

Project Worksheet Development Guide

January 2008



FEMA

Project Worksheet Development Guide

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Section I - Collecting Project Information		Section II - Completing the Project Information		Section III - Special Considerations	
U.S. DEPARTMENT OF HOMELAND SECURITY FEDERAL EMERGENCY MANAGEMENT AGENCY PROJECT WORKSHEET				O.M.B. No. 1660-0017 Expires October 31, 2008	
PAPERWORK BURDEN DISCLOSURE NOTICE Public reporting burden for this form is estimated to average 90 minutes per response. Burden means the time, effort and financial resources expended by persons to generate, maintain, disclose, or to provide information to us. You may send comments regarding the burden estimate or any aspect of the collection, including suggestions for reducing the burden to: Information Collections Management, U.S. Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472, Paperwork Reduction Project (OMB Control Number 1660-0017). You are not required to respond to this collection of information unless a valid OMB number appears in the upper right corner of this form. NOTE: Do not send your completed questionnaire to this address.					
DISASTER FEMA-____-DR-____	PROJECT NO. Page 31	PA ID NO. Pages 31-32	DATE Page 32	CATEGORY Pages 33-34	
DAMAGED FACILITY Page 34			WORK COMPLETE AS OF Pages 35-36 %		
APPLICANT Page 36		COUNTY Pages 36-37			
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DAMAGE DESCRIPTION AND DIMENSIONS Pages 13-18 Pages 40-48					
SCOPE OF WORK Pages 18-19 Pages 48-57 Pages 19, 57-58					
Does the Scope of Work change the pre-disaster conditions at the site? <input type="checkbox"/> Yes <input type="checkbox"/> No (Pages 65-81) Special Considerations issues included? <input type="checkbox"/> Yes <input type="checkbox"/> No Hazard Mitigation proposal included? <input type="checkbox"/> Yes <input type="checkbox"/> No Is there insurance coverage on this facility? <input type="checkbox"/> Yes <input type="checkbox"/> No Page 19 Pages 57-58					
PROJECT COST					
ITEM	CODE	NARRATIVE	QUANTITY/UNIT	UNIT PRICE	COST
		Pages 20-25			
		Pages 58-61			
				TOTAL COST	➔
PREPARED BY		TITLE Page 39	SIGNATURE		
APPLICANT REP.		TITLE Pages 39-40	SIGNATURE		

FEMA Form 90-91, FEB 06

REPLACES ALL PREVIOUS EDITIONS.

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Section I - Collecting Project Information		Section II - Completing the Project Information		Section III - Special Considerations	
DEPARTMENT OF HOMELAND SECURITY FEDERAL EMERGENCY MANAGEMENT AGENCY SPECIAL CONSIDERATIONS QUESTIONS				O.M.B. No. 1660-0017 Expires October 31, 2008	
APPLICANT		PAID NO.		DATE	
PROJECT NAME		PROJECT NO.		LOCATION	
Form must be filled out - for each project.					
1. Does the damaged facility or item of work have insurance and/or is it an insurable risk? (e.g., buildings, equipment, vehicles, etc.) <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure Comments					
Page 19		Pages 57-58		Pages 65-67	
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? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure Comments					
Page 19		Pages 57-58		Pages 67-69	
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? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure Comments					
Page 19		Pages 57-58		Pages 69-71	
4. Will the proposed facility repairs/reconstruction change the pre-disaster condition? (e.g., footprint, material, location, capacity, use or function) <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure Comments					
Page 19		Pages 57-58		Pages 71-72	
5. Does the applicant have a hazard mitigation proposal or would the applicant like technical assistance for a hazard mitigation proposal? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure Comments					
Page 19		Pages 57-58		Pages 73-74	
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? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure Comments					
Page 19		Pages 57-58		Pages 75-77	
7. Are there any pristine or undisturbed areas on, or near, the project site? Are there large tracts of forestland? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure Comments					
Page 19		Pages 57-58		Pages 77-78	
8. Are there any hazardous materials at or adjacent to the damaged facility and/or item of work? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure Comments					
Page 19		Pages 57-58		Pages 78-79	
9. Are there any other environmental or controversial issues associated with the damaged facility and/or item of work? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Unsure Comments					
Page 19		Pages 57-58		Pages 80-81	

FEMA Form 80-120, FEB 05 PREVIOUS EDITION OBSOLETE

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ACRONYMS

CBRA	Coastal Barrier Resources Act
CEF	Cost Estimating Format
CFR	Code of Federal Regulations
DOT	Department of Transportation
DPW	Department of Public Works
EHP	Environmental and Historic Preservation
EHPA	Environmental and Historic Preservation Advisor
EO	Executive Order
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FIPS	Federal Information Processing Standards
FIRM	Flood Insurance Rate Map
GPS	Global Positioning System
HMP	Hazard Mitigation Proposal
ICS	Incident Command System
JFO	Joint Field Office
EMMIE	Emergency Management Mission Integrated Environment
NEMIS	National Emergency Management Information System
NEPA	National Environmental Policy Act
NFIP	National Flood Insurance Program
NHPA	National Historic Preservation Act
NRCS	Natural Resources Conservation Service
OCC	Office of Chief Council
PA	Public Assistance
PAC	Public Assistance Coordination
PW	Project Worksheet
SHPO	State Historic Preservation Officer
SOP	Standard Operating Procedure
USACE	U.S. Army Corps of Engineers
VPN	Virtual Private Network

Project Worksheet Development Guide

Each Joint Field Office (JFO) that is set up incorporates the Incident Command (ICS) System principals regarding span of control and organizational structure. The title of each of the Operational Positions has changed to fit within the ICS.

INCIDENT COMMAND SYSTEM (ICS) TITLES FOR PUBLIC ASSISTANCE POSITIONS (PA)*	
Former Title	New Title
Infrastructure Branch Chief	PA Infrastructure Branch Director/Deputy
Public Assistance Officer (PAO)	PA Group Supervisor
Deputy Public Assistance Officer (DPAO)**	PA Task Force Leader
Public Assistance Coordinator (PAC)	PAC Crew Leader
Project Officer (PO)	PA Project Specialist
Specialist***	PA Technical Specialist****
Debris Monitor	PA Debris Monitoring Specialist
Administrative Assistant	PA Administrative Specialist
Data Processing Coordinator	PA Data Processing Manager
Data Processing Technician	PA Data Processing Specialist
Resource Coordinator	PA Ordering Specialist
Instructor	PA Training Specialist
New Position*****	PA Planning Specialist

- * PA Crew/Squad Leaders may be assigned as needed to optimize span of control.
- ** With or without Debris Specialty.
- *** The Liaison positions no longer reside within PA. Those individuals who are liaisons will be labeled "unassigned" in the crosswalk unless determined otherwise.
- **** Technical Specialties include: Debris, Hazard Mitigation, Insurance, Preliminary Damage Assessment, Estimating, Environmental/Historical, Private Non Profit, and Quality Assurance).
- ***** Position added to ensure the planning function is addressed until further ICS implementation has been achieved.

INTRODUCTION

This Project Worksheet (PW) Development Guide (*PW Guide*) explains the preparation of PWs for the Federal Emergency Management Agency's (FEMA) Public Assistance (PA) Program. If you have not worked at a Joint Field Office (JFO) before, this *PW Guide* will introduce you to the preparation of PWs. If you have been previously deployed to a disaster, the document will be invaluable for keeping your PW preparation skills current.

FEMA's PA Program is responsible for providing Federal disaster recovery funding to State and local governments, as well as certain Private Nonprofit organizations. The grant mechanism to provide Federal disaster recovery assistance to eligible applicants is the PW. The PW, therefore, is considered by many to be the most important work product of the FEMA PA Program.

Timely disaster recovery funding is critical for applicants and their communities to return to normalcy after a disaster strikes. To ensure the funding process moves forward in a timely manner, it is important that each project comply with applicable Federal laws, regulations, and policies, as well as be complete, accurate, concise, and clearly written.

It is the goal of this *PW Guide* to assist you in preparing PWs of this caliber. To attain this goal, the *PW Guide* addresses three major components of PW preparation:

- **Collecting project information** – addresses site inspections and collection of pertinent project information and documentation.
- **Completing the Project Worksheet** – addresses each component of the PW, explains what information is required and why, describes how to obtain and document the pertinent information, and provides examples of correctly and incorrectly completed PWs.
- **Addressing Special Considerations** – Reviews the nine Special Considerations questions and identifies issues that the Project Specialist should be aware of. It should be noted that the role of the Project Specialist is to identify and document Special Considerations issues, not resolve them.

This document is not intended to provide guidance for making eligibility determinations. Numerous FEMA documents are available to assist with eligibility determinations, including the *Public Assistance Guide* (FEMA 322), the *Public Assistance Policy Digest* (FEMA 321), and FEMA Policy documents (refer to <http://www.fema.gov/government/grant/pa/9500toc.shtm>). FEMA also provides various Standard Operating Procedures, which include additional guidance on the process components of the PA Program (refer to <http://www.fema.gov/government/grant/pa/sop.shtm>).

This document provides a collection of Sample PWs that may be used as a reference when preparing PWs. These can be found in Appendix H. The PWs address a variety of damages, facility types, scopes of repair, and methods of estimating costs, various programmatic and eligibility issues, and examples of supporting documentation.

INTRODUCTION

The collection of project information and preparation of the PW are the primary responsibility of the Project Specialist. To best accomplish these tasks, the following skills are critical.

1. The ability to work well with others.

The collection of project information and preparation of PWs is a team effort. Typically, the Project Specialist will work with a FEMA PAC Crew Leader, possibly Technical Specialists, a State representative, and the applicant in the development of the PW. While FEMA and the State will be primarily focused on ensuring the timely completion of the PWs, it is important to remember that the applicants sometimes have conflicting priorities during the response and recovery phase. Applicants are often challenged not only with providing information to support the PW, but also in managing emergency response efforts, initiating and managing repair efforts, and often in dealing with damage to their homes and personal property.

2. The ability to manage multiple and dynamic priorities and deadlines.

The Project Specialist will often be assigned to various projects that have different PAC Crew Leaders, State representatives, and applicants. It is important to give exemplary customer service to all parties involved while keeping the PAC Crew Leader informed of the progress and status of your PWs. Communicating your status with your PAC Crew Leader(s) is critical. It is important that you remain flexible to re-prioritize your work efforts quickly in response to the needs of the FEMA PA Program.

3. The ability to organize thoughts and findings on paper.

The PW is the document of record that supports and justifies funding to an applicant. This document must be able to "stand on its own" after it is prepared. Remember that the PW will be reviewed by the PA Group Supervisor and others in the JFO (e.g., PW should be reviewed for quality of Environmental and Historic Preservation (EHP) documentation) before it is approved. In addition, it may be appealed by the applicant and require evaluation by new staff at the Region or FEMA Headquarters, and could possibly be audited by the FEMA Office of Inspector General if the applicant's grant is audited. Most likely, the original Project Specialist will not be available in the future to explain components of the PW. Therefore, during preparation of the PW, assume that new personnel will have to read the information two years in the future and have to justify the conclusions.

4. The ability to support and document decisions based upon the applicable program laws, regulations, and policies.

The PA Program has certain limitations on what it can fund. Not all disaster damage costs are eligible for reimbursement under the PA Program. The PW must document

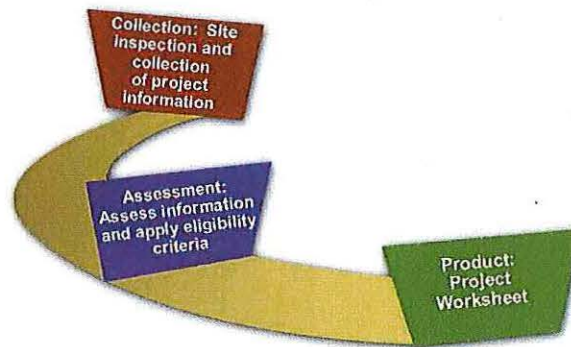
INTRODUCTION

which facilities, work, and costs are eligible or ineligible and why. It is not the purpose of this *PW Guide* to fully instruct on program eligibility, although some guidance is provided. Further information regarding program eligibility can be found in other FEMA publications. Refer to Appendix A for a list of information resources.

5. The ability to elevate issues to the appropriate priority level for possible resolution.

This skill includes the ability to say "I don't know the answer to that question but I will find out and get back with you." If, while on a site visit or preparing your PWs, issues are becoming contentious or resolution is beginning to stall, it is important to notify the FEMA PAC Crew Leader as soon as possible. Remember not to take action on issues that are clearly out of your particular expertise or assigned responsibility. If there are no resources at the JFO to assist you, communicate your needs to the PAC Crew Leader, who can work with the FEMA PA Ordering Specialist to obtain additional assistance.

The overall role of the Project Specialist is separated into three primary areas:



- The Project Specialist's primary job is to conduct site visits and collect project information and documentation. If an accurate, detailed, and complete assessment is made, the remaining work should be relatively simple. The first section of this guide addresses site inspection and information collection.
- Once the project information has been collected, eligibility must be assessed and determined. Eligibility is not discussed in this guide. The Public Assistance Operations I course offers detailed information on eligibility determinations.
- The product that the Project Specialist produces is based entirely from data that was collected during the site visit and meeting with the applicant. If accurate, detailed, and complete data was collected, preparing the PW should be relatively simple and merely an exercise of filling in the blanks. The second section of this guide addresses preparation of the PW.

INTRODUCTION

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I. COLLECTING PROJECT INFORMATION

General

The development of a PW involves two critical steps. First, the Project Specialist must collect the necessary information to prepare the PW. Second, the Project Specialist must accurately transfer the pertinent information to the PW document. This section addresses the steps in collecting the pertinent project information. Section II of this document describes the information to be included in each block of the PW.

The collection of project information through a series of meetings with the PAC Crew Leader, State representatives, and the applicant is the most important part of the PW development process. The Project Specialist requests pertinent documentation from the applicant and by documents observations made during the site visit. If information is collection in an organized, methodical, and detailed manner, the Project Specialist will have the information necessary to prepare a complete and accurate PW in a timely fashion.

Initiating Your Assignment

Upon arrival at the JFO, Project Specialists will attend a Field Personnel Briefing. This briefing will provide disaster declaration information, guidance regarding pertinent eligibility and Special Considerations issues, operational procedures and expectations, and documentation requirements. Often, the PA Group Supervisor or other FEMA management staff will define certain information they want included on a PW. If you arrive to the assignment after this briefing, be sure to notify your PAC Crew Leader and request he or she provide you with the guidance.

Keep in mind that each disaster is unique. The PA Program is designed to be flexible in establishing processes to meet the program needs of each State and FEMA partnership, as well as the recovery needs of the community. Therefore, each disaster assignment must be approached with an open mind and without a rigid attitude about how PWs should be prepared. For instance, cost code or general comment documents from prior disasters should not be used unless instructed otherwise and do not assume that disaster-specific forms used on one assignment are appropriate on another. Ask the PAC Crew Leader for guidance and attend all FEMA Field Personnel Briefings to fully understand what the expectations are for individual PW preparation.

Before you begin your specific project development assignments, be sure to obtain the following information.

- ☐ Disaster Fact Sheet
- ☐ Public Assistance Organization Chart and contact information
- ☐ Disaster-Specific Guidance relative to any procedural, eligibility, or Special Considerations issues

COLLECTING PROJECT INFORMATION

- ☐ Specific PW development guidance, if provided by the JFO
- ☐ Applicant-specific information:
 - Applicant Identification Number,
 - Names and addresses of primary applicant contact and State representative,
 - Preliminary Damage Assessment information, and
 - A preliminary list of damage sites.

Note: some of this information can be provided by the PAC Crew Leader. Further, ensure you have the necessary equipment, tools, and references for performing your responsibilities.

Equipment

- ☐ FEMA laptop
 - Software for developing maps (such as Microsoft Streets and Trips)
 - Instructions on using *IPass* or other methods for internet/Virtual Private Network (VPN) connections
- ☐ Printer (provided on most disasters if work is to be done remotely)
- ☐ Digital camera
- ☐ Global Positioning System (GPS) unit, including instructions on unit calibration
- ☐ Cell phone
- ☐ Measuring tape, calculator, other office type supplies
- ☐ Safety equipment, including hard hat, safety vest, and safety glasses, as appropriate

Tools and References

- ☐ State and local area maps
- ☐ *PA Guide*, FEMA 322, May 2007
- ☐ *Policy Digest*, FEMA 321, October 2001
- ☐ Public Assistance 9500 Series Publications (Policies and Fact Sheets)
(<http://www.fema.gov/government/grant/pa/9500toc.shtm>)
- ☐ Project Worksheet and Supplemental Forms (electronic copies, see Appendix B for listing)

COLLECTING PROJECT INFORMATION

Getting Organized

Meeting with the PAC Crew Leader

After arriving on an assignment, each Project Specialist is assigned to a PAC Crew Leader. The PAC Crew Leader is responsible for conducting the Kickoff Meeting and managing Project Specialists and applicants. The PAC Crew Leader has been briefed regarding disaster-specific information. Each PAC Crew Leader will set up their own system for managing their tasks. As a Project Specialist, it is your responsibility to meet with your assigned PAC Crew Leader to learn which applicants and/or projects are assigned to you, any specific requirements for the disaster, and any PAC Crew Leader-specific instructions. The PAC Crew Leader is your supervisor and any issues or questions that arise in the field should be addressed to the PAC Crew Leader. The PAC Crew Leader needs to be continuously updated on meetings, project timelines, and issues that arise.

If the Kickoff Meeting has not yet been held by the time you are assigned to a PAC Crew Leader, you should attempt to attend. The Kickoff Meeting clarifies what types of damage applicants have sustained so you can be prepared for your first meeting with them.

Set up a "System"

Each disaster-type generally has typical damages: earthquakes cause primarily structural damages; snow emergencies cause mostly emergency protective measures; flooding disasters cause road washouts, debris, and landslides; and hurricanes cause a wide-range of damages from flooding to structural damages to debris to emergency protective measures.

The type of disaster is a factor in how you collect your project information and later formulate the PWs. Examples:

- For a flooding disaster with significant road damages, you may spend one to two days visiting the various road washouts and documenting site conditions in a methodical manner to keep the site information separate and complete. You may then spend one to two days producing the PWs for those sites, from your notes and the data you collected, to be submitted to a PAC Crew Leader for review.
- For a snow emergency, you might work in the applicant's office on a daily basis collecting cost data from the applicant's financial person.
- After a hurricane causes widespread and varied damages for a large applicant, you might spend several weeks visiting sites and consecutively preparing project worksheets for their open spaces, utilities, and buildings.

Each disaster, applicant, and PAC Crew Leader is different. The deadlines will be aggressive and the demands high. You need to develop a system each time that works

COLLECTING PROJECT INFORMATION

for all parties involved. Getting yourself organized from the beginning will get you off to a good start.

Applicant Relations

Project Specialists work directly with applicants to collect project information and develop PWs. The State is often present in these meetings and conversations. It is imperative that the Project Specialist maintain a strong and professional relationship with the applicant.

First impressions are very important in applicant relations. You, as the Project Specialist, are the applicant's FEMA representative for individual projects and will be working directly with them for the next month, several months, or year. Since you are the person making eligibility recommendations for an applicant's project, your attitude will affect the applicant's perspective of whether they are receiving sufficient assistance. You are the one who will be touring the applicant's facilities; documenting their damages; making eligibility recommendations based on the FEMA laws, regulations, and policies; and producing their Project Worksheets. The lines of communication need to remain open, trust needs to be established, and a level of understanding and respect needs to be developed in order to maintain an effective relationship.

Remember that the applicant has just been through a disaster. They have likely suffered losses or damages. Stress levels are often high.

When beginning to work with an applicant, it is important to establish his or her knowledge of the program and preferred means of communication. This individual may not have attended the Kickoff Meeting, may not be familiar with the FEMA process or may have experience with FEMA from recent events, may be unfamiliar with the applicant's procedures, may not regularly check their email, or may not have great computer skills. These are all items that you should assess in the early stages of working with the applicant. This information will affect your workload, scheduling, and effectiveness in communicating and collecting site information.

Defining the Project

Meeting with the Applicant

If the PAC Crew Leader has completed a Kickoff Meeting with the applicant, the applicant should be prepared for your first visit. At a minimum, the applicant should have a list of damage sites, some basic cost information, and a lot of questions concerning eligibility and the process for obtaining funding. Funding questions should be referred to the PAC Crew Leader and specific eligibility responses should be deferred until you have obtained all the facts and, in the case of negative eligibility responses, discussed with the PAC Crew Leader first. Remember, as a Project Specialist, you only provide eligibility recommendations. The PA Group Supervisor is responsible for making final eligibility determinations.

COLLECTING PROJECT INFORMATION

A tentative schedule should be set up with the applicant for visiting the sites that the applicant has identified as damaged. You should be prepared to start right away, but some applicants may need a couple of days to get prepared themselves.

Most applicants have a combination of completed and uncompleted work. For the completed work, it will usually take the applicant some time to collect the documentation and present it for your review. While the applicant is collecting this information, your time can be devoted to inspecting uncompleted projects. Therefore, your first priority is to discuss the applicant's completed work and conduct a cursory review of the applicant's documentation (the applicant is not required to use FEMA's documentation forms if the applicant's system provides the same information). If the applicant has any project information or documentation available, it should be collected at their office before visiting the site.

Project titles should be established (i.e., Debris Removal), and the applicant should be advised to accumulate all completed documentation associated with that specific project, including force account records and contracts.

Project Definition

The following list identifies items to assess while discussing the project with the applicant and documentation to request, if applicable to the project. Not all questions need to be asked, but you should go through the thought process to ensure you know the answer.

- ☐ Confirm the actual damage site location and specific facility.
- ☐ Confirm that the actual damage site is within a **declared county**. Sometimes (though not often) an applicant may own a facility outside the declared area.
 - Locate the damage site on a map.
- ☐ Confirm that the damages were **caused by the disaster**, and identify which specific hazard caused them (flooding, wind, etc.).
 - Separate damages by hazard type if multiple hazards affected the facility.
 - Request maintenance records for facilities that require routine maintenance of their designed function, such as roads, culverts, detention basins, bridges, and dams.
 - Request Inspection/Safety Reports for facilities that undergo routine inspections, such as bridges and dams.
- ☐ For emergency work, determine the conditions of the **immediate threat** that required the work to be performed.
- ☐ Confirm that the applicant is **legally responsible** for performing the work.
 - Is the applicant responsible for performing the emergency services being provided?
 - Does the applicant own the property?

COLLECTING PROJECT INFORMATION

- Is the applicant a lessee or lessor of the property? If so, request a copy of the lease agreement.
 - Obtain a copy of the lease agreement to determine who is responsible for the repairs. Request legal review in the JFO.
- For roads and bridges, determine if the facility is under the authority of the Federal Highway Administration (FHWA).
 - Most State Departments of Transportation (DOTs) have maps indicating whether a road is on the Federal-Aid System.
- For Levees and Flood Control Channels, determine if the U.S. Army Corps of Engineers (USACE) or Natural Resources Conservation Service (NRCS) is responsible for the repairs.
 - The Federal agency may prepare a letter indicating their responsibility, or lack of responsibility.
- Is the facility under construction?
 - Obtain a copy of the construction contract to determine who is responsible for the repairs. Request legal review in the JFO.
- ☐ For **Private Nonprofit facilities**, determine the primary use of the facility. For facilities of mixed use, determine the percentage of the various uses.
- ☐ Determine **when the damages occurred**. Damages must occur within the incident period. If damages occurred outside the defined period, discuss the circumstances with the PAC Crew Leader.
- ☐ Determine whether the facility was in **active use** at the time of the disaster. If not,
 - Was the facility only temporarily inoperative for repairs or remodeling?
 - Was the facility temporarily unoccupied between tenants?
 - Was future use by the applicant firmly established in an approved budget?
 - Can the applicant clearly demonstrate that there was intent to begin use within a reasonable period of time?
- ☐ Request drawings, plans, or other documentation to illustrate the pre-disaster condition of the facility.
 - Drawings and plans will support the pre-disaster **design** of the facility for assessing the eligible scope of repair work.
 - Determine the pre-disaster **function** of the facility—what was the facility being used as at the time of the disaster (school, warehouse, office)?
 - Determine the pre-disaster **capacity** of the facility.

Project Formulation

- ☐ Determine whether the applicant wants to combine more than one damage site on one PW.

COLLECTING PROJECT INFORMATION

- If the applicant is requesting an illogical grouping of sites, discuss this with the PAC Crew Leader before proceeding.
- Discuss a numbering system to be entered on the PWs as the Project Numbers (PW Reference Number).
- Determining how you will formulate the projects is important to know before you begin your site visits. Coordinate with the PAC Crew Leader to determine whether to combine projects to meet the applicant's needs. Planning ahead of time, based on discussions with the applicant about their damages, will help you organize (formulate) the projects and collect information accordingly. There are different methods for combining projects:
 - **Type of damage:** all work under a specific category of damage or all work on certain types of facilities may be combined into one project (e.g., all debris removal work or all work on gravel roads). See discussion on incidental work under Method of Work.
 - **System:** all work on a single system may be a single project (e.g., all work on a water distribution system with multiple line breaks).
 - **Jurisdiction:** all work within a specific area or all work within an applicant's administrative department may be combined into one project (e.g., all work in a park, all work for a police department, or all road work in the NW quadrant of the applicant's jurisdiction).
 - **Method of work:** note that different project categories, such as C and G, may be combined, but for Emergency Work and Permanent Work to be combined, the Emergency Work should be incidental to the Permanent Work.
 - ⇒ Example: Assume that in order to begin repairs to a bridge, some debris removal around the pilings must be completed first. In this case, the debris removal could be included as a line item in the Category C PW because it is integral to the bridge repairs.
 - ⇒ However, if there is a need for major debris removal from the river upstream and/or downstream from the bridge, separate PWs should be completed for the debris removal project (Category A) and the bridge repair project (Category C).
 - **Special Considerations or complex projects:** insurance is often a driving factor for buildings. If there is a site that has an environmental, historical, insurance, or mitigation issue, it may be best to separate that project so that it is not delayed in the review queue.
 - ⇒ Examples: It may be appropriate to separate each building on a high school campus into a separate project due to insurance issues. Similarly, you might separate one road washout of seven due to mitigation issues.

COLLECTING PROJECT INFORMATION

Multiple Sites

Multiple sites may be combined on one PW. Review the list above for guidance on how projects may be combined. There are three types of combinations that need further discussion:

Projects less than \$1,000.00 are not eligible for PA: Projects may be combined to achieve the \$1,000 threshold. If the grouping makes sense and is organized well, these projects may be combined.

Projects without Special Considerations/complex issues: These projects generally fall under Categories C, D, and F. These categories do not often include insured facilities, so multiple sites may be combined in one project (e.g., road washouts, multiple water distribution line breaks, damaged utility poles, etc.). The locations of each site must be documented. See Sample PW # 4 for an example of how to combine multiple sites.

Projects with Special Considerations/complex issues: These projects generally fall under Category E with insurance as the driving factor. Each insurable, damaged facility should have its own Project Worksheet. Consult with the PAC Crew Leader if the applicant is requesting a different formulation method. (Note: A facility may not have insurance, but still be insurable.) Multiple projects for different types of damages (flooring, roofing, structural, etc.) should not be combined on the same Project Worksheet. Parks and recreation facilities (Category G) are often insurable and should follow the same guidance.

Insurance is not the only factor to be considered. Other factors include hazard mitigation, environmental and historic issues, facilities in floodplain, or types of issues.

Conducting the Site Visit

Site visits should be performed to document damages for all damaged facilities. At a minimum, the site visit should be attended by the FEMA Project Specialist, the State representative, and an applicant's representative who is familiar with the overall facility and the disaster damages.

Safety!

- ☐ **Caution!!** Before visiting the site or entering a facility, determine if the facility is safe to visit and inspect.
 - Ask the applicant if there are any safety inspection reports for the site.
 - Ask the applicant if there are any known physical, biological, or chemical hazards that may require special precautions and/or equipment during the inspection.
 - Look for cracks in roads or movements in slopes to

Caution!!

**You are visiting
damage sites that
could be unsafe.**

**Take all necessary
precautions!!**

**Be alert to potential
hazards!!**

COLLECTING PROJECT INFORMATION

indicate potential ground instability.

- ☐ **Caution!!** Be alert for potential hazards. Ensure that someone knows your whereabouts prior to inspection. The applicant's representative should accompany the FEMA representative on all site visits; they should know the risks better than anyone. If possible, travel in teams of at least three people.

Documenting the Damage Site Conditions

Identifying Basic Project Conditions:

- ☐ Upon arrival at the site, conduct a walkthrough visual inspection of the site and the surrounding area.
- ☐ Differentiate between the physical damages you observe and those that the applicant is requesting to be fixed.
 - Look for damage not identified by the applicant and determine whether these damages are disaster-related. If the applicant indicates that other apparent damages are not the result of the disaster, photograph the area and document the observation.
- ☐ Look for indicators of pre-disaster damage.
 - Lack of maintenance (alligator cracking on pavement, moss growth on damaged facility, weeds in culverts, etc.)
 - Age related deterioration (cracks in paint, termite infestation, corrosion, etc.)
- ☐ Look at the condition of the facility outside of the damaged location to assess the pre-disaster design and condition of the overall facility. For example, note any undamaged sections of roads, culverts, or slopes, etc.
 - Confirm the design is consistent with facility information (plans, drawings) provided by the applicant.

Recording Project Details:

- ☐ Take **measurements** of the damaged area and specific facility components (pavement thickness, culvert size, generator capacity, etc.).
- ☐ Prepare detailed **sketches** of observations, including dimensions (length, width, height, depth, and capacity) and description (brick, wood, asphalt).
 - Sketches do not need to be perfect. Simple sketches often demonstrate what is seen in the field.
- ☐ Determine the **latitude and longitude** at one or more locations at the facility.
 - Obtain the GPS reading and document the location where the reading was taken on a map.
 - If the project consists of **multiple sites** with distinct addresses or locations (e.g., multiple road wash outs throughout the northwest quadrant of the county), the latitude/longitude for each site should be recorded.

COLLECTING PROJECT INFORMATION

- For **debris removal**, provide the latitude/longitude for the debris disposal location(s).
 - For emergency protective measures where the location has been identified as **"County-Wide" or "City-Wide,"** identify a primary location. Most commonly, the County Administration Building, City Hall, or Emergency Operations Center (EOC) are used as the data point location.
 - For **lengths of roadway**, select a location at the beginning or end of the roadway, or some other milestone.
 - The following guidance is general. Confirm formats at each assignment.
 - Use the Decimal Degree format.
 - Negative coordinates are allowable: easting values are negative in the Americas; the minus sign must be in front of the longitude coordinate.
 - Leading zeros (0) before the decimal are acceptable, but not required.
 - The GPS receiver must be set properly.
 - The GPS receiver will display the coordinates as: N 62.88547 / W159.09554. The west coordinate needs to be converted to a negative (-) value. Latitude = 53.88547 Longitude = -149.09554
 - **Using the GPS.** You can obtain correct coordinate readings from a properly configured GPS unit. If you are given a GPS unit at your assignment, make sure the unit is calibrated before using it. In most JFOs, training classes are provided on use of GPS units. Additionally, written guidance is generally provided. If you are having difficulty operating or calibrating your GPS unit, coordinate with the PAC Crew Leader to have someone from the Information and Planning Branch calibrate it.
- ☐ Take **photographs** of the site:
- Overall site view
 - Specific damages from various views and angles
 - Work completed, if any
 - Adjacent undamaged areas of similar structures (e.g., adjacent undamaged section of road or engineered channels)
 - Document number, location, and date of photographs on a site plan and indicate angle taken from
- ☐ Look at a Flood Insurance Rate Map (FIRM) and create a **FIRMette**:
- FIRMettes are created to determine if a site is in a Special Flood Hazard Area.
 - If the Project Specialist knows where the sites are located, it is best to create a FIRMette prior to the site visit in order to:
 - Know what types of questions to ask based on whether the facility is in a floodplain or not
 - Request that a Technical Specialist attend the site visit

COLLECTING PROJECT INFORMATION

- Locate the project site on the appropriate FIRM Map.
 - FIRMs can be found on the FEMA website at the FEMA Map Service Center. www.msc.fema.gov. Instructions for creating a FIRMette are included in Appendix G.
 - Record the FIRM's Community Panel Number and date (located on the front of the map) in the Special Considerations Questions, Question #2.
 - FIRMs can also be obtained from local building, zoning, or planning departments. FIRMs are available at the JFO and digitized maps may be available through the FEMA Information and Planning area.
- ☐ Collect **documentation**:
- Should be provided as an attachment to the PW to illustrate and support the Damage Description and Dimensions.
 - Should describe the damage concurrent with the data presented on the attachments (sketches, photographs, etc.).
 - Should be referenced within the text of the section.
 - For example: Refer to attached Figure 1 for a roadway cross-section and dimensions.
 - Documentation to collect:
 - Site Location Map
 - FIRM
 - Photographs of site, overall facility, specific damages, and conditions that demonstrate the presence of an immediate threat (if applicable)
 - Photographs of work completed, if any
 - Drawing, sketches, and plans of pre-disaster facility design (to scale)
 - Drawings and sketches of disaster-related damages (to scale)
 - Drawings and sketches of the completed or proposed repair (to scale)
 - Calculation sheet detailing specific dimensions and quantities of damage, and specific dimensions and quantities of work items
 - Engineering/Technical Reports
 - Engineering Specifications for repair, such as Department of Public Works (DPW) standard design drawings
 - Applicable codes and standards
 - Lease agreements for leased properties
 - Facility maintenance records, such as for roads, engineered channels, debris basins, and other facilities requiring maintenance to ensure proper function
 - Facility inspection/safety reports, such as may be available for bridges and dams

COLLECTING PROJECT INFORMATION

- Relevant correspondence or information received from the applicant or State
- Justification for request of a relocation project, improved, or alternate project, including details of the proposed project
- Insurance policies
- Hazard mitigation proposals
- Documents supporting compliance with environmental or historic preservation issues
- Contracts or contractor bids
- Mutual aid agreements
- Rental agreements
- Receipts
- Time/equipment records (if applicable)
- Cost Estimating Format Spreadsheets

Documenting Damages:

☐ Document the **cause(s)** of the damages.

- When did the damages occur?
 - On August 13 ...
 - During the declared event, ...
 - Heavy flooding on January 8, ...
 - A tornado on May 29, 2005 ...
- What type of disaster conditions resulted in an immediate threat?
 - downed trees and power lines blocked roads ...
 - flooding inundated ...
 - hurricane winds destroyed ...
- What disaster effect caused the damage?
 - Hurricane-force winds ...
 - wide-spread flooding ...
 - earthquake forces ...
 - fire and explosion ...

☐ Document the **action**.

- What did the disaster do?
 - washed out ...

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- shattered ...
 - destroyed ...
- What happened to the facility/ component?
 - The building collapsed ...
 - The windshield was crushed by fallen debris ...
 - Debris was scattered ...
- What was the result of the immediate threat conditions?
 - ... vegetative debris blocked emergency access ...
 - ... downed power lines, creating an immediate threat ...
 - ... levee was breached ...
- ☐ Document the **dimensions/quantities** of the damage.
 - What are dimensions?
 - 60-ft x 22-ft x 12-ft high steel-truss bridge
 - 160-ft x 40-ft, 2 story, masonry school building
 - 150-ft long x 12-ft wide x 8-inch thick aggregate surface roadway
 - 40-ft long x 24-ft wide asphalt (4-inch thick) roadway
 - How are Emergency Services quantified?
 - 400 CY vegetative debris
 - 350 regular time and 140 overtime hours
 - 7,500 sandbags placed along the James River to prevent flooding
- ☐ Identify the damaged **facility and/or components**.
 - What is a facility?
 - Per 44 CFR 206.201(c) "A publicly or privately owned *building, works, system, or equipment*, built or manufactured; or an improved and maintained natural feature."
 - What are some examples of facilities/components?
 - Debris along rights-of-way
 - County Courthouse Building
 - Search and Rescue Operations
 - County Road 47
 - Windows
 - 275-KW generator
- ☐ Document the **impact**.
 - What is the impact?

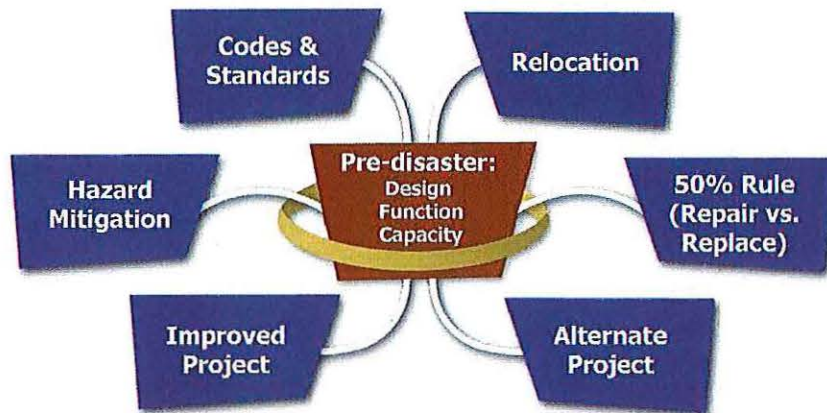
COLLECTING PROJECT INFORMATION

- Facility is partially open
- Vehicle was damaged beyond repair
- Debris scattered jurisdiction-wide
- Who does it affect?
 - 100% of customers were without power.
 - Public health and safety...
 - Applicant's jurisdiction...

Defining the Scope of Work

- ☐ Discuss the applicant's **methodology for repairing** the facility.
 - Does the applicant have specific design standards?
 - Is there an engineering consultant assisting with the design?
 - Are there any engineering or technical reports describing the damages and/or methods of repair?
- ☐ Discuss how the **work is to be performed**.
 - Is the applicant going to use their own staff, equipment, and materials (force account)?
 - Are they going to contract the work to an outside source?
 - See further discussion regarding cost estimates in the following sections.
- ☐ Determine whether the applicant intends to **restore the facility to its pre-disaster condition**. If not:
 - Is the applicant considering **relocating** the facility? If so, determine why the facility is to be relocated. Collect available project and cost information to determine cost effectiveness, including demolition of the old facility and construction of the new facility.
 - Is the facility damaged to the extent that the applicant is requesting **replacement** rather than repair? If so, collect project and cost information to complete a Repair versus Replacement analysis.
 - Is the applicant considering an **Alternate Project**? If so, collect available project information (description, plans, engineering study, etc.).

COLLECTING PROJECT INFORMATION



- Is the applicant considering an **Improved Project**? If so, collect available project information (description, plans, engineering study, etc.).
- Does the applicant have a **Hazard Mitigation Proposal** for this project? If so, document the proposal and submit for review. The Project Specialist should be prepared to discuss mitigation opportunities with the applicant.
- Does the applicant have a **code or standard** requiring a certain upgrade? If so, request a copy of the code or standard for review. Request legal review in the JFO, if needed.

Special Considerations

Special Considerations is a program term used by FEMA to capture all program issues other than eligibility. On disasters, these are usually hazard mitigation, environmental, historic preservation, floodplain management, and insurance issues. The Project Specialist, the State, and the applicant should work together to identify and document Special Considerations issues.

Refer to Section III of this document for further discussion regarding Special Considerations and the Special Considerations Questions.

- ☐ Are there any **Special Considerations** issues associated with the Project? Use the Special Considerations Questions and Review Tool (Appendix F) for guidance on asking appropriate questions and collecting pertinent information.

COLLECTING PROJECT INFORMATION

Collecting Cost Information

Determine from the applicant how they intend to perform the work and if they have cost information to be reviewed for preparing the estimate.

Small Projects versus Large Projects

Projects are divided into two groups to facilitate project review, approval, and funding. The division is based on a monetary threshold that changes annually. Confirm with the PAC Crew Leader the threshold amount for the current fiscal year.

Small projects fall below the threshold dollar amount and are paid based on estimates. Large projects are greater than the threshold dollar amount and are funded based on documented actual costs for eligible work.

Large projects estimates must be developed using the Cost Estimating Format (CEF), if the CEF criteria are met. Criteria for use of the CEF are discussed later in this section

Work Completed versus Work to Be Completed

For **work completed**, actual costs should be provided and documented on labor records, invoices, or other receipts. The following are examples of cost documents that should be collected from the applicant.

- ☐ Contracts or contractor bids
- ☐ Mutual aid agreements and contracts
- ☐ Rental agreements and contracts
- ☐ Receipts/Invoices
- ☐ Force account records (if applicable)

If the **work is not complete**, determine from the applicant how they intend to perform the work and if they have cost information to be reviewed for preparing the estimate. The following are examples of documentation that should be collected from the applicant or developed by the Project Specialist (and/or Technical Specialist):

- ☐ Force account records (if applicable)
- ☐ Historical costs
- ☐ Average costs for similar work in the area
- ☐ Unit prices

COLLECTING PROJECT INFORMATION

Cost Estimates

The three primary methods for determining costs are force account, unit cost, and contracts. If work is complete at the time of the site visit, actual costs should be used.

Force Account

For work performed by an applicant's own forces, costs must be documented by payroll information, equipment logs, or usage records. Costs may be summarized using the Record Keeping forms provided in Appendix B. These forms illustrate the key types of information that should be collected and documented. Use of these forms is not required for reporting this information. Applicants who have another form or system that presents the same information should be encouraged to use their own form.

Pertinent information to collect regarding force account costs is provided below.

Force Account Labor

- ☐ Request a list of all employees involved in the disaster work, designating those who are salaried and those who are not.
- ☐ Request a copy of the applicant's overtime policy, including fringe benefit rate information/calculations.
- ☐ Request name, job title, and function; the day the work was performed; hours worked; and rates of regular and overtime pay.
- ☐ Spot-check actual timesheets for verification.
- ☐ If a salaried person worked as an hourly worker, he/she should be paid at the regular hourly worker rate.

Fringe Benefits

- ☐ Verify an applicant's fringe benefit rates. Refer to the applicant's Benefits Calculation Worksheet provided in Appendix B.
- ☐ Verify that the overtime fringe benefits rates are less than the regular time benefit rates.
- ☐ If comp time or holiday pay is requested, request a copy of the applicant's pre-disaster, written administrative policy.

Force Account Material

- ☐ Materials generally include items taken from stock or purchased.
- ☐ Materials claimed should include date and hours used, description of item, quantity, and unit cost.

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- ☐ Request receipts for purchases (or documentation that shows the item was removed from stock).

Force Account or Rented Equipment

- ☐ Ensure information for equipment includes type of equipment, size, and date (and/or hours) used.
- ☐ For vehicles, such as applicant-owned pickups and fire trucks, FEMA provides Cost Code rates, which include ownership, operation, and maintenance costs.
- ☐ Damage incurred to vehicles during search activities should first be submitted to the applicant's insurance carrier in order to prevent a duplication of benefits. If the vehicle affected is insured, request a copy of the declaration page of the policy.
- ☐ Reimbursement for cell phone use may only be considered for calls made relating to the disaster.

Mutual Aid Agreements

- ☐ Ask whether any mutual aid agreements were in effect and utilized during the disaster event.
- ☐ Are any new mutual aid agreements required?
- ☐ Request a copy of the mutual aid agreement for FEMA review. The mutual aid agreement may be included as part of a larger contract.
- ☐ If the applicant is the requesting entity (asking for the mutual aid), obtain an invoice for the work.
- ☐ Under a mutual aid agreement, regular time is eligible for FEMA funding, unless the workers are volunteers.

COLLECTING PROJECT INFORMATION

Unit Prices

The unit cost method is usually used to estimate work to be completed. Unit costs typically represent complete and in-place costs, incorporating site preparation, materials, labor, equipment, insurance, overhead, and profit (if by contract) for all activities needed to complete that item of work. Several sources may be used in the preparation of estimates based on unit costs. These sources, provided in their order of preference, include:

- ☐ State or local data from previously completed projects:
 - Average weighted unit costs derived from an applicant's annual contracting history.
 - May be available from the applicant or from a relevant state agency (such as the state DOT).
 - Determine if the applicant has historical documentation for similar work.
 - Ensure, however, that the historic costs include the same type of work and work conditions as those encountered in the current damage repairs.
- ☐ Commercial estimating sources (such as R.S. Means):
 - Unit costs typically represent complete and in-place costs that include all labor, equipment, materials, small tools, incidentals, and hauling costs necessary to complete the work for the installing trade contractor (aka subcontractor).
 - R.S. Means or other commercial estimating sources. R.S. Means is a series of publications accepted by FEMA based on industry-wide use and the availability of nationwide contract cost data across a wide range of work activities—from a simple repair to highly specialized and complex work.
- ☐ FEMA cost codes:
 - Updated for the specific disaster location and time, because the costs are averaged for nationwide rather than local geographic application, which may affect the project estimate.
 - Issued by the FEMA Regional office at the beginning of JFO operations.
 - Represent complete and in-place costs (i.e., the labor, equipment, and material necessary to complete installation) at the General Contractor level (different from R.S. Means).
 - Complete and in-place costs can often be found in state DOT highway and bridge work. Because the unit cost data are representative of a complete or installed cost, the estimate will be more reliable for road work than other categories of permanent restorative work.
 - Includes overhead and profit.

COLLECTING PROJECT INFORMATION

Contracts

Contract pricing is used to determine the cost of work for which the applicant has used labor, equipment, and material from an outside source. In general, contract costs are used for work already completed, but in some cases contract costs may be used for work that is just beginning or still underway. If work has not yet begun on a project, but a contract has been bid or let, the contract price can be used.

- ☐ Determine if the applicant has bid the work.
 - Review unit prices provided in contractor bids, if available.
 - Bids must provide an itemization of unit prices in order to verify that the bid is for an eligible scope of work and to allow validation of the bid.
 - Request a copy of the executed contract agreement.
 - Request a copy of the Invoice for paid work completed.
 - If work has not begun, but a contract has been bid or let, the contract price may be used.

Using the Cost Estimating Format (CEF) to Estimate Project Costs

The CEF is a:

- ☐ Uniform method for preparing estimates that incorporates industry standard approaches to better estimate the total cost of large projects.
- ☐ Customized Excel spreadsheet developed to organize items of work and apply (as necessary) industry standard factors to account for eligible project costs not included in the base estimate.

FEMA has developed this forward pricing to better estimate the cost of large projects. As of March 15, 2007, per the memorandum issued by David Garrett, *Implementation of the Cost Estimating Format (CEF) in the Public Assistance Program Module of NEMIS*, the CEF is now required to estimate large projects, in accordance with established criteria. The project must be:

- ☐ Permanent Work
- ☐ A Large Project (hard construction costs are greater than the small project threshold)
- ☐ 90% or less complete

Specific guidance on using the CEF can be found at the FEMA website (<http://www.fema.gov/government/grant/pa/ceftoc.shtm>) or will be provided at the JFO. The Project Specialist should determine if his or her project(s) meet the criteria for using the CEF and follow the process defined by the JFO. The Project Specialist may request a Technical Specialist to assist in the application of the CEF.

COLLECTING PROJECT INFORMATION

Part A is an estimate of the base construction cost (known as work-in-trades). This cost reflects the labor, equipment, and material required to perform the work. Part A is developed in much the same manner as estimates are developed under the existing program. Any of the sources previously discussed can be used to develop Part A costs. Part A can also be used to quantify/document known costs (construction and soft costs) associated with a project.

Parts B through H are component factors of the estimate formula that are applied to Part A. These factors are general contractor or equivalent costs and owner's project costs (or the costs not included in the base cost estimate). When included, they determine the total cost of completing the work. The default value for Parts B through H is zero. The person estimating costs is responsible for including any factors necessary for project costs not captured in Part A of the estimate.

Benefits of using the CEF:

- ☐ Provides a consistent means of estimating total project cost
- ☐ Provides the applicant with a greater degree of confidence in FEMA's estimates, as the applicant knows how much FEMA money to include in a project's budget up-front
- ☐ Encourages the applicant to manage large projects more effectively
- ☐ Potentially reduces FEMA's administrative costs by eliminating multiple versions of cost estimates/PWs

Before You Leave the Site

- ☐ Document all your observations before you leave the site. Don't wait until you return to the JFO or your hotel. Details will certainly be forgotten.
- ☐ Walk the site one more time to ensure you did not miss any damages and that you have sufficiently documented the site conditions.
- ☐ Be sure to ask the applicant any lingering questions you may have.
- ☐ Summarize for the applicant any outstanding questions you have and confirm they are aware of any documentation or information that you still need. Providing these requests in writing is best.
- ☐ Appendix C provides the Collecting Project Information Checklist intended for use by the Project Specialist to assist in collecting project information while meeting with the applicant or on a site visit. Additional information may need to be collected for complex projects.
- ☐ Appendix D provides a Categorical Checklist intended for use by the Project Specialist to assist in collecting project information while meeting with the applicant or on a site visit relative to a specific category of work. Additional information may need to be collected for complex projects.

COLLECTING PROJECT INFORMATION

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II. COMPLETING THE PROJECT WORKSHEET

General

The primary function of the PW is to document the Damage Description and Dimension, Scope of Work, cost estimate and Special Considerations issues for a project. Each PW must comply with applicable Federal laws, regulations, and policies, as well as be complete, accurate, concise, and clearly written.

This section addresses each component of the PW, explains what information is required and why, describes how to obtain and document the pertinent information, and provides examples of correctly and incorrectly completed PWs. Appendix A provides references for additional guidance on PA eligibility and processes.

Level of Detail and Discussion

The level of detail and discussion provided in the PW should reflect the complexity of the project's technical details and programmatic or regulatory issues. The following section describes the various items that may require specific discussion in the PW. Not all items need to be addressed in each PW. The Project Specialist should consider the applicability of various items based on the circumstances of the project. If the facility is owned by the applicant, for example the City Hall, there is no need to address legal responsibility. However, if the facility is leased by the applicant, it will be necessary to demonstrate that the applicant is responsible for repair of certain damages.

Style versus Content

FEMA's PA Program has made significant efforts to ensure consistency in both process and eligibility determinations. This *PW Guide* supports the effort to provide consistent guidance for developing PWs. However, as individuals, PA Group Supervisors, PAC Crew Leaders, and Project Specialists may be accustomed to a certain style for presenting and reviewing information.

As a Project Specialist, you should be prepared to accommodate the requested style of the PA Group Supervisor or PAC Crew Leader, assuming the style does not conflict with providing necessary content. Prior to initiating your first PW for a PAC Crew Leader, you should take the following steps:

- ☐ Determine if the PA Group Supervisor has defined a certain format and content guidelines for the disaster.
- ☐ Request the PAC Crew Leader provide a sample of a PW that he or she thinks is well done.
- ☐ Submit to the PAC Crew Leader a sample of a PW that you have prepared and discuss any variations on style that may be preferred.

COMPLETING THE PROJECT WORKSHEET

Submit your first couple PWs to the PAC Crew Leader early in your assignment to reach some level of concurrence on your presentation of the information.

Tips on Reviewing your own PW

- ✓ Are all blocks of the PW completed?
- ✓ Are the damaged elements consistent with the repair items and cost items?
- ✓ Is reference made to supporting documents?
- ✓ Do the details of the damages and repair items match the information on the sketches?
- ✓ Do the dates of damages coincide with the dates of work completed or documented site visits?
- ✓ Are sufficient photos provided to illustrate the key damages?
- ✓ Could someone read the PW in a couple of years and understand the project?

NEMIS vs. EMMIE Processing of Project Worksheets

National Emergency Management Information System (NEMIS)

NEMIS is the current computerized database system used by the Public Assistance Program. This system (or various other similar versions) has been utilized for over 30 years and is largely based on the preparation and submittal of grant related documents in paper form (or on CD). The information is then entered into NEMIS by Data Entry Staff, at a centralized location, typically the Field Office.

Emergency Management Mission Integrated Environment (EMMIE)

EMMIE has been developed to allow applicants and State and FEMA representatives direct input to EMMIE over the Internet. Web-based forms for the PW and other FEMA forms can be completed by the applicant, the progress of their grant application can be monitored, and required quarterly reports and closeout actions can be completed on-line.

FEMA Public Assistance staff also use EMMIE in the same manner as NEMIS. Field staff can go on-line to enter PWs into the system. Alternatively, PWs can be prepared in electronic format (usually an Excel spreadsheet), then be reviewed by the PAC Crew Leader and submitted to a centralized processing location.

For any given disaster, multiple methods may be employed to complete PWs. Some applicants may have the capability and desire to fully use EMMIE to enter their own PWs. Other applicants may determine that they want FEMA staff to complete the PWs. FEMA Public Assistance staff will then determine the most effective way to complete the EMMIE data entry.

As procedures for using EMMIE are further developed, additional guidance will be provided.

COMPLETING THE PROJECT WORKSHEET

Using the PW and the Supplemental Forms

A copy of the PW and the supplemental forms referred to in this section are provided in Appendix B. These forms are available through FEMA's DocNet form library (<http://www.fema.gov/government/grant/pa/forms.shtm>), and are usually provided in an electronic version at the JFO.

The primary forms include the following:

- Project Worksheet (PW)
- Project Worksheet – Damage Description and Scope of Work Continuation Sheet
- Project Worksheet – Cost Estimate Continuation Sheet
- Project Worksheet – Maps and Sketches Sheet
- Project Worksheet – Photo Sheet
- Hazard Mitigation Proposal
- Special Considerations Questions
- Force Account Labor Summary Record
- Force Account Materials Summary Record
- Force Account Equipment Summary Record
- Rented Equipment Summary Record
- Contract Work Summary Record
- Applicant's Benefits Calculation Worksheet
- Hazard Mitigation Proposal (HMP)

For simple projects, the **Project Worksheet form** itself provides sufficient room for documenting the project information. For more complex projects, **continuation sheets** are provided for additional details regarding the **damage description, scope of work, and cost items**. When using continuation sheets, enter a comment in the corresponding PW block to indicate additional information is provided on the continuation sheet. For example, "See Continuation Sheet." This will ensure that JFO staff reading the PW, or data entry staff entering the data into NEMIS/EMMIE, are aware that additional information is provided.

The **Maps and Sketches** and **Photo Sheets** provide formats for supporting data, as indicated.

The **Hazard Mitigation Proposal** form in Appendix B may be used by the Project Specialist for documenting an applicant's Hazard Mitigation Proposal. Again, other formats are acceptable.

COMPLETING THE PROJECT WORKSHEET

Further discussion regarding the **Special Considerations Questions** is provided in Sections III of this document.

Using a Narrative

For more complex projects, the Project Specialist may choose to use a Narrative to describe special circumstances associated with a project or to clarify items identified on the PW. The Narrative should be an extension of the information provided in the PW. It should not be used to describe elements of the damage description or scope of work that do not otherwise appear in the PW.

If a Narrative is being included with the PW, include a comment in the corresponding PW block to indicate additional information is provided in a Narrative. For example, "See Narrative for additional discussion."

Completing the PW Blocks

BASIC PROJECT INFORMATION

Disaster

DISASTER FEMA-	PROJECT NO.	PA ID NO.	DATE	CATEGORY
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Indicate the disaster declaration number as established by FEMA and the state in which the disaster is located.

- ☐ Record the FEMA four-digit disaster declaration number, disaster type, and the two-letter state abbreviation.
 - The declaration number is established by FEMA and can be obtained from the Disaster Fact Sheet or from the PAC Crew Leader.
 - Indicate the type of disaster.
 - EM – Emergency (Example: Debris disasters only, snow emergencies, etc.)
 - DR – Major Disasters (Example: Major flooding, hurricanes, earthquakes, etc.)
 - Indicate the state of the disaster, two-letter abbreviation.
 - **Example: FEMA-1234-DR-AL. FEMA-4321-EM-SC**

COMPLETING THE PROJECT WORKSHEET

Project Number

DISASTER FEMA- -DR-	PROJECT NO.	PA ID NO.	DATE	CATEGORY
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Indicate the project designation number established to track the project (Applicant's number).

- ☐ For each PW, two Project Numbers will be assigned: one defined by the Project Specialist during the development of the PW (entered in the block above), and one automatically assigned by EMMIE when entered into the system (to be printed on the EMMIE PW version).
- ☐ When assigning a Project Number during the development of the PW, the project number can reflect a FEMA-prescribed format and/or the applicant's own tracking system.
 - Check with the PAC Crew Leader to determine if a specific format is preferred.
 - If not, determine whether the applicant has a numbering system to use for referencing the project.
 - Otherwise, develop a numbering system that will assist you in tracking projects for the applicant.
- ☐ The Project Number should be **no more than seven characters long** and can include alpha, numeric, and special characters.
 - A unique numbering system should be provided for each applicant to avoid confusion when tracking PWs.
- ☐ Once the PW is entered into EMMIE, a new PW number will be automatically generated and assigned by EMMIE.
 - The Project Number assigned by the Project Specialist will be printed on the EMMIE PW as a Reference Number to allow easy cross-reference of the projects.
 - **Example:** GHS-E14 (Gettysburg High School, Category E, Project 14).

PA ID NO.

DISASTER FEMA- -DR-	PROJECT NO.	PA ID NO.	DATE	CATEGORY
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Indicate the applicant's Public Assistance Identification Number as assigned by FEMA. This is often referred to as the Federal Information Processing Standards (FIPS) number or the Applicant's ID.

- ☐ Each applicant has a unique identification number designated by FEMA.
- ☐ To obtain the Applicant ID Number:
 - Ask the PAC Crew Leader assigned to the applicant

COMPLETING THE PROJECT WORKSHEET

- If you have access to NEMIS/EMMIE, Applicant PA ID numbers can be obtained from the database.
- ☐ The PA ID number must be entered correctly on the PW. An incorrect FIPS number can result in the PW being rejected by EMMIE or the funding being obligated to the wrong applicant.
- ☐ The number should be entered in the following format: XXX-XXXXX-XX.
 - The first three digits (always numeric) identify the county where the applicant is located. Note: If the first three digits are "000," this indicates the applicant is a State agency.
 - The following five characters (can include alpha and numeric characters) identify the particular applicant.
 - The last two digits (numeric only) are used to identify departments or subdivisions within the applicant's agency or organization. Confer with your PAC Crew Leader or applicant to identify these departmental needs.
- ☐ All applicants are assigned the basic identification number (xxx-xxxxx-00). Applicants may choose to have all their PWs processed under the basic identification number, e.g., 027-96500-00.
- ☐ If an applicant wishes to have subdivisions within its identification number, discuss this possibility with the applicant's PAC Crew Leader. Some applicants may choose to organize their PWs by department—Parks, Roads, Water and Sewer, etc. These departments are referenced as subdivisions within EMMIE. For instance:
 - 027-96500-00 Town of Alfalfa - Public Works Department
 - 027-96500-01 Town of Alfalfa - Fire Department
 - 027-96500-02 Town of Alfalfa - Police Department

Date

DISASTER FEMA- -DR-	PROJECT NO.	PA ID NO.	DATE	CATEGORY
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Indicate the date the worksheet was prepared.

- ☐ Use the format MM/DD/YY.
- ☐ Record a single date only.
 - If several inspection dates are important for the development of the Scope of Work, document the dates and inspections in the Scope of Work block or in a narrative.
- ☐ If the PW was prepared after the date(s) of inspection, enter the date the PW was prepared and reference the date of inspection under the "% Work Complete" block.

COMPLETING THE PROJECT WORKSHEET

Category

DISASTER FEMA- -DR-	PROJECT NO.	PA ID NO.	DATE	CATEGORY
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Indicate the category of the project according to FEMA specified work categories (A, B, C, D, E, F, or G).

- ☐ Record the letter associated with the primary category of work that best represents the project:

Category	Type	Description
A	Emergency	Debris Removal
B	Emergency	Emergency Protective Measures
C	Permanent	Roads and Bridges
D	Permanent	Water Control Facilities
E	Permanent	Buildings and Equipment
F	Permanent	Utilities
G	Permanent	Parks, Recreational Facilities, Other

- ☐ If a project includes work from **more than one category**, the primary work category should be recorded.
- **Example:** If a park area sustained equal damages to roadways, parking lots, pavilions, and playground equipment and the applicant wishes to combine these sites on one PW, it would be reasonable to consider this a Category G PW. However, if the majority of park damage was related to roadways, culverts, and small bridges, as well as some picnic benches, then it would be more reasonable to consider this a Category C PW. Confer with the PAC Crew Leader if guidance is needed.
- ☐ Do not combine **emergency and permanent work categories** on one PW unless one category is only incidental to the majority of the work being completed.
- **Example:** Assume that in order to begin repairs to a bridge, some debris removal around the pilings must be completed first. In this case, the debris removal could be included as a line item in the Category C PW because it is integral to the bridge repairs.
 - However, if there was a need for major debris removal from the river upstream and/or downstream from the bridge, then separate PWs would be completed for the debris removal project (Category A) and the bridge repair project (Category C).
- ☐ If categories of work are combined on a single PW, the different categories should be represented in the PW Damage Description and Dimensions and the Scope of Work blocks.

COMPLETING THE PROJECT WORKSHEET

- Remember to evaluate specific emergency work versus permanent work eligibility issues separately if combining emergency and permanent work on one PW. For example:
 - Separate force account labor to only allow regular time for permanent work
 - Evaluate the cost effectiveness of Hazard Mitigation only against the permanent work eligible costs
- ☐ If there are unusual circumstances that require combining different site categories into a single project, provide a brief statement in the Scope of Work block, explaining the circumstances.

Damaged Facility

DAMAGED FACILITY	WORK COMPLETE AS OF: : %
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Identify the facility and describe its primary function.

- ☐ If the project is limited to a **single site**, record the name of the facility and its basic function (if necessary) in this block. For instance:
 - County Road 66
 - City Memorial Hospital
 - Town Building C – Community Center
- ☐ If the project consists of **multiple sites and categories**, a general facility name can be provided in the Damaged Facility block with a reference to "See Below." Detailed facility information can then be provided in the Damage Description and Dimensions block.
- ☐ If the project involves **Emergency Work (Category A or B)** such as debris removal or police or fire response efforts, identify both the location and type of response. For example:
 - Debris Removal – City of Charles Sector A
 - Police, Fire, and Rescue – Charles County Courthouse
- ☐ If services are provided over time and **multiple PWs** are to be prepared for **distinct durations**, identify the duration in this block to readily distinguish the project. For example:
 - Police Response - June 12-15, 2005
 - Police Response - June 16-20, 2005.

COMPLETING THE PROJECT WORKSHEET

Work Complete As Of

DAMAGED FACILITY	WORK COMPLETE AS OF: _____ : _____ %
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Indicate the date the work was assessed and the percentage of the work completed on that date.

- ☐ This block is of particular importance to the State for Grant Management activities.
- ☐ Include the date you visited the site or reviewed the work documentation. This may or may not be the same date provided in the Date block.
- ☐ In general, the percentage of work complete represents the physical completion status of the work for the date indicated and should accurately represent the project scope and cost estimate data at that time.
- ☐ Record the date in the following format: MM/DD/YY.
- ☐ Determine the percentage (%) of work complete by:
 - Visiting the site.
 - Reviewing any relevant work and cost documents such as contracts, partial payment information, invoices.
 - Determining where the ongoing project work is within the timeframe for completing the entire project.
 - Discussing project status with the applicant.
- ☐ **Multiple Sites.** If there are several sites, an average "% of work complete" can be estimated and recorded and the actual percent of work complete can be noted for each site in the Scope of Work block.
- ☐ If any percentage of work is complete:
 - Actual costs should be provided for the work complete.
 - Cost documentation for the actual costs should be provided.
 - The Scope of Work and Project Cost blocks should separate the details for "Work Completed" and "Work to Be Completed."

Tips for Assessing Percent Complete:

- ☐ **What if the work is only half-completed (50%) but the majority of costs (80%) have already been incurred?** If a project was scheduled to be completed in six months and is on schedule at month three, it would be reasonable to state that the work is 50% complete. However, upon reviewing the cost documentation you find that the first three months of work was labor intensive and 80% of the costs were incurred during that period. Keep the percent of work completed at 50%, but explain in the Scope of Work block why the eligible costs are 80% incurred

COMPLETING THE PROJECT WORKSHEET

(labor intensive work was completed in the first three months; the project is not labor intensive for the remainder of the project).

- ☐ **Use Common Sense.** Assume a temporary ferry landing was constructed as an eligible emergency transportation measure. The PW includes the construction and dismantling of the landing. The construction of the landing is complete and is expected to be operational for 18 months. The cost to construct the landing was \$3,000,000 and the estimated cost to dismantle it is \$303,000. It would be reasonable to assume the construction is 90% of the work completed since the remaining work represents 10% of the cost for the entire project. It is also logical that the construction of the ferry landing under emergency conditions would be the bulk of the entire project.

Applicant

APPLICANT	COUNTY
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Indicate the name of the government or legal entity to which the funds will be awarded.

- ☐ Record the name of the applicant in the same manner that the Applicant is listed in NEMIS/EMMIE.
 - You can obtain this information from the PAC Crew Leader assigned to the applicant or through NEMIS/EMMIE.
- ☐ Do not abbreviate applicant names.
 - **Example:** LA County could refer to Los Alamos County or Los Angeles County.

County

APPLICANT	COUNTY
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Indicate the name of the county where the damage facility is located.

- ☐ One of the general work eligibility requirements is that an item of work must be located within a **designated disaster area**. Designated disaster areas are established at the county level; therefore, it is important to correctly identify and list the county where the work will be performed.
- ☐ If the damage is located in **multiple counties** and the applicant wishes to combine the work in accordance with Project Formulation guidelines, either confer with the State, or record "Multi-County" in this block and identify the specific counties in the Damage Description and Scope of Work blocks.
 - **Example:** An electrical utility has power distribution lines in 20 counties of the State. Ten of those counties are declared or designated as major disaster

COMPLETING THE PROJECT WORKSHEET

areas. List "Multi-County" in the County block and identify the 10 counties affected in the Damage Description block. If the utility had damaged lines in a county that was not declared, then that portion of work is not eligible. The work in the ineligible county should be mentioned in the Scope of Work block and the reason for ineligibility documented.

- ☐ Do not abbreviate county names

Location

LOCATION	LATITUDE	LONGITUDE
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Indicate the location of the project.

- ☐ The location should be specific enough to enable field personnel to easily locate the facility on a map or in the field.
- ☐ Location information can be:
 - A **street address** including street number, street name, city, state, and zip code (typically buildings). Providing the zip code along with the street address would allow mapping via geo-coding in case the latitude and longitude coordinates could not be collected or were inaccurately recorded.
 - **Example:** 21 Main Street, Charleston, NM, 87654
 - A reference to a nearby **intersection** (typically used for road damage, bridge, pumping station, etc.).
 - **Example:** 0.5 mile west of the intersection of Bird Blvd. and Stout Dr.
 - A reference to a **sector**
 - **Example:** northwest sector bounded by Canal St., Main St., and NW 34 Blvd.
 - A reference to activities taking place on a "**county-wide**," "**city-wide**," or "**jurisdiction-wide**" basis, or for State agencies, a reference to "**Statewide**" activities. These are the least preferred location descriptions and should be used with discretion; for instance, for certain widespread emergency protective measures.
 - For example, a city may have completed emergency evacuation measures prior to a hurricane. "City-wide" may be entered into the Location box if a more specific location is not reasonable; however, the Damage Description should include more information about where the evacuations took place, such as coastal areas or retirement communities in the floodplain.
- ☐ If the project consists of a **single site** or several sites at a **single location** (for example, building repairs and associated parking lot work), then record the single location in the Location block.
- ☐ If the project consists of **several sites** with distinct addresses or locations (for example, several school buildings throughout the county belonging to the County

COMPLETING THE PROJECT WORKSHEET

School Board), then record the location (as well as latitude/longitude) for each site individually in the Damage Description and Dimensions block. Note in the Location Block, "Multiple building sites (8) – see below" or "see attached site summary spreadsheet."

- ☐ Do not use facility names that could change with time as the only source of identification. For example:
 - Business names.
 - Names of parks, schools, or other facilities.

Tip for Identifying Location:

- ✓ Ask yourself: If someone who is unfamiliar with the disaster had to locate the project in the field two years from now, could he/she do it based on my PW location description?

Latitude and Longitude

LOCATION	LATITUDE	LONGITUDE
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Record the latitude and longitude coordinates for the project.

- ☐ If the project consists of a **single site** or several sites at a **single location** (for example, building repairs and associated parking lot work), record the GPS coordinate readings in the appropriate block.
- ☐ If the project consists of **multiple sites** with distinct addresses or locations (for example, multiple road washouts throughout the northwest quadrant of the county), or for emergency services the latitude/longitude for each site may be recorded in the Damage Description and Dimensions block. Record one of the primary location points in the Latitude and Longitude blocks and reference this specific location in the Damage Description and Dimensions and on a location map.
- ☐ For emergency protective measures where the Location has been identified as **"County-Wide" or "City-Wide,"** provide a single latitude/longitude for a primary location and define the location in the Damage Description and Dimensions block. Most commonly, the County Administration Building, City Hall, or EOC are used as the data point location.
- ☐ For **lengths of roadway**, select a location at the beginning or end of the roadway, or some other milestone, and describe the location in the Damage Description and Dimensions section.
- ☐ The following guidance is general. Confirm formats at each assignment.
 - Use the following format: Latitude 62.88547 Longitude –149.09554.
 - Negative coordinates are allowable: easting values are negative in the Americas; the minus sign must be in front of the longitude coordinate.

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- Leading zeros (0) before the decimal are acceptable, but not required.
- The numeric value must be a single, five-digit decimal degree value (NOT degrees, minutes and seconds - 30° 15' 45°).
- Three numbers before and up to five numbers after the decimal point are allowable (XXX.XXXXX).

☐ Examples:

Single Site

LATITUDE 10.48398	LONGITUDE -154.53920
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Multiple Sites

LATITUDE 84.22147	LONGITUDE -80.12123
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Comment: Multiple Sites example: Lat/Long recorded at the County Courthouse.

Record one of the primary location points, note in the Damage Description what the primary location is and record the other sites in the Damage Description block.

Do not record multiple location coordinates in these blocks.

Prepared By / Title / Signature

PREPARED BY:	TITLE:	SIGNATURE:
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Record the name, title, and signature of the person completing the PW.

- ☐ Record your name and your FEMA assignment title in this block.
- ☐ Record your signature on the hard copy of the completed PW.
- ☐ If a team of Project Specialists and Technical Specialists develops the PW, put the lead preparers name on the PW and reference the other team members in a Narrative.

Applicant Rep. / Title / Signature

APPLICANT REP:	TITLE:	SIGNATURE:
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Record the name, title, and signature of the applicant's representative.

- ☐ Record the name and title of the applicant's representative.

COMPLETING THE PROJECT WORKSHEET

- ☐ The signature will generally indicate the applicant's concurrence with the PW as prepared. If the applicant does not concur with the PW, the items of non-concurrence should be described in the Scope of Work, a Narrative, or in an attached memorandum.
- ☐ An applicant's signature is not required in order to process the PW; however, it is good practice to have the applicant's concurrence with what is being submitted. Always check with your PA Group Supervisor for disaster-specific guidance regarding signatures on PWs.

DAMAGE DESCRIPTION AND DIMENSIONS

DAMAGE DESCRIPTION AND DIMENSIONS

Describe the disaster-related damage to the facility, including the cause of damage and the area affected. The primary components of the Damage Description and Dimensions block, which are discussed separately in this section, are as follows:

- ⇒ **Describe the cause of the damage**
- ⇒ **Demonstrate that the applicant is responsible for performing the work**
- ⇒ **Describe the pre-disaster condition of the facility**
- ⇒ **Quantify specific disaster-related damages or emergency services provided**
- ⇒ **Identify latitude and longitude**

Overview

Providing accurate and complete information for the Damage Description and Dimensions block is the most important purpose of the PW. This block documents observations and information, such as specific disaster-related damages, that cannot be otherwise verified after repairs to the facility are initiated. This information supports the basic eligibility determination and defines the expectations for the scope of work and associated costs.

Organizing and Documenting the Information on the PW

- ☐ Make sure the Damage Description and Dimensions block is consistent with the supporting information (e.g., sketches, photographs, etc.) that you attach to your PW.
- ☐ Organize your Damage Description and Dimensions (and Scope of Work) in short and concise paragraphs, or using a bulleted format. A bulleted format is often a good, clear approach. The Scope of Work should then follow the same order of work

COMPLETING THE PROJECT WORKSHEET

so a clear correlation between the damaged elements and the repair work can be made.

- ☐ If you need more space in the Damage Description and Dimensions block than is provided in the PW form, use the Continuation Sheet to continue your description. Make a statement at the end of the PW Damage Description and Dimensions block, such as "SEE CONTINUATION SHEET." On the continuation sheet, be sure to include a Damage Description and Dimensions heading.

Describe the Cause of the Damage

To be eligible for assistance, the work must be required as a direct result of the declared disaster. Therefore, it is important to provide the specific cause of the reported damages.

Do not provide irrelevant information about the disaster that does not specifically pertain to the extent and type of damage.

- ☐ Damages must occur within the incident period for the disaster. In some instances, protective measures and other preparation activities performed within a reasonable and justified time in advance of the event may also be eligible.
 - If a flood crest on a major river is forecast a few weeks in advance, sandbagging and construction of temporary levees to protect the community may be eligible.
- ☐ If the disaster involved multiple hazards (i.e., a hurricane with high winds, storm surge, and wind-driven rain), it is important to describe the specific condition that caused the damages. Such information may be pertinent when assessing available insurance coverage. These types of damages should be described separately.
 - If an uninsured public building located in the 100-year floodplain is damaged by **wind**, the total cost of repairs is eligible. However, if the same building is damaged by a **flood**, the amount of assistance would be reduced by the maximum amount of flood insurance available under the National Flood Insurance Program (NFIP). Both scenarios could occur in the same disaster.
- ☐ Damage that results from a cause other than the designated event, such as a pre-disaster damaging event or work to correct inadequacies that existed prior to the disaster, is not eligible.
 - Widespread "alligator cracking" of roads is generally not eligible for repair because it indicates damage that was present before the disaster. However, cracking in specific areas due to uplift from soils saturated by floodwaters is eligible for repair.
- ☐ For emergency work to be eligible, the PW must demonstrate that the disaster conditions caused an "**immediate threat**." Therefore, this block should briefly describe the threat and the threatened improved property.
- ☐ Provide a brief description of how the damage to the facility occurred, or what conditions of the disaster required the emergency services be provided.

COMPLETING THE PROJECT WORKSHEET

- **Examples:**

- On August 13, hurricane force winds caused ...
- The earthquake forces and aftershocks resulted in ...
- Floodwaters saturated the parking lot at the Miller Elementary School for a period of 16 hours, resulting in buckling and cracking of pavement ...
- In preparation for the forecasted river flooding, the County placed sandbags along ...

- ☐ **Do not** provide irrelevant information about the disaster that does not specifically pertain to the extent and type of damages.

- **Examples:**

- The hurricane struck at 3:10 pm. The hurricane was reclassified as a Category 4 storm immediately prior to striking the coast ...

Demonstrate that the applicant is responsible for performing the work

- ☐ To be eligible for assistance, work must be performed by an eligible applicant.
- ☐ In most cases, a county performing work on county-owned property does not require discussion to demonstrate legal responsibility, and as such, need not be addressed.
- ☐ However, the following questions should be asked and addressed accordingly:
 - Is the applicant responsible for performing the emergency services provided?
 - Does the applicant own the facility?
 - Is the facility leased by the applicant? If so, request a copy of the lease to determine the responsible party for repairs. The PAC Crew Leader or Project Specialist may request legal review from the Office of Chief Council (OCC) in the JFO to determine the responsible party.
 - Is the repair of the facility the responsibility of another Federal agency (such as FHWA for roads and bridges or USACE for levees and flood control facilities)?
 - Is the facility under construction?

Describe the pre-disaster condition of the facility

- ☐ Eligible work includes restoring a facility to its pre-disaster condition, including any codes and standards applicable to the approved work. Therefore, it is first necessary to describe the pre-disaster condition (including design, function, and capacity) of the facility. This information will support the general eligibility of the facility itself.
- ☐ Describe the **pre-disaster design** of the facility, including footprint, configuration, size, materials, etc. The level of detail provided in this section should reflect the complexity of the facility and resulting damages. At a minimum, provide specific pre-disaster design information for each damaged element.

COMPLETING THE PROJECT WORKSHEET

- For simple road damages, indicate the general road design.
 - **Example:** Miller Road is 14 feet wide with varying shoulder widths and has a compacted gravel surface approximately 2 inches thick over a compacted base.
- For more complex buildings or structures, provide a general description of the facility, and then a more detailed discussion of the specific damaged components, such as framing structure, column size and design, and roofing design. It is not necessary to provide detailed design information for non-damaged components. The year that the facility was constructed should also be included.
- ☐ Describe the **pre-disaster function** of the facility. If a facility was used as a warehouse prior to the disaster, only repairs required for this use may be made. Costs to modify the use of the facility (e.g., to convert the structure to offices) would not be eligible.
 - If the facility requires routine **maintenance** to perform its designed function, such as culverts, roads, bridges, and dams, it may be necessary to review pre-disaster maintenance or inspection reports to verify the pre-disaster condition and to assess eligible disaster damages.
 - Note that addressing the "function" may only be necessary if the applicant intends to change the function during repairs. These circumstances would most likely result in an Alternate or Improved Project.
- ☐ Describe the **pre-disaster capacity** of the facility. If a facility was designed for a certain capacity (e.g., schoolhouse designed for 500 students, pipeline designed for specific flow requirements), and the applicant intends to repair or replace the structure for increased capacity (e.g., 750 students due to increased population), the costs for the capacity increase would not be eligible.
 - Note that addressing the "capacity" may only be necessary if the applicant intends to increase the capacity during repairs. These circumstances would most likely result in an Alternate or Improved Project.
- ☐ Confirm that the facility was in **active use** at the time of the disaster. If not, assess and address the following questions in this section:
 - Was the facility only temporarily inoperative for repairs or remodeling?
 - Was the facility temporarily unoccupied between tenants?
 - Was future use by the applicant firmly established in an approved budget?
 - Can the applicant clearly demonstrate that there was intent to begin use within a reasonable period of time?
 - If the answers to all of these questions is no, note that the facility was not in active use at the time of the disaster.
- ☐ Confirm that the facility did not have an **alternate use** at the time of the disaster.
- ☐ Describe other features of the facility or its location that may impact the eligible scope of work.

COMPLETING THE PROJECT WORKSHEET

▪ Examples:

- Is the facility a known historic structure?
- Is the facility located in a known floodplain or Coastal Barrier Resource System Unit?
- Is the facility in a location known to be prone to repetitive damage? Landslide prone area?
- Is the facility under construction?

Quantify specific disaster-related damages or emergency services needed

Remember that as the FEMA Project Specialist, you may be the only FEMA representative to visit the site. Once the repairs are initiated, it will not be possible to recreate or verify the actual extent of damages. Therefore, it is critical that you thoroughly document the observed damages through description, sketches, and photographs.

- ☐ Provide a general assessment of the extent of damages (e.g., partially damaged, destroyed, eroded, washed out, etc.).
- ☐ The damage must be described in terms of the facility, features, or items requiring repair.
 - For example, for roof damage, indicate the type of roof covering. If the substructure, including the truss system was damaged, describe the size and location of each damaged portion of the roof, etc.
- ☐ All damaged elements must be clearly defined in quantitative terms with physical dimensions (e.g., length, width, depth, and capacity), not just total quantities.
- ☐ If damages were caused by multiple hazards (i.e., roof by wind, first floor by flooding, etc.), separate the damages and quantities by hazard.
- ☐ For emergency protective measures and debris removal, describe and quantify the damage in terms of the immediate threat to public health and safety or to improved property.
 - Describe the response needed (e.g., requires a shelter be provided to accommodate up to 100 persons, requires emergency shoring of 100 linear feet of retaining wall, requires removal of 5,700 CY of vegetative debris, etc.).
- ☐ If all or a portion of the damages have been repaired, describe the basis upon which you have confirmed that the damages were, in fact, disaster-related. Include any supporting documentation the applicant may have provided to substantiate this claim (e.g., photographs, etc.).
- ☐ Observed or reported ineligible damages should be documented to minimize later disputes relative to the extent of eligible repairs.

COMPLETING THE PROJECT WORKSHEET

Identify latitude and longitude

Describe the location where latitude and longitude were recorded.

- ☐ If the project has a jurisdiction-wide location or if the latitude and longitude were recorded at a location other than the facility, define the location where the latitude and longitude were recorded.
 - Latitude and Longitude recorded at the County Administration Building
 - GPS taken at City Hall
 - Lat/Long recorded at the EOC
- ☐ If the project was written for multiple sites, and a primary data point was recorded in the Latitude and Longitude blocks, identify the primary site and describe the other sites.
 - Multiple road washouts throughout the northwest quadrant of the county.
 - Primary location recorded at the Department of Public Works.
 - Site 1 was used for the primary location. Seventeen sites damaged; see attachment for list of sites and locations.

Documentation Supporting Damage Description and Dimensions

Any documentation necessary to illustrate and support the information provided in the Damage Description and Dimensions block should be provided as attachments to the PW and referenced within this block. Pertinent documents may include the following:

Required for each PW

- ☐ Site Location Map
- ☐ FIRM
- ☐ Photographs of site, overall facility, specific damages, and conditions that demonstrate the presence of an immediate threat (if applicable)

If Applicable

- ☐ Drawings, sketches, and plans of pre-disaster facility design (to scale)
- ☐ Drawings and sketches of disaster-related damages (to scale)
- ☐ Calculation sheet detailing specific dimensions and quantities of damage
- ☐ Lease agreements for leased properties
- ☐ Facility maintenance records (e.g., for roads, engineered channels, debris basins, and other facilities requiring maintenance to ensure proper function)
- ☐ Facility inspection/safety reports (as may be available for bridges and dams)

COMPLETING THE PROJECT WORKSHEET

Tips for Reviewing the Damage Description and Dimensions:

- ✓ Make sure your Damage Description is legible, accurate, complete, and presents information in a logical and concise manner for a new reader.
- ✓ Upon completion of your damage description, put yourself in the position of someone who has not seen the damaged site. Could they recreate the situation upon reading your description?

Examples:

YES (Single Site – Multi-Hazards)

DAMAGE DESCRIPTION AND DIMENSIONS

Hurricane storm surge, wind-driven rain, and wind damaged City Hall (concrete block construction, two-story building).

Two areas of asphalt shingle roofing (shingles only) were blown away (2 each – 20-ft x 15-ft areas located on the east side of roof), and two double-hung/double-glazed windows (30 in x 48 in each) on the 2nd floor of the east side of the building were broken by wind projectiles. Wind-driven rain entered the 2nd floor Council room through the broken windows and soaked the carpet and mat (25 ft x 20 ft). No apparent water damage to walls in the Council room was observed (no standing water marks).

Storm surge resulted in 1.0 ft of water on the first floor; there was no standing water damage since the surge receded quickly. First floor – linoleum floor in room measuring 50 ft x 65 ft is encrusted with salt.

No furniture or equipment was damaged since it had been temporarily removed for recent installation of linoleum floor. No standing water line on first floor observed. No damage evident to the 1st floor ceiling tiles as a result of the wet carpet on the 2nd floor. Power is on at building.

YES (Pre-Event Protective Measures)

DAMAGE DESCRIPTION AND DIMENSIONS

On Friday, April 4, 2003, the City of Woodbury received a flood weather alert from the U.S. Army Corps of Engineers predicting the Indian River would reach a flood crest of 3.5 ft above the 100-year flood elevation in the vicinity of the City of Woodbury by April 7th, due to the heavy rain conditions. During past similar events, the downtown and nearby areas of the City of Woodbury have been inundated by 2 to 3 ft of floodwater from the Indian River. By April 7th, the flood crest occurred as predicted and receded by April 9th. Kinner County was declared a disaster area on April 11th. The disaster incident period was designated from April 4th, when the alert was issued, through April 10th.

COMPLETING THE PROJECT WORKSHEET

YES (Demonstrates Eligible Facility)

DAMAGE DESCRIPTION AND DIMENSIONS

Heavy rains generated by Tropical Storm Jamie resulted in extensive flooding in Santana Creek and its tributaries. The flooding and associated high water velocities caused side-slope washouts at numerous locations along the improved channel for Santana Creek, between Benson Road and Burntwoods Road. The alignment and slopes of Santana Creek had been improved as part of the stormwater management improvements in the 1990s. The original serpentine, and badly eroded, natural water course was straightened, profiled, and vegetated to improve its hydraulic capacity while remaining compatible with a naturalized landscape appearance (details vary along length). The channel is regularly maintained. Accordingly, the channel is considered an improved and maintained natural feature and is an eligible facility in accordance with 44 CFR 206.221(d). The improvements performed on this channel do not meet the USACE definition of a flood control work and, therefore, the channel is not eligible for USACE funding.

Refer to continuation sheets for further location information and description of the damage at each site.

YES (Multiple Sites)

DAMAGE DESCRIPTION AND DIMENSIONS

Site 1: Fork River County Bridge

CR 66 @ Fork River; 10 miles west of the City of Tolco

LAT 10.339405 LONG -149.229993

Floodwaters overtopped a steel truss bridge (two-lane, 24-ft wide driving surface, 150-ft long, with 4-ft wide sidewalk on both sides) and washed away the bridge's 2-inch asphalt driving surface (24 ft x 150 ft), guardrails on both sides (2 x 150 ft) and concrete sidewalk on both sides (2 x 4 ft x 150 ft). Unpaved bridge approaches (two each – 20-ft long x 24-ft wide x 1.0 ft deep) and shoulders (four each – 20-ft long x 2-ft wide x 1.0-ft deep) eroded at both ends of bridge.

No visible structural damage to remaining bridge structure, although piers are partially submerged. No evidence of asphalt, sidewalk, or guardrail debris in the river in the immediate vicinity of the bridge.

Intermittent debris (tree limbs and branches) – 4 areas, approximately 4 ft x 16 ft each, remaining on bridge.

For public safety purposes, traffic had to be detoured to next bridge south.

Site 2: CR 66 Road Surface Damage

0.25 mile west of Fork River Bridge

LAT 10.338443 LONG -149.29982

COMPLETING THE PROJECT WORKSHEET

Floodwaters washed away the asphalt roadway surface (2 in x 24 ft x 150 ft) and limestone base material (3 in x 26 ft x 150 ft). Shoulders have minimal erosion (2 inches or less) over a 150-ft x 4-ft area on both sides of the road. Floodwaters were minimal in this area (6 inches or less above road surface) because this area is at a higher elevation than the bridge.

Discussion: Remember there are several sites associated with this project; therefore, the damaged facility name, location, and latitude/longitude should be recorded in this block for each site. This is a Category C PW, but it also includes emergency protective measures and debris removal. The emergency work is being included in this single PW because it is incidental to the overall work associated with the project. If the applicant wishes the work to be covered under separate PWs, that request can be considered in the Project Formulation process. Note that the limestone base material is wider than the asphalt paving; it is accepted design practice for the road base to be 1 to 2 feet wider than the paved surface.

NO (Single Site)

DAMAGE DESCRIPTION AND DIMENSIONS

On September 9, 2001 at 3:30 p.m., Hurricane Magnum, a Category 3 storm, hit the coastal town of Seaside on the Gulf Coast of Florida and damaged the City Public Pool Building located at 1313 NW 13th St. Roof (22 ft x 50 ft) was damaged, first floor carpet and pad (600 sf) were saturated.

Why is this incorrect? It includes too much irrelevant information about the hurricane. What is important to know is what hazard caused the damage (i.e., was there wind damage, wind-driven rain damage, or flood (riverine or coastal surge) damage). We do not know the type of roof that was damaged or the extent to which it was damaged—was it the roof covering only, or sub-structure also? The first floor carpet and pad were saturated but was this due to flooding or wind-driven rain? No information is given to indicate whether there should be a concern about hidden damage behind the walls, such as a water mark or lost power. The address is redundant because it should have been provided in the Location block already.

SCOPE OF WORK

SCOPE OF WORK

List the work that has been completed and work to be completed that is necessary to repair disaster-related damages. The primary components of the Scope of Work, which are discussed separately within this section, are as follows:

COMPLETING THE PROJECT WORKSHEET

- ⇒ **Describe the work necessary to remove and dispose of disaster-related debris, conduct emergency response measures, or repair or replace the disaster-damaged facility to the pre-disaster condition**
- ⇒ **Document "Work Completed" and "Work to Be Completed"**
- ⇒ **Describe any work that will restore a facility beyond its pre-disaster condition**
- ⇒ **Describe any Special Considerations that affect the Scope of Work**
- ⇒ **Document ineligible work and associated costs**
- ⇒ **Describe the basis for the cost estimate**

Overview

- ☐ Present the information in short paragraphs or bulleted lists.
- ☐ Use a Scope of Work Continuation Sheet, or separate Narrative, if the information is complex.

Describe the work necessary to remove and dispose of disaster-related debris, conduct emergency response measures, or repair or replace the disaster-damaged facility to the pre-disaster condition

- ☐ For emergency work projects, discuss how the proposed work will reduce or eliminate the immediate threat.
 - Describe the specific services to be provided to reduce or eliminate the threat (i.e., labor, materials, equipment, and contract).
 - Indicate whether any work was or will be performed by volunteer labor, mutual aid agreements, etc.
- ☐ The Scope of Work to restore a facility to its pre-disaster condition must be determined for all permanent work, regardless of the applicant's intent.
 - This scope provides the basis for evaluating a request for any work that changes the pre-disaster condition and for other programmatic and regulatory evaluations.
 - Although a facility may be covered by insurance, the scope of work must be detailed to determine eligible costs prior to applying insurance proceeds.
- ☐ The Scope of Work must correspond directly to the cause of damage and the disaster-damaged elements identified in the Damage Description and Dimensions section above. If items were not identified as being damaged by the disaster, they are not eligible for repair.
- ☐ Organize the Scope of Work items to follow the presentation of the damaged items in the Damage Description and Dimensions block.

COMPLETING THE PROJECT WORKSHEET

- ☐ All design assumptions, methods of repair, and calculations to support the work must be provided.
- ☐ The work should be specified in quantifiable (length, width, height, depth, capacity) and descriptive (brick, wood, asphalt) terms.

Document "Work Completed" and "Work to Be Completed"

- ☐ If work has been initiated at a damaged site, it is necessary to separate work completed (Work Completed) from the work remaining (Work to Be Completed).
- ☐ For the portion of "Work Completed":
 - Begin the Scope of Work block with the phrase "Work Completed."
 - Describe in detail the work completed, as described above. To the extent possible, follow the organization of information provided in the Damage Description.
 - Since the completed work was most likely completed before your site inspection, identify how you determined the work was necessary.
 - Actual costs should be available from the applicant for work that is completed. If the costs are not available, state why.
 - Include the dates that the work was completed.
- ☐ For projects that have "Work to Be Completed":
 - Begin the section of the Scope of Work with the phrase "Work to Be Completed."
 - Describe in detail the work to be completed, as described above. To the extent possible, follow the organization of information provided in the Damage Description.

Describe any work that will restore a facility beyond its pre-disaster condition

- ☐ If the applicant proposes upgrades or changes to the pre-disaster condition, an explanation and justification for the proposed changes must be provided.
 - **Relocation Projects:** If the applicant requests, or if FEMA requires, a facility be relocated rather than reconstructed at the damaged site, the Scope of Work must include both a description and cost comparison of what is required to restore the facility at its original location, the basis for considering relocation, and the scope and associated costs for the relocation.
 - **Replacement Projects:** Eligibility for facility replacement is based on the Repair-to-Replacement Cost Ratio (referred to as the 50% rule). This analysis requires one detailed cost estimate to restore the facility to its pre-disaster condition, and another to replace the entire structure. Refer to FEMA Policy 9524.4 for details on completing this analysis. The Scope of Work should briefly describe the results of this analysis, and detailed calculations should be included as attachments.

COMPLETING THE PROJECT WORKSHEET

- **Alternate and Improved Projects:** If the applicant intends to request an Alternate or Improved Project, the Scope of Work should carefully detail the repairs to pre-disaster condition. A description of the applicant's alternate or improved project, if known, may be included on a Narrative. Refer to FEMA Policy 9525.13 and the *PA Guide*, page 110-112 regarding the process for requesting Public Assistance for Alternate or Improved Projects.
- **Hazard Mitigation Proposal (HMP):** If the applicant requests a hazard mitigation measure to be included in the repair, complete the Hazard Mitigation Proposal form and submit the project to the PAC Crew Leader for review. During initial development of the PW, state in the Scope of Work only that the HMP is requested. Once an eligibility determination is made for the HMP, the scope for the HMP will be further integrated into the PW. Refer to FEMA Policy 9526.1.
- **Codes and Standards:** Indicate whether upgrades are required by Codes and Standards. Request a copy of the applicable code or standard from the applicant, complete an eligibility review based on FEMA regulations, and confirm the work is eligible in the Scope of Work section. If the work is not eligible, explain why.

Describe any Special Considerations that affect the Scope of Work

- ☐ If a project has one or more Special Considerations issues (i.e., insurance, hazard mitigation, historic preservation, or environmental compliance issues), the issues should be appropriately identified and addressed in the Scope of Work block.
- ☐ Because most of these issues require review and resolution by a Technical Specialist, the Project Specialist is only responsible for identifying the issue and describing the impact on the scope of work or cost. Further information will be collected, reviewed, and addressed by the Technical Specialist.
- ☐ Section III provides additional information on addressing Special Considerations.

Document ineligible work and associated costs

- ☐ If the applicant is requesting funding for work that does not meet FEMA's eligibility criteria, the item(s) should be identified in the Scope of Work as requested, but should be noted as ineligible. This will assist FEMA in further evaluation of these items, should the applicant appeal the determination.
- ☐ Be sure to discuss your recommendations for eligible work with the PAC Crew Leader.
- ☐ The primary basis for the ineligibility determination should be stated and, if available, the associated cost reported. If the discussion becomes lengthy, it may be appropriate to identify the issue in the Scope of Work section and provide the more detailed discussion in the Narrative. The discussion should include:
 - A brief description (scope) of the requested work and the basis for the request, as presented by the applicant.

COMPLETING THE PROJECT WORKSHEET

- A summary of the costs supporting the applicant's request. Note that it is not necessary to review costs associated with ineligible work in detail, only to include them in the supporting documentation. Note that the cost information is included but was not reviewed in detail.
- An explanation of eligibility determination, supported by references to applicable sections of the Stafford Act, Title 44 of the Code of Federal Regulations (CFR), the *PA Guide*, the *Policy Digest*, and other pertinent regulations or documents.

Describe the basis for the cost estimate

- ☐ The Project Cost section of the PW is limited to providing the cost data. Therefore, a description of how the costs were determined should be included in the Scope of Work section.
- ☐ A statement should be provided to identify:
 - How the work will be (or was) performed (e.g., force account labor and equipment or by contract)
 - The methodology used to develop costs (e.g., force account rates, applicant-provided unit prices, contract or bid rates, R.S. Means, FEMA cost codes, etc.)
 - Why the costs are reasonable
- ☐ For work that is complete, a line item should be included in the Project Cost section stating "Work Completed" (see example below). Actual costs should be available from the applicant and used for the cost estimate. If actual costs are not available, document why and describe how the costs were estimated for this work.
- ☐ For work that is not yet completed, a line item should be included in the Project Cost section stating "Work to Be Completed" (see example below). The costs should be based on estimates.
- ☐ If applicant-provided unit prices or other cost formats are used, assess and describe the reasonableness of the costs. For example, are the costs based on historic costs for similar work or bid prices for similar current disaster work? Are they consistent with R.S. Means or other estimating tools?
- ☐ If a contract is in place for the work, describe the contract procurement method (i.e., normal or emergency methods).
- ☐ State whether the CEF was used. If the CEF was not used and the project was a large project, permanent work, and less than 90% complete, explain why it was not used.
- ☐ Refer to the Project Cost section for more information on presenting cost estimates.

Documentation Supporting Scope of Work

Any documentation necessary to demonstrate and support the Scope of Work should be provided as an attachment to the PW and referenced within this block. Pertinent documents may include the following:

COMPLETING THE PROJECT WORKSHEET

- ☐ Photographs of work completed, if any
- ☐ Engineering/Technical Reports
- ☐ Engineering Specifications for repair (such as DPW standard design drawings)
- ☐ Drawings and sketches of the completed or proposed repair (to scale)
- ☐ Calculation sheets detailing specific dimensions and quantities of work items
- ☐ Applicable codes and standards
- ☐ Relevant correspondence or information received from the applicant or State
- ☐ Justification for request of a relocation project, improved, or alternate project, including details of the proposed project
- ☐ Insurance policies
- ☐ Hazard mitigation proposals
- ☐ Documents supporting compliance with environmental or historic preservation issues
- ☐ Contracts or contractor bids
- ☐ Mutual aid agreements
- ☐ Rental agreements
- ☐ Receipts
- ☐ Time/equipment records (if applicable)
- ☐ CEF Spreadsheets

Tip for Reviewing the Scope of Work:

- ✓ Make sure your Scope of Work is legible, accurate, complete, and presents information in a logical and concise manner for a new reader.
- ✓ Make sure the items of repair were identified as damaged in the Damage Description and Dimensions blocks and costs are provided for each component.
- ✓ Upon the completion of your Scope of Work, put yourself in the position of someone who has not seen the damaged site. Could they recreate the situation upon reading your description?

Examples:

Yes (Multiple Sites)

SCOPE OF WORK

The proposed scope of work for each of the affected sites is to restore the channel to its pre-disaster condition by placing structural fill in the eroded areas. Repaired slopes will be hydrosseeded to restore vegetative slope design in order to stabilize the slope and minimize erosion. The quantities shown include effort for minor trimming of eroded areas to ensure ability to properly place and compact the new fill. The sites are readily

COMPLETING THE PROJECT WORKSHEET

accessible from the top of the associated channel right-of-way and municipal streets so that temporary access roads for equipment are not required.

All work is yet to be started and will be performed by force account. Costs are estimated using FEMA cost codes.

Site 1-

- Place structural fill in the eroded areas = $80' \text{ L} \times 29' \text{ W} \times 2' \text{ D} = 4640 \text{ CF} / 27 = 172 \text{ CY}$.
- Place 4" of topsoil over the fill = $80' \text{ L} \times 29' \text{ W} = 2320 \text{ SF} / 9 = 258 \text{ SY}$.

Site 2-

- Place structural fill in the eroded areas = $395' \text{ L} \times 8' \text{ W} \times 1' \text{ D} = 3160 \text{ CF} / 27 = 117 \text{ CY}$.
- Place 4" of topsoil over the fill = $395' \text{ L} \times 8' \text{ W} = 3160 \text{ SF} / 9 = 351 \text{ SY}$.

Site 3-

- Place structural fill in the eroded areas = $360' \text{ L} \times 8' \text{ W} \times 1' \text{ D} = 2880 \text{ CF} / 27 = 107 \text{ CY}$.
- Place 4" of topsoil over the fill = $360' \text{ L} \times 8' \text{ W} = 2880 \text{ SF} / 9 = 320 \text{ SY}$.

Discussion: A general description is provided of the work to be performed, followed by specific details at each site. Dimensions are provided to support quantities.

Yes (Change of Pre-disaster Design due to constructability issues)

SCOPE OF WORK

To restore Smith Road and its embankment to its pre-disaster condition, it is necessary to replace the eroded gravel surface (Task 1, work complete), repair the eroded embankment (Task 2), reconstruct the two failed slopes (Task 3), and clean and reshape the roadway drainage ditches (Task 4). For work complete, actual costs of force account labor presented. For work to be completed, estimate based on Highway Department Basic Expense Standard List (HWF 119, see attached), FEMA Cost Code, or R.S. Means unit prices, as indicated.

Work Completed:

Task 1 (MP 0.7 to MP 2.7) - Replace and compact eroded surface aggregate on the roadway (86 tons) from MP 0.7 to MP 2.7. Applicant labor records (including fringe benefit rates), materials (aggregate) invoices, and equipment records reviewed with applicant and summarized on attached summary sheets. Work was completed from 3/13 to 3/19.

Work to be Completed:

Task 2 (Smith Run at MP 1.381) - Place select borrow fill in the eroded embankment area to fill and stabilize the slope (127 CY): Trim the irregular, eroded surface prior to placing fill material (approximate volume = $380 \text{ LF} \times 1 \text{ FT} \times 1 \text{ FT} = 190 \text{ CF} / 27 = 14 \text{ CY}$). Total volume of fill = $127 + 14 = 141 \text{ CY}$. Unit prices used in estimate based on R.S. Means.

Task 3 (MP 1.634 and MP 2.105) - The natural slope supporting the roadway and the

COMPLETING THE PROJECT WORKSHEET

shoulder suffered localized failures due to saturated conditions caused by the high water levels in Smith Run and significant roadway runoff. The natural slopes exist on a 1 horizontal to 1 vertical slope, and cannot be restored to that configuration with man placed soils. Sufficient space is not available between Smith Run and the edge of the roadway to flatten the existing slide. Accordingly, the embankment is to be repaired using soldier piles and lagging. Unit price used in estimate based on FEMA cost code, and confirmed with applicant to be consistent with Highway Department costs. Cost includes minor repairs and regrading of roadway surface after soldier pile wall is installed.

Task 4 (MP 0.7 to MP 2.7) - Remove the accumulated stone aggregate and mixed debris from within the sections of debris, for a total of 1,000 LF. Unit price used in estimate based on HWF 119, Act. 287.

Additional Scope Effort - Flagging is necessary during the conduct of all roadway work. Total duration of work estimated at 96 hours. Unit price used in estimate based on HWF 119, Act. 813.

Yes (Ineligible work)

SCOPE OF WORK

In anticipation of the expected flood crest, the City constructed a temporary emergency sandbag berm along the Indian River at the City's Nature Park area as a pre-flood emergency protection measure. This section of Nature Park is currently undeveloped but construction of several park facilities (tennis courts, basketball court, picnic area) was planned to begin on April 15th. Only minor clearing of vegetation had begun at this site prior to the floods. The City constructed the berm to prevent erosion and saturation of the site, for fear the resulting damage would delay the scheduled construction of the proposed park facilities.

The constructed berm was 50-ft long and 4-ft high. Approximately 200 sandbags (24 in x 18 in x 6 in - each) were used as well as 11 CY of sand. Seven shovels and three rakes were broken while completing the work and had to be replaced. The applicant claimed costs associated with the construction of the berm at this location to be \$896.18 (force account labor to deliver materials and construct berm, 18 hours, \$235.48; temporary labor, \$400; equipment dump trucks and pickup trucks, 14 hours \$111.20; sandbags, sand, replace broken equipment, \$149.50). Detailed cost information is not provided in this PW as the work is ineligible, but cost information is available from the applicant.

The work to construct this berm is ineligible for Public Assistance funding. Emergency protective measures are only eligible when constructed to protect improved property as per 44 CFR Part 206.225(a). At the time of the flood, there was no public use of the area and there were no constructed improvements on the property. This was confirmed by a site visit and a meeting with the State Applicant Liaison and the City Public Works Director.

COMPLETING THE PROJECT WORKSHEET

Discussion: The description documents the request of the applicant for funding of the project and an explanation of why the work is not eligible. The PAC Crew Leader, PA Group Supervisor, and others will be able to understand the basis of the recommendation of ineligibility. Recording the request on the PW then allows the applicant to appeal the determination, if so desired.

Maybe (Emergency and Permanent Work; Work partially completed)

SCOPE OF WORK

Site 1:

Work completed:

Immediately after the bridge was damaged, City force account personnel were assigned to each end of the bridge for 24 hours (four patrol persons total, 12-hour shift each for one day) to safely detour traffic. Six flashing barricades rented from Joe's Barricades were put in place the following day (September 21st) to detour traffic and will remain in place until work is complete.

The bridge span has been cleared of vegetative debris (four areas – 4 ft x 16 ft each) by force account labor (one 3-person crew) and equipment (dump truck and loader) in preparation for repairs by contractor.

The City has an annual contract with Joe's Barricades that was in place prior to the disaster, in accordance with the City's established procurement procedures; since the rental costs were established prior to the disaster, they are considered reasonable.

Work to be completed:

Fill and regrade unpaved approach ramps to bridge (two each – 25-ft long to match existing grade x 24-ft wide x 1-ft deep) and roadway shoulders (four each – 25-ft long x 2-ft wide x 1-ft deep).

Replace bridge driving surface (2 in x 24-ft wide, 200 ft including approach ramps); stripe (200 ft); install Class I guard rail (150 ft each side – bridge only); replace sidewalk (4 in x 4 ft x 200 ft, including approach ramps).

Bridge was in compliance with current codes prior to disaster and will be replaced in-kind. The City is preparing to competitively bid the work. The City Engineering Department will prepare the plans and contract documents, obtain permits, and provide construction management and inspection services.

Discussion: This example provides sufficient description of work completed and to be completed. However, the Project Specialist should consider preparing a separate PW for the emergency work. Although the cost may be incidental to the permanent work, funding for the completed emergency work could be delayed during the more detailed review of the scope of repair.

COMPLETING THE PROJECT WORKSHEET

NO (Inadequate scope of work)

SCOPE OF WORK

Return the bridge to pre-disaster condition.

Why is this incorrect? What is the required action? Repair or replace the bridge? Is this a wood or steel bridge? Is the driving surface timber, asphalt, steel grating? What is being repaired or replaced? How much repair or replacement will occur and what materials are involved? Are codes and standards relevant in this project?

NO (Facility covered by insurance)

SCOPE OF WORK

All work is covered by insurance. The applicant is requesting reimbursement for only the deductible.

Why is this incorrect? The Scope of Work should be completed even though there may be insurance coverage on the facility. A complete Scope of Work is critical in the event that the insurance settlement does not cover an item as expected, or if the applicant wishes to make additional claims. Also, a complete Scope of Work is necessary to support the feasibility and cost-effectiveness of a Hazard Mitigation Proposal and to ensure that project complies with all Federal environmental and historic preservation laws, regulations, and Executive Orders.

SPECIAL CONSIDERATIONS – FOUR QUESTIONS

Does the Scope of Work change the pre-disaster conditions at the site? ☐ Yes ☐ No
Special Considerations issues included? ☐ Yes ☐ No Hazard Mitigation proposal included? ☐ Yes ☐ No
Is there insurance coverage on this facility? ☐ Yes ☐ No

Special Considerations is a program term used by Public Assistance to capture all program issues other than eligibility. On disasters, these are usually hazard mitigation, environmental compliance, historic preservation, floodplain management, and insurance issues. These four questions on the face of the PW summarize certain key issues regarding Special Considerations. If the answer to any of the following questions is "YES" or "UNSURE," an adequate explanation should be provided on the Special Considerations form.

Each of the four Special Considerations questions is described below. Section III of this document provides further discussion regarding Special Considerations and the Special Considerations Questions.

COMPLETING THE PROJECT WORKSHEET

Does the Scope of Work change the pre-disaster conditions on the site?

- ☐ This question should be answered "YES" if Question Number 4 of the Special Considerations Questions form has been checked YES. If Question Number 4 was marked UNSURE, then write "UNSURE" after "NO" and circle it.
- ☐ Remember that a change in the pre-disaster condition can include capacity, materials, location, function, use, or footprint. If any of these items have changed or could potentially change, then the response to this question should be recorded as "YES" or "UNSURE."
- ☐ This question would be answered "YES" or "UNSURE" if there are any off-site staging areas or temporary access roads proposed as part of the project.

Special Considerations issues included?

- ☐ Check this question as "YES" if there are "YES" or "UNSURE" responses to ANY question on the Special Considerations Questions form.
- ☐ Do NOT check "YES" just because the Special Considerations Questions form is attached. If all the responses to the Special Considerations Questions were "NO," then the response to this question would be "NO."

Hazard Mitigation Proposal included?

- ☐ Check "YES" if a Hazard Mitigation Proposal is included with the PW.
- ☐ Write "UNSURE" if the applicant requests technical assistance for the development of a Hazard Mitigation Proposal.

Is there insurance coverage on this facility?

- ☐ If the response to Question No. 1 of the Special Considerations Questions is "YES" or "UNSURE," then check "YES" or note "UNSURE."
- ☐ If this question has been answered as "YES" or "UNSURE," an adequate explanation should be provided on the Special Considerations Questions form.

PROJECT COST

PROJECT COST					
ITEM	CODE	NARRATIVE	QUANTITY/UNIT	UNIT PRICE	COST
			/		
			/		
			/		
			/		
			/		
				TOTAL COST	

COMPLETING THE PROJECT WORKSHEET

Use these blocks to describe, quantify, and estimate the cost for each item of work.

General

- ☐ All costs should be supported by the Damage Description and Scope of Work. If an item was not identified as damaged and necessary for the specific repair, the associated costs will be found ineligible.
- ☐ Costs should be separated for Work Completed and Work to Be Completed, consistent with the items identified in the Scope of Work.
- ☐ Costs for damages should be separated by hazard (i.e., wind, flooding, etc.).
- ☐ A Cost Estimate Continuation Sheet is available if the number of items exceeds the number of rows available on the PW.
- ☐ If the CEF is being used to estimate large projects, check with the PAC Crew Leader or the PA Group Supervisor for the appropriate format for reporting estimates on the PW. Separate guidance documents and training materials are available regarding the CEF.

Item

- ☐ Use this block to sequentially number (i.e., 1, 2, 3, etc.) each cost item recorded in the Project Cost block.

Code

- ☐ Use this block to record the appropriate FEMA Cost Code number for FEMA and non-FEMA cost and equipment rates.
- ☐ Use FEMA Cost Codes or FEMA Equipment Rates; otherwise use "9999" for non-FEMA cost codes such as R.S. Means or applicant costs. Use "0000" for all general text entries such as "Site 1" or "Work to Be Completed."
- ☐ Obtain the FEMA Cost Codes for the declared disaster by:
 - Requesting them from your assigned PAC Crew Leader.
 - Picking up a printout at the JFO or Field Personnel Briefing.
 - Printing a copy from EMMIE by accessing the PW toolbar (Browse) or clicking on the Cost Code icon.
- ☐ Obtain the FEMA Equipment Rates by:
 - Requesting them from your assigned PAC Crew Leader.
 - Picking up a printout at the JFO.
 - Printing a copy from the FEMA website, www.fema.gov/government/grant/pa/eqrates.shtml.

COMPLETING THE PROJECT WORKSHEET

Narrative

- ☐ Use this block to note the work, material, or service that best describes the work associated with the item cost.
- ☐ If using FEMA Cost or Equipment Rates, use the description provided in the listing (e.g. "FEMA Cost Code 9011 = Laborer Overtime;" do not write "Force Account Labor – Overtime Only").
- ☐ If using non-FEMA Cost or Equipment Codes, briefly describe the work, material, or service (e.g., "42-IN-DIA. RCP" or "Prepare Site and Plant Seedlings").
- ☐ If using Contract, include a distinguishing reference to the contractor or type of work (e.g., "Contract – Myer Drive Repair").

Quantity/Unit

- ☐ Use this block to record the number of units and the units of measure.
- ☐ If using non-FEMA Cost or Equipment Codes, use the units (i.e., lf, ea, cy, mile, etc.) provided in the listing. Your Scope of Work calculations will determine the quantity associated with the unit of work.
- ☐ If using non-FEMA Cost or Equipment Codes, your estimation or actual cost determination will designate the quantity and units to be noted.

Unit Price

- ☐ Use this block to record the Unit Price.
- ☐ If using FEMA Cost or Equipment Rates, use the unit price provided in the listing. If the FEMA unit price must be changed, justify the change in the Scope of Work for the particular site affected.
- ☐ If using non-FEMA Cost or Equipment Rates, use the unit price provided. If using the applicant's unit costs, describe the source and provide cost justification in the attached documentation.
- ☐ This information can be developed from cost-to-date information, contracts, bids, applicant's experience in that particular type of work, or cost estimating reference documents, such as R.S. Means.
- ☐ There are restrictions regarding the use of non-FEMA equipment rates. Consult with the PAC Crew Leader as necessary.

Cost

- ☐ Use this block to record the total cost for each line item.
- ☐ Multiply the Quantity/Unit value by the Unit Price value to obtain the Cost for each line item.
- ☐ If using a Continuation Sheet for additional costs, include a line item on the PW indicating "Costs from Continuation Sheet" and report the total from that sheet.

COMPLETING THE PROJECT WORKSHEET

- ☐ Sum the individual costs to obtain the total project cost, including those costs reported on the Continuation Sheet.

☐ **Example:**

PROJECT COST					
ITEM	CODE	NARRATIVE	QUANTITY/UNIT	UNIT PRICE	COST
		Work Completed			
1	9007	Labor	1.00 / LS	\$964.03	\$964.03
2	9008	Equipment	1.00 / LS	\$427.77	\$427.77
3	9009	Materials	1.00 / LS	\$2,211.60	\$2,211.60
		Work to Be Completed			
4	9999	Prepare Site and Plant seedlings	232 / AC	\$60.00	\$13,920.00
5	9999	Contract – Miller Co.	1.00 / LS	\$9,800.00	\$9,800.00
6	9999	Less salvage for copper pipe	1.00 / LS	<\$1,500.00>	<\$1,500.00>
				Total Cost	\$25,823.40

VERSIONS / AMENDMENTS / CHANGE ORDERS

- ☐ In NEMIS, updates to PWs are called Versions. EMMIE calls them Amendments or Change Orders.
- ☐ Original PWs are written when damages are identified.
- ☐ Subsequent versions of the Project Worksheet cannot be completed until the previous version of the Project Worksheet has been obligated.
 - If changes need to be made prior the Project Worksheet being obligated, revisions may be made to the current version and a new version is not necessary.
 - Different JFOs may have different procedures for version control. Verify the process with the PAC Crew Leader.
- ☐ Subsequent versions are written to modify a PW for four reasons.
 - To modify the Scope of Work
 - To add damaged elements
 - To change the Period of Performance (time extensions)
 - To modify the cost
- ☐ Subsequent versions of PWs are not normally permitted for small projects, unless there is a considerable change in the Scope of Work.
- ☐ Subsequent versions are :
 - Created in the same manner as the original PW.

COMPLETING THE PROJECT WORKSHEET

- Written to address additional damages and/or changes to the Scope of Work not identified in original PW.
 - For example, a subsequent version can be written to add a Hazard Mitigation Proposal to the PW.
 - Written to allow for time extensions.
 - Written to reconcile previously estimated costs with actual, reasonable, and eligible costs at closeout.
- ☐ Details regarding versions:
- Basic Project Information remains the same. This information will not be changed when submitted to the NEMIS/EMMIE system.
 - The Damage Description and Dimensions does not and cannot change. NEMIS/EMMIE does not permit a change. All pertinent information must be placed in the Scope of Work.
 - The first line of the Scope of Work and Cost section must indicate the Version Number and the opening statement should be "This Version is written to...."
 - ...modify the Scope of Work
 - ...extend the Period of Performance
 - ...increase the cost estimate
 - ...etc.
 - Only include costs relative to the current version. Do not include previously obligated funds.

Checking the PW Data

Review your work before submitting your PW to the PAC Crew Leader or JFO. Use the following guidelines as a basis for review.

- ✓ Are all blocks of the PW completed?
- ✓ Are the damaged elements consistent with the repair items and cost items?
- ✓ Is reference made to supporting documents?
- ✓ Do the details of the damages and repair items match the information on the sketches?
- ✓ Do the dates of damages coincide with the dates of work completed or documented site visits?
- ✓ Are sufficient photos provided to illustrate the key damages?
- ✓ Could someone read this in a couple of years and understand the project?

COMPLETING THE PROJECT WORKSHEET

Appendix E provides a Project Worksheet Quality Review Checklist to be used for reviewing the content of your PW before submitting it to the PAC Crew Leader. This checklist may also be used by PAC Crew Leaders and others responsible for reviewing the PW to ensure all pertinent data has been provided.

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III. ADDRESSING SPECIAL CONSIDERATIONS

FEMA has developed the Special Considerations Questions form to aid in the identification of Special Considerations issues for each project. This form must be completed for every PW.

The Project Specialist and the PAC Crew Leader are responsible for completing this form in a manner that informs the Technical Specialists of the potential issues. The form is intended for issue identification only and is not a compliance document. Compliance is documented by the appropriate Technical Specialist on the PW in the appropriate EMMIE section.

The Special Considerations Questions form has nine questions that address the four basic Special Considerations issues. The FEMA Environmental and Historic Preservation Advisor (EHPA) can add additional questions to this form if the disaster presents important issues that must be captured. For instance, if the disaster has generated a large volume of debris, the Environmental Officer may add a question that asks if a debris staging area is proposed. Therefore, on every disaster assignment, ask whether additional questions have been added to this form.

When completing the form, provide comments wherever possible to explain a response of "Yes" or "Unsure." In some cases, a "No" response may warrant an explanation. Note that if the Project Specialist does not know the answer, an "Unsure" response is appropriate, a "No" is not appropriate. Make sure that the responses correlate to the information provided in the PW Damage Description and the Scope of Work. For instance, if a response indicates that a site is not located in a floodplain, and the PW Damage Description states that the facility was inundated with 6 feet of water from Bayou Creek, you may wish to confirm the response by locating the site on the applicable FIRM.

Special Consideration Questions

Question 1

Does the damaged facility or item of work have insurance and/or is it an insurable risk? (e.g., buildings, equipment, vehicles, etc.)

This question is intended to capture any potential insurance issues.

A "Yes" or "Unsure" response triggers an initial review by an EHP Specialist to determine the necessary level of environmental or historic preservation review.

- ☐ The response to this question should consider and provide commentary on the following:
- Is the facility insurable?

ADDRESSING SPECIAL CONSIDERATIONS

- Is the facility insured? Was the facility damaged in past declared disasters and required to obtain and maintain insurance?
 - Is the facility in a floodplain (Special Flood Hazard Area)?
 - Does the facility have general hazard insurance or flood insurance or both?
- ☐ If the disaster was multi-hazard, i.e. flood and wind, then the PW Scope of Work should clearly identify which hazard caused which damage because the insurance coverage will be different.
- ☐ Guidance should be provided at the JFO regarding the existence of any unusual insurance situations. For example, some states have insurance on bridge facilities.
- ☐ Important information resources for responding to this question include:
- Locating the project on the appropriate FIRM.
 - Obtaining a copy of the insurance policy, including declaration pages and exclusion components.
 - Obtaining a copy of the insurance Statement of Loss and the settlement.
 - Obtaining past FEMA Public Assistance grant information to determine if previous insurance purchase requirements had been imposed for the receipt of Federal disaster recovery funds from a previous disaster. See the PAC Crew Leader assigned to the applicant to obtain this information.

☐ **Examples:**

YES

1. Does the damaged facility or item of work have insurance and/or is it an insurable risk? (e.g., buildings, equipment, vehicles, etc.)

X Yes ☐ No ☐ Unsure Comments: The applicant has a blanket insurance policy for its losses through Lloyds of London Policy No. 223-UT2234556.23. A copy of the policy and the statement of loss have been obtained and forwarded to the Insurance Specialist. This applicant has not been previously involved in a declared disaster.

YES

1. Does the damaged facility or item of work have insurance and/or is it an insurable risk? (e.g., buildings, equipment, vehicles, etc.)

X Yes ☐ No ☐ Unsure Comments: The applicant has an insurance policy for the damages associated with Sites 1 and 3 (Park restrooms) through NFIP Policy No. 223-UT2234556.23. A copy of the policy and the statement of loss has been obtained and forwarded to the Insurance Specialist. Sites 2 and 4 (parking lots) have no insurance coverage. This applicant has not been previously involved in a declared disaster. Comment: Confirm with the PAC Crew Leader assigned to the applicant if multiple sites will be recorded on a single form or on multiple forms.

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NO

1. Does the damaged facility or item of work have insurance and/or is it an insurable risk? (e.g., buildings, equipment, vehicles, etc.)

☐ Yes ☐ No ☒ Unsure Comments:

Why is this response inadequate? There is no indication as to why the response is "Unsure." An explanation will assist the Insurance Specialist in assessing the situation and developing the appropriate questions to ask the applicant's risk manager.

Question 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?

This question is intended to capture any potential issues associated with Executive Orders (EOs) 11988, Floodplain Management and 11990, Protection of Wetlands.

Issues regarding flood insurance through the NFIP may be triggered by the response to this question. If the response to this question is "Yes" or "Unsure," then the Reconnaissance/Review Report for Floodplain Management form may need to be completed.

- ☐ The response to this question should consider and provide commentary on the following:
- Is the damaged facility or item of work located within a 100-year or 500-year floodplain?
 - Is the damaged facility in a Coastal High Hazard Area/V Zone?
 - Are there any wetlands on or near the site?
 - Is the site subject to tides?
 - Will the project have potential upstream or downstream impacts?
 - Are there any surface water bodies on or near the site (ponds, lakes, rivers, estuaries, etc.)?
 - Will access to repair the facility cross a wetland or floodplain area?
 - Is the damaged facility classified as a critical facility as defined by 44 CFR §9.4?
 - If the project involves debris removal and disposal, are there debris staging areas that will be established in floodplain or coastal high hazard areas?
- ☐ Important information resources for responding to this question include:

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- Locating the project on the appropriate FIRM. Recording the FIRM's Community Panel Number and date (located on the front of the map) on the Special Considerations Questions form.
 - FIRMs can be found on the FEMA website at the FEMA Map Service Center (www.msc.fema.gov). Instructions for creating a FIRMette are included in Appendix G. FIRMettes should be attached to each project.
 - FIRMs can be obtained from the local building, zoning, or planning departments. FIRMs are also available at the JFO and digitized maps may be available through the FEMA Information and Planning area.
 - Wetlands can be identified from wetland maps published by the Department of Interior. The Environmental Officer should be able to provide guidance regarding the applicability of these maps to the disaster.
- ☐ A "Yes" or "Unsure" response triggers the need for an environmental or historic preservation compliance review. In particular, compliance may be necessary for the following Federal laws and regulations:
- Clean Water Act
 - Coastal Barrier Resources Act
 - Endangered Species Act
 - EO 11988: Floodplain Management
 - EO 11990: Protection of Wetlands
 - Coastal Zone Management Act

☐ **Examples:**

YES

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?

X Yes ☐ No ☐ Unsure Comments: The disaster debris was removed from a coastal high hazard area (Newmans Beach - FIRM Panel No. 23480 dated January 9, 1997- Elev. 12.6). Debris was from the damaged homes along the beach. Debris was disposed at the licensed landfill (Permit No. 23945 – copy attached) in Clearwater City.

NO

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?

X Yes ☐ No ☐ Unsure Comments: The damaged facility is located in the floodplain.

ADDRESSING SPECIAL CONSIDERATIONS

Why is this response inadequate? The comment provides no additional information. There is no statement of whether this is a 100- or 500-year floodplain or a coastal high hazard area. Is the facility considered a critical facility? There is no FIRM Panel Number or date.

Question 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?

This question is intended to identify whether there are potential Coastal Barrier Resources Act (CBRA) issues with a particular item of work or damaged facility. Federal funding is very limited in these areas.

These areas have been designated by Congress and are found along the Great Lakes and the Atlantic and Gulf coastal areas. Often, if a disaster has impacted many of these areas, a Technical Specialist will be assigned to assist the Project Specialist or PAC Crew Leader in resolving eligibility and compliance issues.

- ☐ The response to this question should consider and provide commentary on the following:
 - Is the project located in a Coastal Barrier Resource System Unit or an Otherwise Protected Area?
 - Do NOT assume that because a project is along a coastline that it is in one of these areas. The System Units are distinctly identified areas designated by Congress.
 - This information may be found on a FIRM.
 - When was the facility constructed?
 - The date that construction was initiated is important because some projects could be "grandfathered" or exempted from the Act's requirements if they existed prior to the CBRA designation by Congress. This information can be provided by the local building permit official.
 - Is the facility a critical link as defined by 44 CFR Subpart J – Coastal Barrier Resources Act?
 - Critical links, such as some power lines and roads, may be exempt from these requirements. If applicable, be sure to describe how the damaged facility is part of a larger system.
- ☐ Important information resources for responding to this question include:
 - Locating the project site or item of work on the appropriate FIRM.
 - Coastal Barrier Resource System Units and Otherwise Protected Areas are designated on the FIRMs. Review the map key to identify the areas properly.

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- If a site location is in question, confer with the local U.S. Fish and Wildlife Service office, as they maintain the official maps.
- ☐ A "Yes" or "Unsure" response triggers the need for environmental or historic preservation compliance review. In particular, compliance may be necessary for the following Federal laws and regulations:
 - Coastal Barrier Resources Act
 - Compliance will require notification or consultation with the U.S. Fish and Wildlife Service. There should be disaster-specific guidance from the PA Group Supervisor or the Environmental Officer on the forms and procedures to complete the compliance requirements.
- ☐ **Examples:**

YES

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?

☐ Yes ☐ No ☒ Unsure Comments: Appears to be within a Coastal Barrier Resource System Unit, but close to the edge of map. Copy of FIRM Panel No. 32239442 dated April 13, 1999 has been attached. The facility was constructed in 1966.

Comments – This information alerts the Technical Specialist to contact the U.S. Fish and Wildlife Service to establish whether the project is located within the System Unit. A complete address and another detailed location map (a street map rather than the FIRM) should be provided with the PW to assist the Technical Specialist and U.S. Fish and Wildlife Service in making a recommendation. The date will help determine if the project has been "grandfathered" or exempted from the requirements of CBRA.

YES

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?

☐ Yes ☒ No ☐ Unsure Comments: Project is not located in either of these areas per FIRM No. 2394000 dated May 5, 2002.

NO

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?

☒ Yes ☐ No ☐ Unsure Comments: The project is located on the shore of Lake Ester in Kansas City, KS.

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Why is this response incorrect? It is obvious that the Project Specialist did not look at the FIRM. Kansas City is not located along the Great Lakes or Coastal Atlantic/Gulf areas where the CBRA System Units are designated. If the FIRM for this area was reviewed, there would have been no System Units or Otherwise Protected Areas noted. The response should have been "No."

Question 4

Will the proposed facility repairs/reconstruction change the pre-disaster condition? (e.g., footprint, material, location, capacity, use or function)

This question is intended to capture any potential National Environmental Policy Act (NEPA) or National Historic Preservation Act (NHPA) issues in the event that the project will not be returned to its pre-disaster condition.

- ☐ The response to this question should consider and provide commentary on the following:
 - If the response to question 4 is "Yes" or "Unsure," describe what is changing about the project's pre-disaster design and why it is being changed (i.e., codes and standards, aesthetics, hazard mitigation, etc.).
 - If the response to question 4 is "Yes" or "Unsure," is the work completed? The PW Scope of Work should provide information on the work completed and the work to be completed.
- ☐ Will repair or construction involve ground disturbance outside the project footprint?
 - If the proposed project involves relocation, complete a Special Considerations Questions form for the proposed location.
 - If the pre-disaster design or condition will be changed by the applicant, it is extremely important for the Project Specialist to document, in the PW Scope of Work, the necessary work and cost to return the damaged facility to its pre-disaster condition.
- ☐ Important information resources for responding to this question include:
 - Applicant's representative in charge of the repair or relocation of the project.
 - Original and new design information; plans and specifications.
- ☐ A "Yes" or "Unsure" response triggers the need for environmental or historic preservation compliance review. In particular, compliance may be necessary for the following Federal laws and regulations:
 - NEPA
 - NHPA

ADDRESSING SPECIAL CONSIDERATIONS

☐ **Examples:**

YES

4. Will the proposed facility repairs/reconstruction change the pre-disaster condition? (e.g., footprint, material, location, capacity, use or function)

X Yes ☐ No ☐ Unsure Comments: The city will replace the 6-inch terra cotta water pipe with 6-inch PVC per City Code 160.38 dated May 1, 1987. Copy attached to PW.

Comment: The Project Specialist should also establish that FEMA's criteria for eligible codes and standards have been satisfied. This can be documented in the PW Scope of Work.

YES

4. Will the proposed facility repairs/reconstruction change the pre-disaster condition? (e.g., footprint, material, location, capacity, use or function)

☐ Yes X No ☐ Unsure Comments: This PW covers emergency protective measures only.

YES

4. Will the proposed facility repairs/reconstruction change the pre-disaster condition? (e.g., footprint, material, location, capacity, use or function)

☐ Yes ☐ No X Unsure Comments: The damaged facility will be returned to its pre-disaster design; however, due to access limitations, a temporary access road approximately 1-mile long will be constructed through the adjacent woodlands. See attached map.

NO

4. Will the proposed facility repairs/reconstruction change the pre-disaster condition? (e.g., footprint, material, location, capacity, use or function)

X Yes ☐ No ☐ Unsure Comments: The County will change the shutters on the building.

Why is this response inadequate? The Project Specialist must be more specific as to how the shutters will be changed.

ADDRESSING SPECIAL CONSIDERATIONS

Question 5

Does the applicant have a hazard mitigation proposal or would the applicant like technical assistance for a hazard mitigation proposal?

This question is intended to capture any hazard mitigation opportunities.

- ☐ The response to this question should consider and provide commentary on the following:
 - Is there any opportunity to repair the facility in such a manner that future similar damages can be minimized or avoided?
- ☐ Remember that Emergency Work Projects (debris removal and emergency protective measures) are not eligible for Hazard Mitigation.
- ☐ Important information resources for responding to this question include:
 - The FEMA Response and Recovery Directorate Policy No. 9526.1, which gives examples of hazard mitigation projects and cost-effectiveness guidance.
- ☐ Documentation must support that the hazard mitigation proposal is:
 - Eligible
 - Technically feasible
 - Cost-effective
 - In compliance with Federal laws, regulations, and Executive Orders
- ☐ A "Yes" or "Unsure" response triggers the need for environmental or historic preservation compliance review. In particular, compliance may be necessary for the following Federal laws and regulations.
 - NEPA
 - NHPA
- ☐ If mitigation is not described in the Scope of Work, then a brief description should be included in the comment field.
- ☐ **Examples:**

YES

5. Does the applicant have a hazard mitigation proposal or would the applicant like technical assistance for a hazard mitigation proposal?

- ☐ Yes ☒ No ☐ Unsure Comments: The applicant has indicated that no hazard mitigation assistance is requested for this culvert because a hydrologic study is being undertaken to assess the entire watershed. Repair to the pre-disaster design. Any changes needed will be part of capital improvement plan.

ADDRESSING SPECIAL CONSIDERATIONS

Comments: Hazard mitigation is a priority for FEMA, and sometimes an explanation of why it is not being implemented for a project is useful for program effectiveness assessment.

YES

5. Does the applicant have a hazard mitigation proposal or would the applicant like technical assistance for a hazard mitigation proposal?

X Yes ☐ No ☐ Unsure Comments: The applicant proposes to install hurricane shutters to decrease damage from future hurricane-force winds.

YES

5. Does the applicant have a hazard mitigation proposal or would the applicant like technical assistance for a hazard mitigation proposal?

X Yes ☐ No ☐ Unsure Comments: The applicant requested hazard mitigation funds for radios to improve communication while performing emergency protective measures like those covered under this PW. Emergency work is not eligible for hazard mitigation. This was discussed with J. Alvcorex, Public Works Director, and the City may pursue a project under the Hazard Mitigation Grant Program.

YES

5. Does the applicant have a hazard mitigation proposal or would the applicant like technical assistance for a hazard mitigation proposal?

X Yes ☐ No ☐ Unsure Comments: Sites 1, 2, and 3 have HMPs to increase size from single 24" CMP to single 36" CMP at each site. Sites 4 and 5 have HMPs for new headwalls for single 42" CMP at each location. Watershed calculations and Water Management District permits are attached.

NO

5. Does the applicant have a hazard mitigation proposal or would the applicant like technical assistance for a hazard mitigation proposal?

X Yes ☐ No ☐ Unsure Comments:

Why is this response inadequate? Does the applicant have a proposal or need assistance? If they have a proposal, what is it?

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Question 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 more, similar buildings near the site?

This question is intended to capture any potential preservation issues.

- ☐ The response to this question should consider and provide commentary on the following:
 - Does the proposed action directly or indirectly affect a structure 50 years in age or older?
 - Are there nearby structures that are 50 years in age or older?
 - Is the property recognized locally or nationally as a place where something significant occurred?
 - Does the property have cultural significance?
 - Are there existing or potential archaeological artifacts on the property?
 - Will the repair involve construction or debris staging on or accessing through previously undisturbed property?
 - Will the repair involve ground disturbance outside of the project footprint?
- ☐ When in doubt about the historical significance of a facility, take digital pictures of the damaged component, the overall facility, and surrounding properties, and forward them to the appropriate Historic Preservation Specialist. A location marked on a U.S. Geological Survey Quadrangle map, as well as an address would also help the Technical Specialist.
- ☐ Important information resources for responding to this question include:
 - Historic Property listings provided by the EHPA and Historic Preservation Specialist, the State Historic Preservation Officer (SHPO), or the applicant.
 - Disaster-specific guidance provided by the PA Group Supervisor or the EHPA.
- ☐ A "Yes" or "Unsure" response triggers the need for environmental or historic preservation compliance review. In particular, compliance may be necessary for the following Federal laws and regulations:
 - NHPA

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☐ Examples:

YES

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 more, similar buildings near the site?

☐ Yes ☒ No ☐ Unsure Comments: Facility built in 1856; however, May 14, 1988 letters from SHPO and the Advisory Council indicate no historic significance. There have been substantial alterations to the facility over the past 10 years. Copies of letters are attached. Photos taken over the past 25 years are attached.

YES

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 more, similar buildings near the site?

☒ Yes ☐ No ☐ Unsure Comments: Heavy equipment will be used to remove large uprooted trees from the State-owned Hermitage site, which is on the National Register of Historic Places.

Comment: This comment alerts the Historic Preservation Specialist that there could be ground disturbance activities on a historic site. The Technical Specialist will need to review the removal methodology and may place conditions on the PW as to where and how the heavy equipment activity can take place.

NO

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 more, similar buildings near the site?

☒ Yes ☐ No ☐ Unsure Comments:

Why is this response inadequate? Information is needed about what is triggering the "Yes" response to this question and why.

ADDRESSING SPECIAL CONSIDERATIONS

NO

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 more, similar buildings near the site?

☐ Yes ☒ No ☐ Unsure

Comments: The sanitary sewer lift station was built in 1988.

The Technical Specialist sees that the location block says the project is in the Carol Stream Park.

Why is this response incorrect? The Carol Stream Park is a historic National Landmark. The response should have been given as "Yes" and a comment provided about where in the park the lift station was located. If this fact was not obvious to the Project Specialist when the PW was prepared, then the Technical Specialist should confer with the Project Specialist and have the comment amended.

Question 7

Are there any pristine or undisturbed areas on, or near, the project site? Are there large tracts of forestland?

This question is intended to capture any potential environmental issues.

- ☐ The response to this question should consider and provide commentary on the following:
 - Does the site include streams, lakes, estuaries, or wetlands?
 - Have there been endangered species issues associated with the site?
 - Are there National, State, or local parks or open areas next to the site? If so, provide the names.
- ☐ Important information resources for responding to this question include:
 - A site visit or delineation of the site on an aerial map is helpful. Local government environmental or public works staff can be resources for this information.
- ☐ A "Yes" or "Unsure" response triggers the need for environmental or historic preservation compliance review. In particular, compliance may be necessary for the following Federal laws and regulations:
 - Endangered Species Act
 - Wild and Scenic Rivers Act
 - National Historic Preservation Act
 - EO 11990 Protection of Wetlands

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☐ Examples:

YES

**7. Are there any pristine or undisturbed areas on, or near, the project site?
Are there large tracts of forestland?**

X Yes ☐ No ☐ Unsure Comments: The project is approximately 1/2 mile from the Wild Lands National Forest where the applicant states bald eagles have been sighted. There are no indications of pristine or undisturbed areas at the project per site visit on 2/3/99. The site has no trees.

NO

**7. Are there any pristine or undisturbed areas on, or near, the project site?
Are there large tracts of forestland?**

☐ Yes ☐ No X Unsure Comments:

Why is this response inadequate? There is no indication given as to why the Project Specialist is unsure about his/her response.

Question 8

Are there any hazardous materials at or adjacent to the damaged facility and/or item of work?

This question is intended to capture any potential hazardous materials issues.

☐ The response to this question should consider and provide commentary on the following:

- Is there evidence of drums or other containers?
- Are there any aboveground storage tanks?
- Are there any underground storage tanks that will be impacted?
- Has household or industrial debris been dumped on the site?
- Has the site been used for commercial purposes, and if so, what type?
- Is there evidence of soil staining on the site or oil slicks in water?
- Are there a large number of animal carcasses that need to be disposed?
- Could the cleanup operations possibly impact air quality?
- Are there any noxious or foul odors at the site?
- Is there evidence of dead or "burned" vegetation?
- Was the facility constructed prior to 1975 (lead, asbestos)?

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- Is demolition proposed?
- Will any previously undisturbed areas be impacted?
- ☐ Important information resources for responding to this question include:
 - Visual observations at the site.
 - The local fire marshal may have hazardous materials storage information for the site.
 - The age of the building facility would be an indicator for asbestos and lead.
- ☐ A "Yes" or "Unsure" response triggers the need for review by an environmental specialist to determine the necessary level of environmental review. In particular, compliance may be necessary for the following Federal laws and regulations:
 - Resource Conservation and Recovery Act
 - Clean Air Act
 - Clean Water Act
- ☐ **Examples:**

YES

8. Are there any hazardous materials at or adjacent to the damaged facility and/or item of work?

X Yes ☐ No ☐ Unsure Comments: The flood inundated the radiation department of the hospital. Staff stated that all containers remained in the department and did not float off. Disposal will follow established hospital protocol for hazardous materials (see attached).

NO

8. Are there any hazardous materials at or adjacent to the damaged facility and/or item of work?

☐ Yes X No ☐ Unsure Comments: The Technical Specialist notes that the Project Specialist described the damaged facility as a landfill area eroded by floodwaters from an adjacent creek.

Why is this response inadequate? Common sense would indicate that there could be some potential hazardous waste issues present at this site. The Project Specialist should have justified his/her "No" response or noted "Unsure" and explained the scenario.

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Question 9

Are there any other environmentally or controversial issues associated with the damaged facility and/or item of work?

This question is intended to capture any other possible issues that could be associated with the project.

- ☐ The response to this question should consider and provide commentary on the following:
 - Will the project impact air quality? If so, are there schools, daycare centers, nursing homes, or hospitals near the site?
 - If there has been public controversy or interest associated with the proposed work or on or near the location of the facility, explain.
 - Is any portion of the project site active farmland?
 - Will the project impact a low-income or minority population?
- ☐ A "Yes" or "Unsure" response triggers the need for environmental or historic preservation compliance review. In particular, compliance may be necessary for the following Federal laws and regulations:
 - EO 12898: Environmental Justice
 - Farmland Protection Act
 - Public Involvement Requirements in NEPA, NHPA, EO 11988, and EO 11990
- ☐ **Examples:**

YES

9. Are there any other environmentally or controversial issues associated with the damaged facility and/or item of work?

☐ Yes ☒ No ☐ Unsure Comments: The project is being returned to its pre-disaster condition. The Public Works Director, J. Alvorex, indicates that there is no controversy.

YES

9. Are there any other environmentally or controversial issues associated with the damaged facility and/or item of work?

☒ Yes ☐ No ☐ Unsure Comments: There have been recent news articles about the deteriorated condition that existed prior to the disaster, and public demonstrations have occurred as a result. See attached news articles.

ADDRESSING SPECIAL CONSIDERATIONS

YES

9. Are there any other environmentally or controversial issues associated with the damaged facility and/or item of work?

☐ Yes ☐ No ☒ Unsure Comments: During site visit, saw several damaged signs along beach stating "Caution – sea turtle nests – do not disturb"

NO

9. Are there any other environmentally or controversial issues associated with the damaged facility and/or item of work?

☒ Yes ☐ No ☐ Unsure Comments:

Why is this response inadequate? It does not explain what the issues are.