



## Part II: Leveraging FEMA & Other Federal Grant Funding Opportunities for COVID-19

April 22, 2020



# Introductions



Mary Beth Coburn  
P.E., Partner

Best Best & Krieger



Rob Reid  
Director, Capital  
Projects &  
Infrastructure

Guidehouse



Catherine Ures  
Vice President of  
Consulting

Nan McKay &  
Associates



# Agenda



CAREs Act  
Update



FEMA  
Public  
Assistance



CDBG-CV  
Update



Conflicting  
Disasters

# CAREs Act Update

State, Tribal, Local Government &

PNP

**\$150 billion** for the **Coronavirus Relief Fund** for states and local governments for “necessary expenditures incurred due to the public health emergency with respect to” COVID-19.

**\$500 billion** for loans and assistance to companies and state and local governments. Along with this funding, the bill directs the Treasury Department to endeavor to establish a program that provides liquidity to the financial system that supports lending to states and municipalities.

**\$45 billion** for the **FEMA Disaster Relief Fund**, which FEMA draws on to provide public and individual assistance for major disasters.

**\$1.5 billion** to the **Economic Development Administration** for economic adjustment assistance for communities.

**\$1 billion** for the **Community Services Block Grant Program** to help low-income communities address the economic consequences of the coronavirus response.

**\$850 million** to the **Department of Justice** for state and local **law enforcement** assistance grants from the Byrne-Justice Assistance Grant Program. (This adds roughly 2.385 times a recipient’s fiscal year 2020 allocation.)

**\$400 million** for grants to help states prepare for the **2020 elections**.

**\$100 billion** for a new program at the **Department of Health and Human Services** to provide grants to **hospitals, public entities, nonprofits** and Medicare and Medicaid enrolled suppliers and institutional providers. The program is to cover unreimbursed health care-related expenses or lost revenues attributable to the public health emergency resulting from the coronavirus to hospitals and health care providers.

**\$1.5 billion** to the **Centers for Disease Control** and Prevention for state and local preparedness and response grants.

# CARES Act Update

## State, Tribal, Local Government & PNP

### HOUSING

**\$5 billion** for **Community Development Block Grants**. Of that, \$2 billion will be allocated to states and local governments who received an allocation under the fiscal year 2020 formula. (This adds roughly 58.8 percent to each city's fiscal year 2020 allocation.) \$1 billion will go directly to states, and \$2 billion will be allocated to states, cities, counties and local governments based on the prevalence of risk of COVID-19 and related economic and housing disruption.

**\$685 million** for **public housing operations** for COVID-19 purposes and to maintain normal operations.

**\$3 billion** for housing providers to **assist renters** in the Department of Housing and Urban Development's **Section 8** and other **rental assistance programs**.

**\$4 billion** for **homeless assistance** grants to state and local governments. (This adds roughly 6.89 times a cities' fiscal year 2020 allocation.)

### TRANSPORTATION

**\$25 billion** to the **Federal Transit Administration** for grants to public transit agencies.

**\$10 billion** to the **Department of Transportation** to help **publicly owned commercial airports** address the impacts of the COVID-19 crisis.

## Education

**\$14.25 billion** to institutions of **higher education** for emergency relief to defray expenses, for lost revenue, technology to transfer to distance education, and grants to students.



**\$13.5 billion** in formula grants to states, which will distribute 90 percent to **local elementary and secondary educational** agencies for coronavirus response activities, such as implementing long-term closures and purchasing technology for online learning. There is an additional **\$3 billion** to governors for emergency support grants to local educational agencies most impacted by coronavirus.

**\$3.5 billion** for a **Child Care Development Block Grant** program to support **childcare** and early **education programs**.

# CAREs Act Update

## Coronavirus Relief Fund - \$150 billion

- A unit of local government with a population that exceeds 500,000 are eligible for direct payment.
- Governments eligible for payments must have provided payment information and required supporting documentation by April 17, 2020.

 **How will States distribute funds to local governments whose populations are less than 500,000?** 

## Public Housing Assistance - \$685 million

- Distributed based on the operating fund formula.
- All public housing capital and operating funds can be used flexibly for any eligible capital or operating fund activity and for other expenses related to COVID-19 (Through December 31, 2020)
  - Including supporting the health and safety of residents and activities to support education and childcare for impacted families.
- HUD may extend this flexibility period for additional 12-months.



# CAREs Act Update

## FEMA - \$45 billion

- Initial Expedited Project Worksheets obligated to some states

**"While some activities may be eligible for funding through HHS/CDC, final reimbursement determinations will be coordinated by HHS and FEMA."**

## HHS - \$100 billion

- First \$30 billion deposited into hospital bank accounts in early April
- Remaining \$70 billion will be distributed soon
- Very few requirements as to how the money should be allocated, or how hospitals are allowed to use it
- Lawmakers gave broad authority to the HHS secretary to decide

# CAREs Act Update – Phase 3.5

- Nothing allowing state and local governments to use the Coronavirus Relief Fund for lost revenues.
- **\$310 Billion** for **SBA paycheck protection program** (\$60 billion of which is set aside for smaller insured deposit institutions, credit unions, and community development finance institutions.)
- **\$10 Billion** for **SBA Economic Injury Disaster Grants**, and “agricultural enterprises” with not more than 500 employees are eligible.
- **\$50 Billion** for **SBA Economic Injury Disaster Loans**
- **\$2.1 Billion** to **SBA** for salaries and expenses
- **\$75 Billion** to **HHS Public Health and Social Services Emergency Fund** for health care providers and Coronavirus response.
- **\$25 Billion** to **HHS Public Health and Social Services Emergency Fund** for testing, contact tracing, etc.
  - ❑ Of that, **\$11 billion** to **states, localities, territories**, and tribes, including \$2 billion distributed according to formula for 2019 Public Health emergency Preparedness Cooperative Agreements; \$4.25 by formula based on number of COVID cases; \$750 million for tribes. States must submit plan to HHS for COVID testing within 30 days of the bill’s passage.



# CAREs Act Update

## Future Funding Phase 4 / CAREs 2.0

Focus on COVID-19  
mitigation funding



### Expanding to:

- Local governments
- Numerous healthcare provisions
- Telecommunications provisions
- Potential disaster relief for individuals
- Expansion of refundable tax credit

# FEMA Acronyms

**FEMA:** Federal Emergency Management Agency

**PA:** Public Assistance program

**PNP:** Private Nonprofit

**RPA:** Request for Public Assistance

**PW:** Project Worksheet

**Cat B:** Category B Project Worksheet for “Emergency Protective Measures”

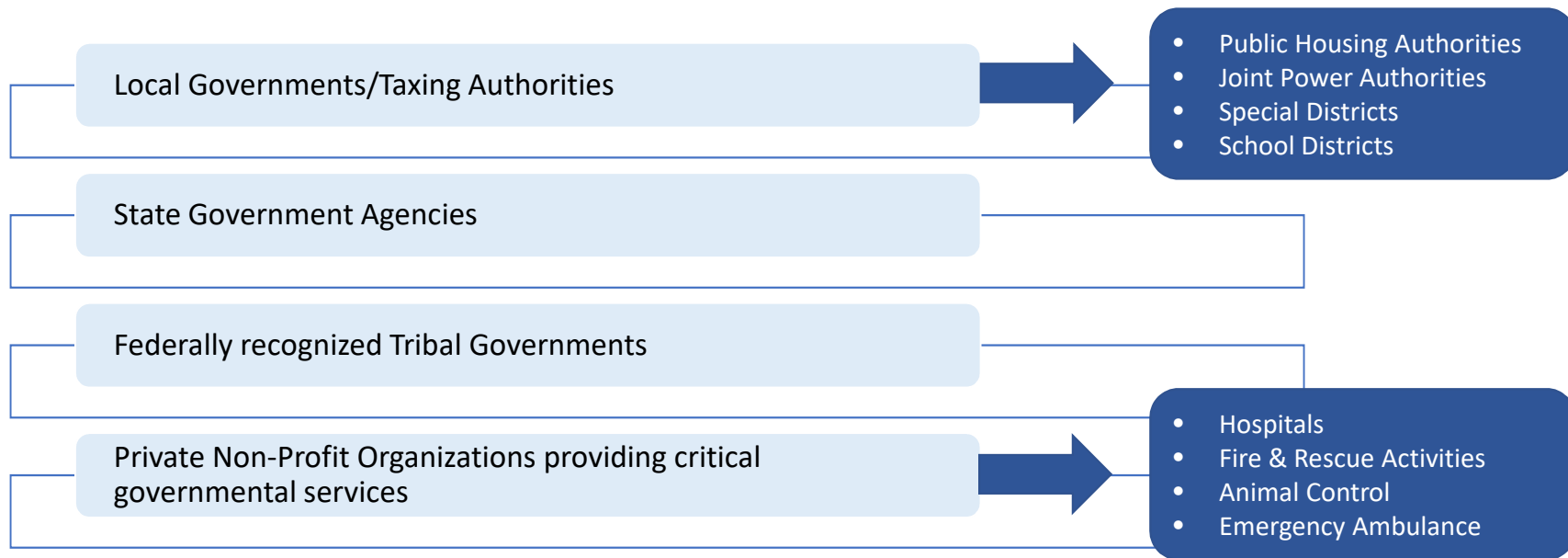
**PAPPG:** Public Assistance Program and Policy Guide

**DOB:** Duplication of Benefits

**Grantee:** State (sometimes tribal) government to which grant is awarded

**Subrecipient:** Applicant for funding, such as a county, state agency, community, or eligible nonprofit

# FEMA Applicant Eligibility



# FEMA Cost Share



Assistance FEMA provides through PA Program is subject to a cost share



Federal share is usually 75 percent

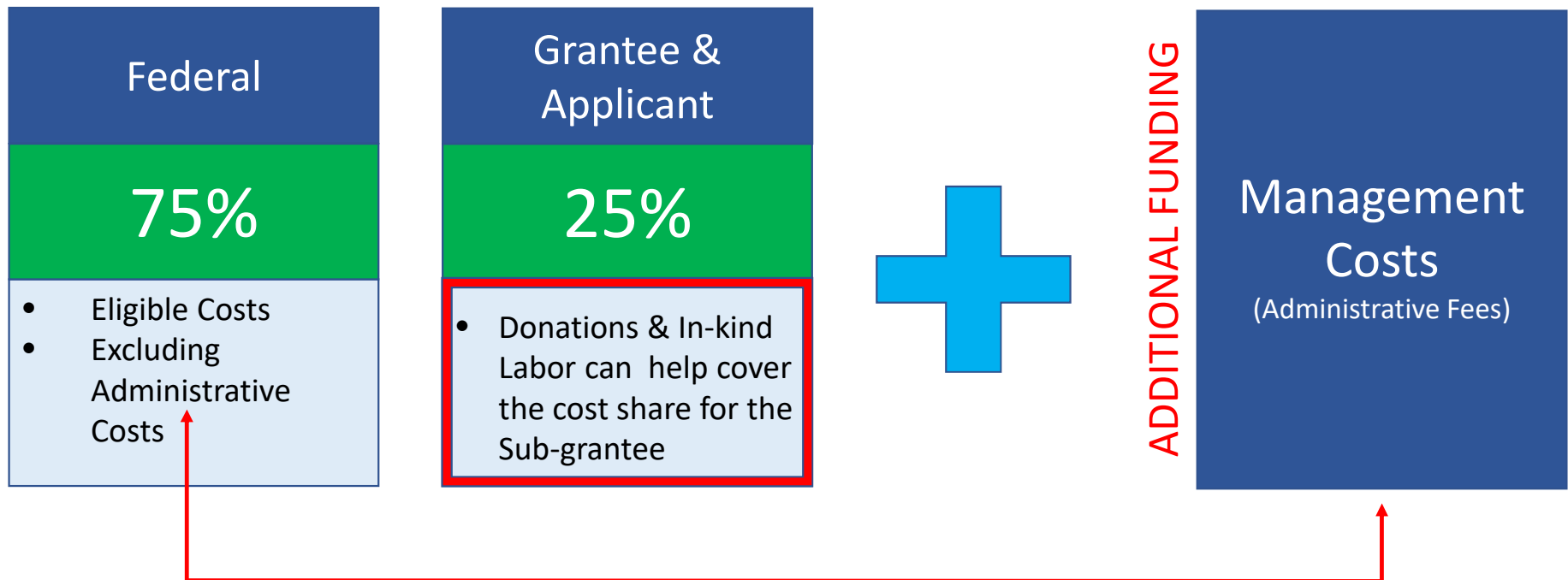


FEMA may recommend an increase up to 90 percent for Emergency Work

**FEDERAL  
COST SHARE**

**75%**

# FEMA Cost Share



# FEMA Management Costs

- FEMA provides PA funding for administrative costs related to managing the PA Program and PA projects for major or emergency declarations.

## Management cost rates:

12%



7% Grantee



5% Subgrantee

- Total award amount:
  - ☐ Actual eligible PA project costs
  - ☐ Including the non-Federal share
  - ☐ After insurance
  - ☐ Any other reductions



# FEMA Management Costs

**Category Z PW** 


All management costs will be obligated via Category Z PWs and funded at 100 percent Federal share.

## Subrecipient:

- Once a Subrecipient has project obligations, FEMA may provide a Category Z obligation for 5 percent of the total project amount obligated.
- FEMA may process amendments up to once a quarter for 5 percent of the Total Award Amount obligated for the Subrecipient at the time of its amendment request.
- FEMA may require a plan describing how the Subrecipient plans to use the funds.

# FEMA Management Costs

Activities eligible as management costs include those related to **developing eligible PA projects and receiving reimbursement.**



Possible reimbursement for exempt overtime

These activities may include, but are not limited to:

- a. **Preliminary Damage Assessments**
- b. **Meetings regarding the PA Program or overall PA damage claim**
- c. **Organizing PA damage sites into logical groups**
- d. **Preparing correspondence**
- e. **Site inspections**
- f. **Travel expenses**
- g. **Developing the detailed site-specific damage description**
- h. **Evaluating Section 406 hazard mitigation measures**
- i. **Preparing Small and Large projects**
- j. **Reviewing PWs**
- k. **Collecting copying, filing, or submitting documents to support a claim**
- l. **Requesting disbursement of PA funds**
- m. **Training**

# FEMA Management Costs Documentation

FEMA's interim policy points to several documentation requirements for management costs:

- ☐ Specific description of administrative task performed by individual.
- ☐ Skill level and position description of individual performing task.
- ☐ An explanation of work performed with a representative sample of daily logs/activity reports. The activity must be related to eligible projects.
- ☐ Documentation to substantiate the necessity of any claimed office supplies, equipment, or space.
- ☐ For meetings or site inspections, the activity description needs to include the number and purpose of the meetings or site inspections.
- ☐ Travel costs need to include the purpose of travel and a copy of the travel policy.
- ☐ Training needs to include the location, date(s), and title of the course.
- ☐ Certification

## Appendix D: Certification of Management Cost Eligibility

<b>Recipient or Subrecipient Name</b>	
<b>Major Disaster or Emergency Declaration Number</b>	
<b>Category Z Project Worksheet Number</b>	
<b>Total Costs Claimed</b>	

I certify that the projects for which management costs are being claimed are eligible in accordance with FEMA regulations and the Interim Policy.



# FEMA Donations

Applicant may use the value of donated resources to offset their 25% cost share portion.

The following conditions need to be met:

- Third party donation
- Eligible Emergency Work
- Documentation
  - ✓ Track resources
  - ✓ Work performed & description
  - ✓ Special location
  - ✓ Hours



Labor



Equipment



Supplies  
Materials



Logistical  
Support

- Resources donated to the Applicant by an organization that would normally provide the same resources under its mission are eligible as an offset provided the organization is not federally funded.
- Mutual aid agreements that provide assistance at no cost to the Applicant may be used to offset the non-Federal cost share of its Emergency Work.

# FEMA Project Worksheet

O M.B. Control Number: 1650-0217  
Expires: December 31, 2019

DEPARTMENT OF HOMELAND SECURITY  
Federal Emergency Management Agency

**PROJECT WORKSHEET**

**PAPERWORK BURDEN DISCLOSURE NOTICE**

Public reporting burden for this data collection is estimated to average 1.30 hours per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing this form. This collection of information is not required to obtain or retain benefits. Send comments regarding this burden estimate or any aspect of this collection of information, including suggestions for reducing the burden, to Washington Headquarters Service, Paperwork Reduction Project (1650-0217). NOTE: Do not send your completed form to this address.

DISASTER FEMA - _____ OR - _____	PROJECT # _____	PA ID # _____	DATE _____	CATEGORY _____
DAMAGED FACILITY _____			WORK COMPLETE AS OF _____ %	
APPLICANT _____		COUNTY _____		
LOCATION _____		LATITUDE _____	LONGITUDE _____	
DAMAGE DESCRIPTION AND DIMENSIONS				
SCOPE OF WORK				
Does the Scope of Work change the pre-disaster conditions at the site? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO				
Special Considerations Issues Included? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO         Hazard Mitigation Projects Included? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO				
Is there insurance coverage on this facility? <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO				
<b>PROJECT COST</b>				
ITEM CODE	NARRATIVE	QUANTITY UNIT	UNIT PRICE	COST
PREPARED BY	TITLE	SIGNATURE	TOTAL COST	
APPLICANT REP	TITLE	SIGNATURE		

FEMA FORM 089-0-01

PREVIOUS EDITION OBSOLETE

A Project Worksheet is the form used to document the scope of work and cost estimate for a project.

The form supplies FEMA with the information necessary to approve the scope of work and itemized cost estimate prior to funding.

# FEMA Project Worksheet

- Each project must be documented on a separate Project Worksheet.
- The approved Project Worksheet will then be the **basis for funding under the Public Assistance Program.**
- A project is a logical method of performing work required as a result of the declared event.
  - You may include more than one damage site in a project.
  - This offers flexibility in organizing and managing the work around your needs.
- Once you have consolidated similar work items into projects, you will need to fully document by completing a Project Worksheet for each project.
- Although more than one site can be combined to make a project, only one project may be listed on a Project Worksheet.

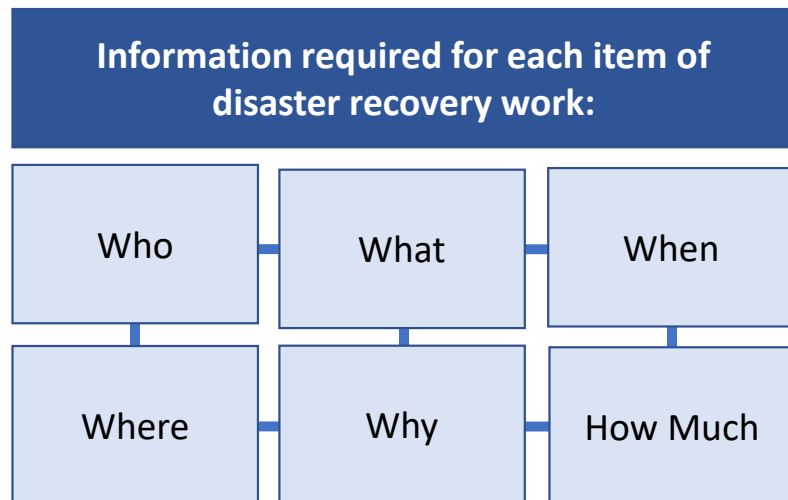


# FEMA Project Worksheet

Elements of a Project Worksheet (if applicable)	
1. Project Worksheet Cover	10. Materials Summary Record
2. Damage Description & Scope of Work	11. Contract Work Summary Record
3. Project Worksheet Cost Estimating	12. Contract Documentation
4. Special Consideration Questions	13. Insurance Information
5. Hazard Mitigation Proposal	14. Project Worksheet Maps & Sketches
6. Force Account Labor Summary Record	15. Project Worksheet Photo Sheet
7. Applicant's Benefits Calculation	16. Other Documentation
8. Force Account Equipment Summary	17. Do Not Copy/Scan Sheet
9. Rented Equipment Summary Record	18. Materials Back-up Documentation

# FEMA Documentation

Documentation is the process of establishing and maintaining accurate records of events and expenditures related to your disaster recovery work.



- All of the documentation pertaining to a project should be filed together with the corresponding Project Worksheet and maintained by you as the permanent record of the project.
- **These records become the basis for verifying your final project costs.**

# FEMA Documentation

## Forced Account Labor

For each individual:

- ☐ Name
- ☐ Job title and function
- ☐ Type of employee (i.e., full-time exempt, full-time non-exempt, part-time, temporary, prisoner, etc.)
- ☐ Days and hours worked
- ☐ Pay rate(s) and fringe benefit rate(s)
- ☐ Description of work performed with representative sample of daily logs / activity reports, if available
- ☐ Representative sample of timesheets
- ☐ Fringe benefit calculations
- ☐ Pay policy

Area where most of the reimbursement  
will come from

# FEMA Force Account Labor Summary



DEPARTMENT OF HOMELAND SECURITY  
Federal Emergency Management Agency  
**FORCE ACCOUNT LABOR SUMMARY**

PAGE  OF

O.M.B. Control Number: 1660-0017  
Expires: December 31, 2019

PAPERWORK BURDEN DISCLOSURE NOTICE														
Public reporting burden for this data collection is estimated to average .5 hours per response. The burden estimate includes time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and submitting this form. You are not required to respond to this collection of information unless a valid OMB control number is displayed on this form. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street, SW, Washington, DC 20472-3100, Paperwork Reduction Project (1660-0017). <b>NOTE: Do not send your completed questionnaire to this address.</b>														
APPLICANT					PA ID #			PROJECT #			DISASTER			
LOCATION/SITE								CATEGORY			PERIOD COVERING			
DESCRIPTION OF WORK PERFORMED														
NAME		DATES AND HOURS WORKED EACH WEEK							COSTS					
JOB TITLE		DATE							TOTAL HOURS	HOURLY RATE	BENEFIT RATE/HR	TOTAL HOURLY RATE	TOTAL COSTS	
NAME		REG.												
JOB TITLE		O.T.												
NAME		REG.												
JOB TITLE		O.T.												
NAME		REG.												
JOB TITLE		O.T.												
NAME		REG.												
JOB TITLE		O.T.												
NAME		REG.												
JOB TITLE		O.T.												
TOTAL COSTS FOR FORCE ACCOUNT LABOR REGULAR TIME												\$		
TOTAL COST FOR FORCE ACCOUNT LABOR OVERTIME												\$		
I CERTIFY THAT THE INFORMATION ABOVE WAS OBTAINED FROM PAYROLL RECORDS, INVOICES, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.														
CERTIFIED					TITLE					DATE				

FEMA Form 009-0-123

PREVIOUS EDITION OBSOLETE



# Documentation

## **Rented or Purchased Equipment:**

- ☐ Rental or lease agreements, invoices, receipts
- ☐ Days used

## **Supplies from Stock:**

- ☐ Historical cost records
- ☐ Inventory records
- ☐ Type of supplies and quantities used, with support documentation such as daily logs

## **Purchased Supplies:**

- ☐ Receipts or invoices

Must include the number of hours used per day and the labor documentation must correspond.

# FEMA Documentation

## Contracts:

- ☐ Procurement policy
- ☐ Procurement and bid documents
- ☐ For procurements in excess of the simplified acquisition threshold, a cost/price analysis
- ☐ Contracts, change orders, and invoices
- ☐ Dates worked
- ☐ For time and materials (T&M) contracts, monitoring documentation

Documentation needs to be in order  
otherwise FEMA will not pay and clawbacks  
will happen!

## Mutual aid:

- ☐ Written agreement
- ☐ Services requested and received
- ☐ Same information listed for labor, equipment, and supplies above (as applicable)
- ☐ Invoices



# FEMA Documentation

## Donated Resources:

For each individual:

- ☐ Name
- ☐ Days and hours worked
- ☐ Location of work and work performed

Equipment:

- ☐ Same information listed under Applicant-Owned Equipment
- ☐ Who donated each piece of equipment

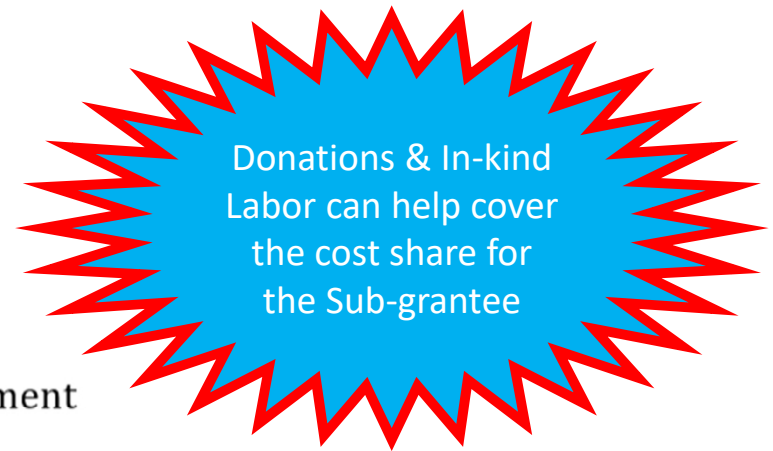
Supplies or materials:

- ☐ Quantity donated
- ☐ Who donated
- ☐ Location(s) used

## Applicant-Owned (Force Account) Equipment:

For each piece of equipment:

- ☐ Type of equipment and attachments used, including year, make, and model
- ☐ Size/capacity (e.g., horsepower, wattage)
- ☐ Locations and days and hours used with usage logs
- ☐ Operator name
- ☐ Schedule of rates, including rate components



# FEMA Documentation

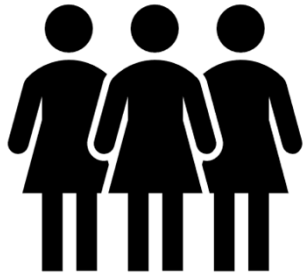


- Quality documentation will determine the speed of reimbursement.
- Providing all the documentation in an organized manner to FEMA and the State will result in a reimbursement process that will take **months**.

## VERSUS

- Proving piecemeal and inadequate documentation will result in a reimbursement process that will take **years**.

# FEMA Eligible Costs



## Labor

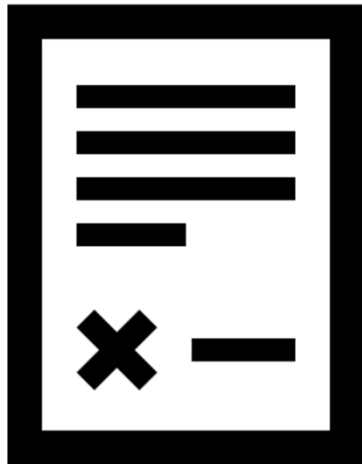
- COVID staff time above normal working hours
- Temporary Staff needed due to emergency
- Training resulting in overtime
- Additional security



## Inventory

- PPE– masks, gowns
- Disinfectant supplies

# FEMA Eligible Costs



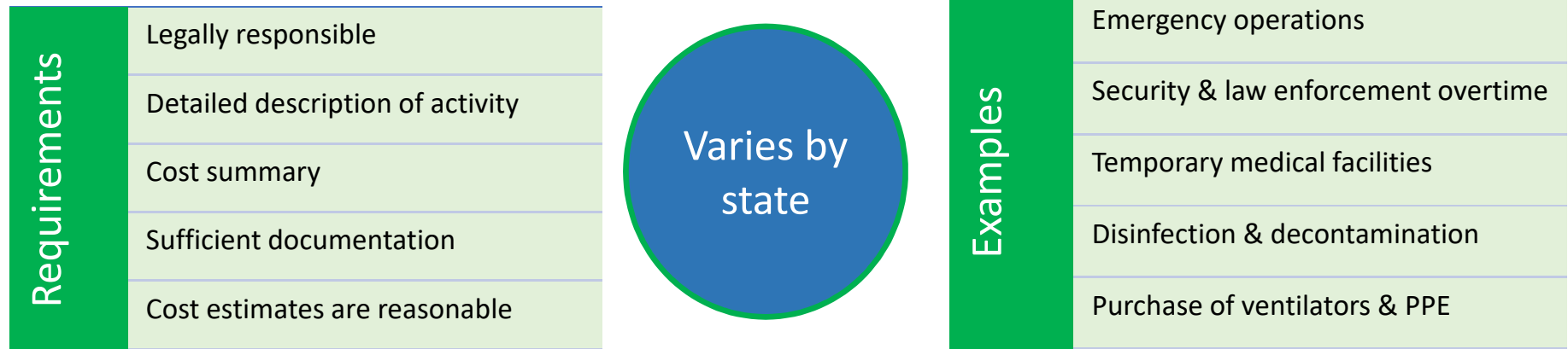
## Materials/Contracts/Equipment

- Equipment and supplies needed for COVID specific cleaning
- Costs associated with establishing remote operations
- Computer Equipment
- Wireless resources
- Lease of vehicles and storage space
- Debris / Trash removal such as unit pick up due to shelter in place for at risk
- Retrofits to public interface areas
- Cleaning for the prevention of COVID

# FEMA Expedited Funding

If an Applicant has an immediate need for Emergency Work (Category B) funding, FEMA may provide funding based on estimated costs.

## 50% of Eligible Federal Share



# FEMA Expedited Funding for COVID-19

- Information about the activities the Applicant performed or plans to perform:
  - ☐ Operational period (30, 60, or 90-days, or to mirror the declaration's cost share periods); and
  - ☐ List and high-level description of activities.
- Information about how the Applicant performed or plans to be performed the activities:
  - ☐ Description of threat to life or property that necessitate activities; and
  - ☐ Location(s) where activities were performed,
  - ☐ Confirmation that the work is the legal responsibility of the Applicant.
- Confirmation that the Applicant has not and will not request funding for these activities from the U.S. Department of Health and Human Services (HHS), to include the Centers for Disease Control and Prevention (CDC), or other federal agencies.
- Insurance documentation for activities, if applicable.



# FEMA Expedited Funding for COVID-19

Total estimated costs need to include:

## **For labor costs:**

- ☐ Number of personnel; average hours per day; average days per week; and
- ☐ Average pay rate. If not available, FEMA will estimate at \$20 per hour

## **For equipment:**

- ☐ If Applicant's own equipment: amount of equipment used, by type; average hours per day; and days per week; and hourly rate. If not available, FEMA will estimate based on FEMA equipment rates
- ☐ If rented equipment, rental agreement with pricing; or
- ☐ Purchase price, if purchased

## **For materials:**

- ☐ Amount of materials, by type; and
- ☐ Purchase or stock replenishment cost

## **For contract work:**

- ☐ Copy of request for proposals, bid documents or signed contracts, if available. If contracts are not available, provide unit price estimates with the basis for the unit prices (e.g., historical pricing, vendor quotes)

## **For other:**

- ☐ High-level information which can substantiate costs



# FEMA Duplication of Benefits



**Funding from  
two sources for  
the same work**

Funding from other federal agencies must be utilized first before seeking FEMA reimbursement

**This includes insurance!**

FEMA Public Assistance funds may not duplicate assistance provided by the Department of Health & Human Services or the Centers for Disease Control and Prevention.

Donations for public assistance are generally considered a duplication of benefits but these funds may be applied towards the non-Federal cost share.

# FEMA Duplication of Benefits

**With multiple funding sources  
duplication may happen.**



## BEST PRACTICES

- Understand all funding sources available
- Leverage each grant to best suit your needs
- Document all funding received
- Don't overspend if overpaid

# HUD Community Development Block Grant

## CDBG

Flexible community development funds distributed each year by a formula that considers population and measures of distress including poverty, age of housing, housing overcrowding, and growth lag

## CDBG-CV

\$5 billion from CAREs Act

- \$2 billion will be allocated to states and local governments who received an allocation under the fiscal year 2020 formula
- \$1 billion will go directly to states
- \$2 billion will be allocated to states, cities, counties and local governments based on the prevalence of risk of COVID-19 and related economic and housing disruption

## CDBG-DR

In response to Presidentially declared disasters, Congress may appropriate additional funding for the Community Development Block Grant (CDBG) Program as Disaster Recovery grants to rebuild the affected areas and provide crucial seed money to start the recovery process

# HUD CDBG-CV Update

## Public Services Activities

- Eliminates 15% cap
- CDBG-CV - Immediately
- CDBG FY19 & 20 – Immediately

## Reimbursement of Costs

- Prevent, prepare for & respond to COVID-19
- Regardless of date on which costs were incurred when compliant w/ CDBG requirements
- CDBG-CV - Immediately

## Citizen Participation & Public Hearings for Consolidated Plans

- In-person public hearing not required
- CDBG-CV – Immediately
- CDBG FY19 & 20 – Immediately

## Deadline to Submit Consolidated Plans

- Extends deadline for grantees – August 16, 2021

## Waiver & Alternative Requirements

- Prohibits waivers related to fair housing, nondiscrimination, labor standards and environment

# HUD CDBG- CV Update

## HUD Waived:

- **42 USC 12705(a)(2)** to the extent it requires updates to the housing and homeless needs assessment, housing market analysis and strategic plan.
- **24 CFR 91.220 and 91.320** to the extent the action plan is limited to a specific program year to permit grantees to prepare substantial amendments to their most recent annual action plan, including their 2019 annual action plan.
- **24 CFR 91.505** to facilitate the use of CDBG-CV funds to the extent necessary to require submission of the substantial amendment to HUD for review in accordance with 24CFR 91.500.

# HUD CDBG-CV Update



New provisions are not only applicable to the \$5 billion in CDBG funding from the CARES Act but many of the new provisions are also applicable to FY2019 and FY2020 CDBG funding.



Grantees must identify the proposed use of all funds and how the funds will be used to prevent, prepare for, and respond to coronavirus.



To receive a CDBG-CV grant, a grantee must also submit a SF424, SF-424D and the certifications at 24 CFR 91.225(a) and (b) or 24 CFR 91.325(a) and (b).



Grantees are advised to amend or prepare their plans as soon as possible and not to wait for the pending Federal Register notice. Upon publication of the Federal Register notice and subsequent allocations, grantees receiving allocations will then amend plans accordingly.

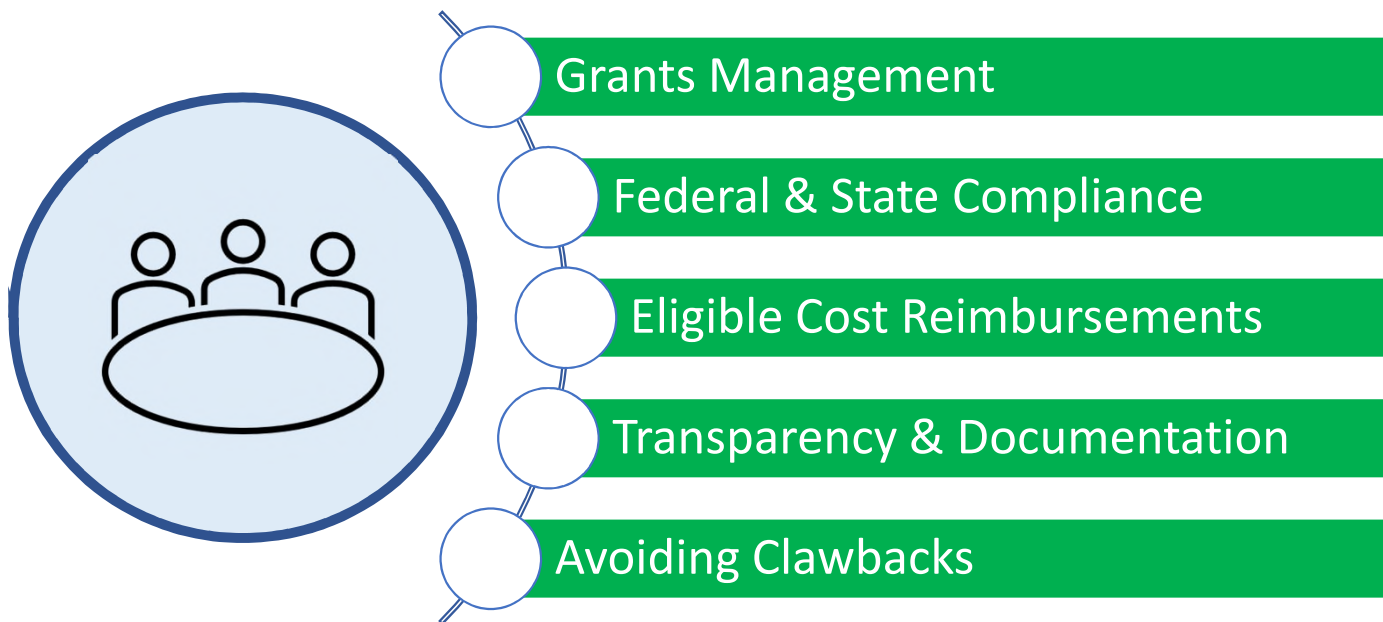
# Conflicting Disasters

## **FEMA Disaster Response Capacity** (April 10, 2020)

- Even as FEMA is focused on responding to COVID-19, we are also preparing and maintaining readiness for other disasters to include spring flooding, severe weather and the upcoming hurricane season.
- FEMA currently has 2,804 employees supporting the COVID-19 pandemic response out of a total 20,550 agency employees who are prepared to respond to other emergencies should they occur.
- FEMA considers every employee an emergency manager, and each employee has regular and recurring emergency management responsibilities.
  - The agency has developed a series of online trainings to expand the cross-training of its workforce and build additional capacity.
- Should additional support be needed, FEMA is able to activate the Department of Homeland Security's surge capacity force composed of federal employees from DHS and other agencies.



# Strategically Position Your Organization



## Timeliness

Time is of the essence.

Federal and state capacity to review and reimburse will be stretched.

# Contact Information

Labor & Employment COVID-19 webinar on  
April 30 @ 10 am

**Best Best & Krieger LLP**

**Mary Beth Coburn, P.E.**

Partner

[marybeth.coburn@bbklaw.com](mailto:marybeth.coburn@bbklaw.com)

619-525-1369

[www.bbklaw.com](http://www.bbklaw.com)

**Guidehouse**

**Rob Reid**

Director, Capital Projects &  
Infrastructure

[rreid@guidehouse.com](mailto:rreid@guidehouse.com)

770-490-9931

[www.guidehouse.com](http://www.guidehouse.com)

**Nan McKay & Associates, Inc.**

**Catherine Ures**

Vice President of Consulting

[catherine.ures@nanmckay.com](mailto:catherine.ures@nanmckay.com)

619-937-4805

[www.nanmckay.com](http://www.nanmckay.com)

