Massachusetts Emergency Management Agency

Public Assistance Program

In coordination with the Federal Emergency Management Agency
The FEMA Public Assistance (PA) Program provides grant funding to eligible sub-recipients (applicants) for eligible disaster recovery related activities such as:

- Debris Removal
- Emergency Protective Measures
- Permanent Repairs or Replacement of applicant owned infrastructure

Grant funding is awarded in the form of reimbursement at no less than 75% in the form of an obligated Project Worksheet (PW).
Federal, State & Local Roles in PA

- FEMA is responsible for managing the Program, approving grants, and providing technical assistance to the State and Applicants.

- The State acts as the Recipient for the PA Program. The State educates potential applicants, works with FEMA to implement the Program, and is responsible for monitoring and disbursing the grants awarded.

- Applicants are responsible for identifying damage and providing sufficient data and documentation for FEMA to develop an accurate scope of work and cost estimate for doing the work and approving grants.
The Public Assistance Process

Disaster Event

IDA PDA Governor’s Request Declaration

Exploratory Call & Recovery Scoping Meeting Request for Public Assistance (RPA) Applicant Briefings

Formulation of Projects Site Inspections Project reviews & approvals

Funding reimbursed to Sub-recipient Funding Obligated to Recipient
• IDA’s are the first step in the multi-step process of determining whether the State and any of its counties may be eligible to receive federal disaster assistance under a Presidential declaration as a result of a disaster event.

• The IDA Form is sent out via e-mail by each MEMA Region to their lead Point of Contact within each community (typically the EMD). It can be completed electronically and e-mailed or faxed back to MEMA Headquarters. It’s always important to look at the entire workbook when completing an IDA form, as there are multiple tabs in the Excel spreadsheet at the bottom, including detailed instructions.

• For Public Assistance, the primary purpose for issuing IDA’s is to get a glimpse at the magnitude and severity of a disaster by gathering initial estimates of the costs associated with debris removal, emergency protective measures, and the repair/replacement of damaged or destroyed public infrastructure.
For Individual Assistance and Small Business Administration evaluation, information on damages to residential/business property is requested. In evaluating damages, the primary factor considered is overall IMPACTS to residents and businesses. Therefore when completing this report please include all information (i.e. street name, type of residence, type of damage, insurance if known, and any special considerations such as impacts to elderly or other vulnerable populations, etc.).

Please coordinate this IDA reporting effort with all appropriate staff and departments from your city/town/agency. MEMA requests that this information be consolidated and submitted on one IDA Report (rather than per department).

MEMA usually gives a deadline of 1-2 weeks to complete & return the IDA’s. This is crucial as the State only has 30 days from the date of the disaster to request a Presidential declaration. IDA information will determine whether there is a basis for engaging in the second step of the eligibility process – the formal MEMA/FEMA joint Preliminary Damage Assessments (PDA’s).
## INITIAL DAMAGE ASSESSMENT REPORT

**PUBLIC DAMAGE (PART A)**

Fax completed report to MEMA Disaster Recovery Department (Fax #: 508-820-1404) or e-mail to Disaster.Recovery@state.ma.us

### INCIDENT INFORMATION

1. **Type of Damage**: Public x Business/Residential
2. **Incident Type**: Hurricane Sandy
3. **Incident Date**: 10/27/12 - 10/30/12
4. **Reporting**: Initial x Follow-up
5. **Report Date**: 12/3/12

### CONTACT INFORMATION

6. **Name of City/Town/State Agency**: Greenfield
7. **County**: Franklin
8. **Local Official Contact (Name/Title/Phone)**: J. Smith
9. **Business Number**: 555-555-5555
10. **Fax Number**: 555-555-5555
11. **Email Address**: john.smith@greenfield.org

### PART A: PUBLIC DAMAGES (When documenting road/bridge damage, identify road closures and whether Federal Aid System road)

<table>
<thead>
<tr>
<th>Location/Site</th>
<th>A Debris Removal</th>
<th>B Emergency Protective Measures</th>
<th>C Roads/Bridges</th>
<th>D Water Control Facilities</th>
<th>E Buildings &amp; Equipment</th>
<th>F Public Utilities</th>
<th>G Public Park/Rec</th>
<th>(14) Insurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenfield DPW Department</td>
<td>$1,000.00</td>
<td>$600.00</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Greenfield Police Department</td>
<td>$800.00</td>
<td>$826.00</td>
<td></td>
<td></td>
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<tr>
<td>Greenfield Fire Department</td>
<td>$2,400.00</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Main St</td>
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<td></td>
</tr>
</tbody>
</table>

**Estimated Costs**

- A Debris Removal: $1,000.00
- B Emergency Protective Measures: $600.00
- C Roads/Bridges: $3,925.00
- D Water Control Facilities: $0.00
- E Buildings & Equipment: $50,000.00
- F Public Utilities: $0.00
- G Public Park/Rec: $0.00

**Total Costs**

- Subtotal Categories of Work: $1,600.00 + $3,925.00 + $500.00 = $6,125.00
- Grand Total All Categories of Work: $58,025.00

### (15) Comments
**PART B: RESIDENTIAL DAMAGE** (If more space is needed, insert additional rows or copy this report), also indicate whether primary or secondary residence

<table>
<thead>
<tr>
<th>STREET/ROAD NAME</th>
<th>STREET/ROAD NUMBER(S)</th>
<th>INSURANCE (Yes or No)</th>
<th>INSURANCE (check applicable)</th>
<th>INCREASED INSURANCE (Yes or No)</th>
<th>INCREASED INSURANCE (check applicable)</th>
<th>WATER DEPTH</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elm St</td>
<td>14</td>
<td>Y</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Park Ave</td>
<td>2</td>
<td>Y</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Water St</td>
<td>13, 20</td>
<td>Y</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**PART C: BUSINESS DAMAGE** (If more space is needed, insert additional rows)

<table>
<thead>
<tr>
<th>BUSINESS NAME/ PRIVATE NON-PROFIT FACILITY NAME</th>
<th>STREET/ROAD NUMBER(S)</th>
<th>CONTACT NUMBER</th>
<th>INSURANCE (Yes or No)</th>
<th>INCREASED INSURANCE (Yes or No)</th>
<th>% STRUCTURE</th>
<th>% CONTENTS LOSS</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Greenfield Florist Shop, Main St</td>
<td>72</td>
<td>555-555-5555</td>
<td>Y</td>
<td>50%</td>
<td>75%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Preliminary Damage Assessment (PDA)

- PDA’s are conducted when there has been sufficient information regarding costs incurred from a disaster provided to the State from the local communities via the IDA to warrant a FEMA visit to the city/town/agency to verify these costs.

- A PDA team typically consists of a MEMA and FEMA Rep, coordinating with a local EMD or town member. If necessary, Mass DOT, Army Corps, Coastal Zone Mgmt, or other agencies may be present on the team as well.

- The final official PDA #’s reported by the FEMA Rep on the PDA Team will be what goes toward the state and county’s thresholds.

- The PDA team will only visit certain municipalities with the highest reported costs, and only inspect their most severely impacted areas. You do NOT need to participate in a PDA to be eligible to receive FEMA funding; any jurisdiction within the county will be eligible, if declared.
Responsibilities of the Local PDA Team Member:
- Provide a list of all disaster-related damage sites and facilities
- Pre-identify the sites that the PDA team will visit, keeping in mind that they should be touring the most severely impacted areas
- Guide and accompany PDA Team to damaged sites
- Provide cost estimation data for all disaster-related work, maps depicting damaged sites, insurance information, etc.

In advance of the PDA Team’s arrival please have available estimated and/or actual storm costs. The types of expenses your community may have incurred are listed below:
- **FORCE ACCOUNT LABOR** – overtime costs only. If available, provide copies of payroll reports and timesheets
- **FORCE ACCOUNT EQUIPMENT** – regular and overtime costs for the type of equipment that was operated during the storm period
- **MATERIAL** – costs for the actual quantity of materials used during the incident period (invoices)
- **RENTED EQUIPMENT** – costs for equipment that was rented for this storm event only (invoices)
- **CONTRACT SERVICES** – costs for hired contracted work during the incident period (invoices)
Eligibility Structure

Applicant  Facility  Work  Cost
Eligibility Criteria

• Applicant:
  ▪ Municipalities, State Agencies, certain private non-profits, municipal light corporations, quasi-public agencies, tribal organizations.

• Facility:
  ▪ Must be located within a declared area, be legal responsibility of an eligible applicant, be in active use at the time of the disaster, and include deductions of insurance.

• Work:
  ▪ Must be required as a direct result of the declared disaster, be located in the designated area, and be the legal responsibility of the eligible applicant to perform.

• Cost:
  ▪ Must be reasonable and necessary to accomplish eligible work, comply with federal/state/local laws and regulations, and include deductions of insurance proceeds and purchase discounts.
Grants Portal
(under FEMA’s New PA Delivery Model)

- Web-based tool through which all FEMA project documentation and determinations will flow
- Ability to track all projects, documentation, and information through Portal - live site, 24/7
- Upload documentation even without disaster declaration, such as:
  - Union pay policy, Insurance policy, Procurement policy, Equipment inventory list
- Each applicant can have one or more registered users
  - Registered users may have different roles and rights

*Use with Firefox – Free Download!
Request for Public Assistance (RPA)

Application Filing Deadline Date
(30 days from Disaster Declaration Date)

Primary Contact on RPA
Person who will have initial contact with FEMA and ensure all project information is compiled and submitted to FEMA in a timely manner

Alternate Contact:
Suggested: Chief Fiscal Officer (CFO)
Person who MEMA will mail all approved PWs and state standard contracts for signature

CFO will forward copies of the PWs to appropriate department head who is managing project(s)
RPA is electronically submitted through Grants Portal

The image shows a screenshot of the Grants Portal interface with the section titled "Request Public Assistance". The form is in progress and includes fields for primary and alternate contacts. The primary contact details are filled as follows:

**Primary Contact**
- **Name:** Wilson, Elizabeth
- **Title:** EMS
- **Email:** ewilson@ewilson.com
- **Phone:** (493) 403-4930

There is a section labeled "Alternate Contact" with a placeholder text "Choose Contact..." and a blank Title field.
Applicant Briefings

- Occur after disaster has been Declared
- One Briefing per County
- Overview of the PA Program and disaster-specific information disseminated

Exploratory Calls (EC) & Recovery Scoping Meetings (RSM)

- Occur after Applicant Briefings
- FEMA Rep will reach out to the Primary POC on the RPA to conduct the EC and schedule the RSM
- Review emergency and permanent work costs
- Review complete and incomplete work
- Discuss the formulation of projects
- Go over environmental, historic, insurance, and mitigation issues
- Introduce Damage Inventory (DI) form and Essential Elements of Information (EEI)
- Review timelines for categories of work
Types of Eligible Work
(Depending on disaster type – Emergency or Major Declaration)

**EMERGENCY WORK** - work performed to reduce or eliminate an immediate threat to life, protect public health and safety, and to protect improved property that is threatened in a significant way as a result of the disaster.

Category A - Debris Removal
Category B - Emergency Protective Measures

**PERMANENT WORK** - required work to restore a damaged facility, through repair or restoration to its pre-disaster design, function, and capacity in accordance with applicable codes and standards.

Category C - Roads and Bridges
Category D - Water Control Facilities
Category E - Buildings and Equipment
Category F - Utilities
Category G - Parks, Recreation, Other
Damage Inventory (DI) Form

- An excel spreadsheet to log all damages (lives in Portal)
- Projects formulated and logically grouped from Damage Inventory sheet
- Must be submitted within 60 days of RSM (no change from previous model)
- DI can be updated any time within 60 day window
- DI is submitted electronically through the Grants Portal
  - The system sends 45 day reminder, and locks at day 61
### Essential Elements of Information (EEI)

- Lives in Grants Portal
- Different EEI’s needed depending on Category of work
- Generated by each DI line item
- Can use paper form prior to declaration/DI submission as a heads up of what will be required by FEMA for reimbursement

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#### Category A - EEI

**General Documents**

<table>
<thead>
<tr>
<th>R</th>
<th>S</th>
<th>Work Completed</th>
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</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Force Account Labor</td>
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<tr>
<td></td>
<td></td>
<td>Work Order/Activity Log</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Sample of Timesheets</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Fringe Benefits Calculations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PA Labor Summary</td>
</tr>
</tbody>
</table>

**Photographs**

- Demonstrating Threat
- Marine Vessels
- Hazardous Materials
- Leisure, Marians, stamps

**Environmental Permits**

- Historic Preservation
- US Corp of Engineers
- US Fish and Wildlife
- Natural Marine Fisheries or NRCS

**Regulatory Permits & Correspondence**

- Site Location Map

**Technical Reports**

- Inspections Reports
- Structural Assessment

**Facility Records**

- Demonstrating Threat

**Force Account**

- Pay Policy

**Direct Administrative Costs**

- Skill level, pay rate and position description of individual performing task
- Specific description of administrative task performed by individual

**Additional Information**

- Debris Management Plan
- Insurance Policy
- Insurance Settlement
- Insurance Statement of Loss
- Lease Agreement
- Mutual Aid Agreements
- Hazardous Waste Worksheet
- If Private Property, copy of written request and approval for use
- For Flood Control Works, maintenance agreement with other Federal agencies
- For FNP mixed use facility, documentation supporting primary use (e.g., PA PPG – PEMA 104.008.2)

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**Notes/Comments:**
# Category B - EEI

**Applicant Name:**

**DR:**

**Date:**

**Project Reference #:**

**PDMG Name:**

<table>
<thead>
<tr>
<th>General Documents</th>
<th>R</th>
<th>S</th>
</tr>
</thead>
<tbody>
<tr>
<td>Photographs</td>
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<tr>
<td>Site</td>
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<tr>
<td>Site Stability</td>
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<tr>
<td>Site Stability</td>
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<tr>
<td>Environmental</td>
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<tr>
<td>Historic Preservation</td>
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<tr>
<td>US Corps of Engineers</td>
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<tr>
<td>US Fish and Wildlife</td>
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<tr>
<td>National Marine Fisheries Serv. Or NRCS</td>
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<td></td>
</tr>
<tr>
<td>Maps</td>
<td></td>
<td></td>
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<tr>
<td>Site Location Map</td>
<td></td>
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<tr>
<td>Technical Reports</td>
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<tr>
<td>Inspection Reports</td>
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<tr>
<td>Facility Records</td>
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<tr>
<td>Force Account</td>
<td></td>
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<tr>
<td>Pay Policy</td>
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<tr>
<td>Force Account Labor</td>
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<td>Work Orders/Activity Logs</td>
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<td>Sample of Timeheets</td>
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<td>Fringe Benefit Calculations</td>
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<tr>
<td>FA Labor Summary</td>
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<tr>
<td>Force Account Material</td>
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<tr>
<td>Receipts</td>
<td></td>
<td></td>
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<tr>
<td>Material Usage Summary</td>
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<td></td>
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<tr>
<td>Force Account Equipment</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Equipment List</td>
<td></td>
<td></td>
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<tr>
<td>Usage Records</td>
<td></td>
<td></td>
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<tr>
<td>Rental Contract/Receipt</td>
<td></td>
<td></td>
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<tr>
<td>Contract</td>
<td></td>
<td></td>
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<tr>
<td>Bid Documents</td>
<td></td>
<td></td>
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<tr>
<td>Invoice(s)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost Analysis</td>
<td></td>
<td></td>
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<tr>
<td>Procurement Documentation</td>
<td></td>
<td></td>
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<tr>
<td>Procurement Policy</td>
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</tbody>
</table>

## Additional Information

| Insurance Policy |   |
| Insurance Settlement |   |
| Insurance Statement of Loss |   |
| Lease Agreement |   |
| Mutual Aid Agreement |   |
| For Flood Control Works, maintenance agreements with other Federal agencies |   |
| Donated Resources |   |
| Certification by Federal, State, Tribal, or local government officials that a threat exists |   |
| Rental/Purchase Cost Comparison |   |
| Legal Authority |   |

**Note/Comments:**
## Category C - EEI

**General Documents**

- [ ] R Overall Facility
- [ ] R Specific Damages
- [ ] S Work Complete
- [ ] R Pre-Disaster
- [ ] R Post-Disaster

**Technical Reports**

- [ ] R Pay Policy
- [ ] R Inspection Reports
- [ ] R Hydrologic and Hydraulic Study
- [ ] R Environmental Assessment
- [ ] R Historic-Archaeological Survey
- [ ] R Plans and/or Specifications
- [ ] R Maintenance Records
- [ ] R Pre-Event Inspection Reports
- [ ] R Overall Facility - Detailed Sketch with Dimensions
- [ ] R Damage - Detailed Sketch with Dimensions
- [ ] R For multiple sites along our road – Site list with GPS, damage dimensions, and field components damaged
- [ ] R Skill level, pay rate and position description of individual performing task
- [ ] R Specific description of administrative task performed by individual

**Facility/Project Design and Dimensions**

- [ ] R Dimension
- [ ] R Documentation
- [ ] R Plan
- [ ] R Details
- [ ] R Notes
- [ ] R Specifications

**Maps**

- [ ] S Site Location Map
- [ ] S Flood Insurance Rate Map

**Work Completed**

- [ ] R Work Orders/Activity Logs
- [ ] R Sample of Timecards
- [ ] R Site Progress Calculations
- [ ] R PA Labor Summary

**Force Account Labor**

- [ ] R Receipts
- [ ] R Material Usage Summary

**Force Account Material**

- [ ] R Equipment List
- [ ] R Usage Records
- [ ] R Rental/Contract Receipt

**Force Account Equipment**

- [ ] R Contract
- [ ] R Bid Documents
- [ ] R Invoices
- [ ] R Cost Analysis
- [ ] R Procurement Documentation
- [ ] R Procurement Policy

**Additional Information**

- [ ] R Insurance Policy
- [ ] R Insurance Settlement
- [ ] R Insurance Statement of Loss
- [ ] R Damaged Resources
- [ ] R Mutual Aid Agreements
- [ ] R For Flood Control Works, maintenance agreements with other Federal agencies
- [ ] R Legal Authority
- [ ] R Certification by Federal, State, Tribal, or local government officials that a threat exists
- [ ] R Rental/Purchase Cost Comparison
- [ ] R Lease Agreement
Time frames for completing eligible work are measured from the date of the declaration.

<table>
<thead>
<tr>
<th>Type of Work</th>
<th>Months after Declaration to Complete Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>Debris Removal</td>
<td>6</td>
</tr>
<tr>
<td>Emergency Protective Measures</td>
<td>6</td>
</tr>
<tr>
<td>Permanent Work</td>
<td>18</td>
</tr>
</tbody>
</table>

If extenuating circumstances or unusual project conditions exist which prevents the work from being completed at the established timeframe, a Time Extension may be requested through MEMA.
Small Project versus Large Project

Small Project

Actual or estimated cost is less than $125,500

Small projects can be paid in full upon receipt of signed contract, whether work is done or back up documentation is received. Final accounting will be done at closeout.

Large Project

Actual or estimated cost is equal to or greater than $125,500

Large projects are reimbursed on actual, documented costs only. Applicant can request partial payments incrementally as actual costs are incurred and back up documentation is provided.
• **Be Prepared:** Keep a copy of the FEMA forms in town offices/vehicles within each department, so the forms are ready to go whenever a disaster strikes.

• **Be Thorough:** During a disaster, make sure employees, contractors, etc know to document who/what/where/when/how much, referencing the EEI forms for guidance.

• **Be Consistent:** After a disaster, designate one person (per department if necessary) to keep track of potential projects. Each POC can have a role in Grants Portal and can upload back up documentation as generated to avoid trying to track it all down in the months following the declaration.

• Use the Applicant’s Guide & Checklist (see next slide) when submitting request for payment to FEMA or MEMA.

• In order to get paid in full on any large project, FEMA & MEMA will need to see 100% of the back up documentation supporting the scope of work established between the applicant and FEMA.
APPLICANT CHECKLIST FOR SUBMITTING PROJECT REIMBURSEMENT REQUESTS
-FEMA PUBLIC ASSISTANCE PROGRAM-

The below checklist will assist you when preparing your partial payment or closeout request. Submitting a thorough project reimbursement package with the essential backup documentation will expedite the review and reimbursement process.

☐ COVER LETTER – Submitting a cover letter with your submission also offers you an opportunity to explain specific circumstances regarding work performed. Please reference the Disaster #, PW #, costs associated with complete versus incomplete work. If the entire project is complete, please indicate the date the project was completed and the total actual project cost.

FEMA SUMMARY RECORD FORMS – Please use the appropriate forms listed below under each type of work (per project, you may have one, or any combination, of the types of work below). Fill in the information in the header of each form, and sign the bottoms of each form where indicated. The workbooks containing these forms may be found on the Massachusetts Emergency Management Agency (MEMA) website at:
http://www.mass.gov/ogis/agencies/mema/resources/public-assistance/

☐ COST SUMMARY RECORD – List the amount claimed for each type of work submitted (it will automatically calculate the total project cost at the bottom)

☐ FORCE ACCOUNT LABOR:
Emergency Work (Cat A&B) – Only the overtime labor costs of regular employees are eligible for reimbursement, however the number of regular hours worked on the disaster must be documented as well, so that force account equipment time – both regular and overtime- can be reimbursed.
Permanent Work (Cat C-O) – Both regular and overtime costs are eligible for reimbursement. Additional hires or temporary staff hired solely for performing emergency or permanent disaster-related work may be claimed for both regular time and overtime worked.
☐ Payroll Data Record
☐ Fringe Benefits Record
☐ Force Account Labor Record
☐ Supporting documents:
  ○ Time Cards and/or Time Sheets to verify the hours claimed
  ○ Payroll Registers to verify the regular and overtime rates of each employee claimed
  ○ Town and/or Labor Contract(s) – selected pages, including cover page that identifies the union being represented and duration of the contract, and the pages of the contract showing overtime policy and meal reimbursement policy, if any, need to be included.

☐ FORCE ACCOUNT EQUIPMENT:
Regular time and overtime costs are eligible for equipment. The forms cross-reference the equipment claimed with the operator’s name. Equipment time cannot exceed labor time. All employees from Force Account Labor Record must be cross-referenced with a piece of equipment in order to qualify for reimbursement.
☐ Equipment Inventory Form
☐ Force Account Equipment Record

☐ FORCE ACCOUNT MATERIALS:
☐ Force Account Materials Summary Record
☐ Supporting documents:
  ○ Invoices stating purchase date and unit prices
  ○ For material used from stock or inventory, please attached a copy of the past invoice for stock material
  ○ Proofs of payment (e.g. cancelled checks, town warrants, etc)

☐ RENTED EQUIPMENT:
☐ Rented Equipment Record
☐ Supporting documentation:
  ○ Invoices/receipts for the equipment claimed
  ○ Proofs of payment for each invoice (e.g. cancelled checks, town warrants, etc)

☐ CONTRACT WORK:
☐ Contract Summary Record
☐ Supporting documents:
  ○ Bid documents (i.e., advertisement, bid list and prices, award letter, design plans, engineer report, contract, permits)
  ○ Invoices listing the contractor name, invoice #, dates work performed and total cost billed
  ○ Proofs of payment for each invoice (e.g. cancelled checks, town warrants, etc)

☐ INSURANCE:
☐ Supporting documents:
  ○ Settlement Documentation
  ○ Copy of actual insurance proceeds check

All partial payment or closeout requests must be submitted to MEMA for a review; the information to ensure that applicants provide an accounting of all requested costs claimed. If it’s a large project, MEMA will forward the closeout request to FEMA for review and final obligation for reimbursement.
Lorraine Eddy, Disaster Recovery Program Coordinator
lorraine.eddy@state.ma.us
508-820-2055 (office)

Gina Valentine, Disaster Recovery Program Coordinator
gina.valentine@state.ma.us
508-820-2004 (office)

Andrew Poliferno, Disaster Recovery Program Coordinator
andrew.poliferno@state.ma.us
508-820-2003 (office)

Mailing Address -- State Standard Contract Documents
400 Worcester Road, Framingham, MA 01702
Attention: Disaster Recovery
QUESTIONS ??