PART I: INSIDER’S GUIDE TO COVID-19 ASSISTANCE

MAXIMIZING FEDERAL ASSISTANCE
OUR EXPERTS

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WHAT YOU WILL LEARN IN THE NEXT 20-MINUTES

- How do I get FEMA funding – fast?
- How can I maximize FEMA COVID-19 funding?
- How about all of this other federal COVID-19 aid?
HOW LONG DOES IT TAKE TO GET FEMA ASSISTANCE?

1st
Submit A Request For Public Assistance (RPA)
1-2 Hours

2nd
Estimate your eligible costs over the first 90-days

3rd
Develop and submit “Expedited PW” (Project Worksheet)
2-10 Days

4th
FEMA and State Recipient Review Documents
- May Request More Info-
(RFI)
7-14 Days

5th
-Sign Final Grant Agreement
- Funds Obligated
2-7 Days

6th
-Funds Disbursed to State
- State Disburses Funds to Applicant
3-5 Days
CASH FLOW: KEYS TO GET FUNDING FASTER

• Develop an estimate for eligible and expected costs by type for the next 60-90 days
• Request an “Expedited PW” for up to 50% of the total approved project value
• Avoid back-and-forth with FEMA “Requests for Information (RFIs)” by submitting complete and accurate documentation
• Provide clear descriptions of each action taken to protect public and produced detailed estimates
• Ensure submitted items are in the correct format, use the right terminology, and contain only eligible items

Detailed and accurate information in the PW Application will expedite State/FEMA review.

Much of this timeline is in your hands!
FEMA PUBLIC ASSISTANCE FOR COVID-19
LOCAL AND MUNICIPAL GOVERNMENTS

During a pandemic, maintaining essential government services is critical. However, not all costs incurred during a pandemic are automatically eligible for FEMA reimbursement.

For FEMA Eligibility:

• Emergency Protective Measures, i.e. eliminating or lessening immediate threats to lives, public health or safety.
• Services must to directly related to, not just because of, the emergency.
• Measures must be prudent and cost reasonable.
• Do not wait for FEMA approval to implement critical life safety measures.
• Avoid Duplication of Benefits (Insurance, other State/Federal funding, etc.)

Some COVID-19 response strategies that could be FEMA eligible:

• Non-Congregate Sheltering of “At-Risk” populations
• Temporary hospital/clinical space
• Emergency transportation services in lieu of public transport
• Emergency delivery of food, supplies

There are many opportunities to creatively leverage FEMA funding.
<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Eligibility</th>
<th>What you need to know</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Time &amp; Administrative Costs</td>
<td>⚠️</td>
<td>• Overtime pay is eligible as long as it is consistent with your HR policy&lt;br&gt;• Straight time is generally not eligible&lt;br&gt;• Special rules apply for temporary labor, contractors and full time staff working outside normal job titles</td>
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<tr>
<td>Temporary Facilities</td>
<td>✔️</td>
<td>• Eligible if required in direct response to COVID-19, including temporary hospital/clinical space&lt;br&gt;• Must be completed for use during the emergency period&lt;br&gt;• Should be built to code whenever possible and can either be returned to pre-use condition or continue to be used after the emergency period.</td>
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<tr>
<td>Purchasing Supplies, Materials &amp; Equipment</td>
<td>✔️</td>
<td>• PPE and other essential supplies are eligible&lt;br&gt;• It is ok to overestimate the need within reason; FEMA will allow you to keep or pay to restock excess&lt;br&gt;• For major equipment, it may be ok to purchase vs. rent if the equipment is not readily available for rent or the likely rental cost over time is close to the purchase price; although FEMA may deduct residual value&lt;br&gt;• First and foremost, follow your own city’s procurement rules</td>
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## FEMA FUNDING ELIGIBILITY

### GENERAL GUIDELINES BY TYPE OF EXPENSE (CONTINUED)

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| Business Related & Operating Expenses     | ![Warning] | • Ineligible for FEMA funding  
• CARES Act includes funding for HHS, SBA, HUD, DOA and others that may cover business related cost/losses |
| Coordination, Communication, Information Sharing / Emergency Operations Center (EOC) | ![Check] | • Costs related to your EOC and any communications or guidance related COVID-19 are eligible  
• Some teleworking solutions to ensure continuous critical services for health and safety may be eligible |
| Emergency & Public Transportation Costs  | ![Check] | • Costs related to transporting (and pre-positioning) resources, food and essential commodities, emergency supplies, staff and residents are eligible |
| Social Distancing & Quarantine Enforcement Measures | ![Check] | • Costs related to quarantine, shelter-in-place, social distancing, or self-isolation may be eligible, including Non-Congregate Sheltering for “at risk” populations  
• Cleaning and disinfecting facilities and equipment and implementing social distancing are eligible |
FEMA Disaster Recovery Fund
CARES Appropriated $45 Billion to the FEMA Disaster Recovery Fund with $25 Billion reserved for Major Disaster Declared States & Regions

Department of Health & Human Services
$27 Billion in funding the Public Health and Services Emergency Fund; $4.3 Billion for Center for Disease Control; $9.1 Billion in other HHS Support Programs

Department of Education
$13.5 Billion Elementary and Secondary Education – emphasis on technology support
$14.25 Billion Higher Education
$3 Billion State Flexible Funding

Health Care Providers Emergency Relief
$100 Billion to reimburse health care providers for health care-related expense or lost revenue attributable to COVID1-19.

Coronavirus Relief Fund
$27 Billion in funding the Public Health and Services Emergency Fund; $4.3 Billion for Center for Disease Control; $9.1 Billion in other HHS Support Programs

COVID I, II and III Legislative Appropriations

WHAT ABOUT ALL OF THIS OTHER FEDERAL AID?

$45B

$150B

$12B

$31B

$100B

$40B
WHO PAYS FOR WHAT?
DON’T WAIT ON APPROVAL IF THERE IS AN URGENT LIFE & SAFETY NEED

Ultimately, there are multiple funding streams that can be used to reimburse items related to COVID-19 response. If there is pressing measure that is directly related to protecting life and safety of residents, **do not wait for FEMA approval to enact it.**

As you work through the administrative component of seeking reimbursement, apply this simple test when determining which funding source you should pursue:

- **State Funded?** Is the function, or program already state funded?
- **DHHS or CDC Funded?** Does the function already receive funding from DHHS or CDC?
- **FEMA Funded** Measures taken and costs incurred directly related to COVID-19 response that are not covered by DHHS, CDC, or another Federal agency may be eligible for FEMA assistance.

Consult with a FEMA Expert
PART II: COVID-19
DISASTER RELIEF FUND
OVERSIGHT

FRAMEWORK AND CHECKLIST
FOR PROACTIVE MONITORING
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MANAGING RECOVERY AID

Millions of federal aid dollars are being disbursed rapidly throughout the country.

A. Establish and maintain a culture of integrity from Day 1

B. Make sure all transactions have an audit trail

C. If it’s not documented, it didn’t happen

D. Cities will be held accountable in months to come, for the processes and quality of the records they keep today
FEMA ACCOUNTABILITY PRIORITIES

- FEMA and other federal agencies are most interested in overall good process
  - Inculcate disciplined internal record-keeping at every level
  - Develop internal audit process for all invoices and inventories
  - Prepare for real-time FEMA spot audits
- Reverse engineer your record-keeping and audit processes, in preparation for FEMA’s future audit/reimbursement review
- Consult FEMA’s sample document retention checklist as an aid
- Assemble your team of internal and external experts
FEDERAL FUNDS DO’S AND DON’TS

Things TO DO
A. DO appoint an emergency response manager and team with clear authority and responsibilities
B. DO know what is federally reimbursable
C. DO document, document, document, everything
D. DO create an audit trail today that you will rely on tomorrow
E. DO operate as if you are already under audit
F. DO use existing vendors where possible; conduct due diligence
G. DO keep good timekeeping records: create COVID expense code, overtime is reimbursable
H. DO constantly look for opportunities to build new and improve existing system on internal controls

Things NOT TO DO
A. DO NOT assume each funding program to have the same allowable expenses and record-keeping requirements
B. DO NOT assume that all expenditures will be reimbursable: they may be out of scope or have insufficient supporting documentation
C. DO NOT think that documentation is something “you can get to later” because you’re too busy
D. DO NOT have the same employee select vendors/suppliers, place orders, make payments
E. DO NOT forgo vigilant inventory controls because of the need for swift action
F. DO NOT think that you are in this alone. This is a team effort and there are peers and professional resources available
LESSONS LEARNED FROM THE PAST

- Ground Zero
- Superstorm Sandy
- Hurricanes Maria & Irma
- Hurricane Katrina
- Veterans Affairs Administration

Post-Hurricane rebuilding in Puerto Rico
Post-Hurricane Katrina FEMA trailers
Ground Zero recovery and construction
METRICS OF SUCCESS
THE VALUE OF THIS GUIDANCE

• Your federal reimbursement process will go more smoothly.
• Your vendors will be paid more quickly.
• You will identify “disallowances” in billings in real time, which are actual cost savings – a key indicator for FEMA of a successful audit system.
• Your tracking system will facilitate rapid and accurate communication, internally and to your residents.
• You will instill public confidence that you have stretched every dollar to its maximum potential for their benefit.
MANAGING RISKS
PROTECT YOUR CITY

Cities need to quickly dole out millions of dollars to various vendors while also continuing to provide essential services.

People will try to take advantage of a crisis. The desperate need for supplies and services results in bad actors who seek to exploit control weaknesses.

There are risks of:

- Theft
- Kickbacks
- Conflicts of interest
- Price gouging
- Substandard deliverables
- Waste

COUNT ONE
(Conspiracy to Violate the Federal Anti-Kickback Statute)

From on or about November 16, 2019, through on or about March 26, 2020, in the District of New Jersey, and elsewhere, the defendant,

ERIK SANTOS,

...did knowingly and intentionally conspire and agree with others to commit offenses against the United States …

kickbacks and bribes… in return for purchasing, ordering, and arranging for, and recommending… COVID-19 testing respiratory pathogen panel tests…for which payment is… made…under a Federal health care program… namely Medicare.

Price gouging indictment re PPE supplies
March 2020

Kickback indictment re testing services
March 2020
THE CASE FOR AN INDEPENDENT MONITOR/AUDITOR

- Monitors proactively provide an “extra set of eyes” in:
  - Disaster recovery situations
  - Large $$ infrastructure projects
- Monitors are entities with legal, auditing and investigative expertise, designated by a city to help extend oversight.
- **Monitoring fees are reimbursable by FEMA**
- Examples of Monitorships:
  - Ground Zero Clean-up following Sept 11th attacks
  - $2+ billion Croton Water Filtration Plant
  - **Rapid Repairs Program** – rebuilt 1,000s of homes
    - Monitoring resulted in millions of dollars in cost savings from potential overcharges, waste and mismanagement.
ADDITIONAL TOOLS AND RECOMMENDATIONS

1. Identify inconsistencies between invoices and contract terms.
2. While moving expeditiously, don’t forget due diligence.
3. Plan for field audits, especially on construction projects – “boots on the ground.”
4. Set up a hotline.
5. Train vendors/contractors and municipal employees on contract and federal program requirements. Training should be continuous, interactive, and encourage regular feedback.
KEY TAKEAWAYS

• These controls will **enhance the quality of your city’s response** and enable you to maximize tax dollars for your residents.

• Monitoring can catch fiscal and safety-related issues before they become bigger problems.

• **You can keep fiscal order in the midst of crisis.** It will pay dividends down the road.
QUESTIONS?