapes as a double check of spreadsheets and to assist reviewers/auditors