PUBLIC ENTITY T&M BILL AUDIT

ONE DISASTER.
30 PROPERTIES.
ONE CONNECTED REVIEW.

Why emergency mitigation invoices should be merged before final payment or reimbursement submission.

THIRTY BILLS FROM ONE DISASTER SHOULD NOT BE AUDITED AS 30 UNRELATED PROJECTS.

TM+
T&M Bill Audit Services

CONNECTED FORENSIC REVIEW

Before final payment. Before reimbursement.

www.timematerialplus.com

THE BLIND SPOT

A reasonable invoice can still be part of an unreasonable result.

Single-property review confirms one bill. Connected review tests the entire deployment.

30	1	1
PROPERTY INVOICES	DISASTER RESPONSE	CONNECTED REVIEW

Emergency mitigation invoices are commonly organized and reviewed by property. That process may confirm the arithmetic, rates, and supporting records for each location, but it does not automatically test whether the invoices agree with one another.

When the same contractor, labor force, equipment fleet, vehicles, lodging, supervisors, and mobilization resources serve multiple properties after one event, every invoice is part of the same operational story.

> **The normal review asks: Is this invoice supported? A connected review asks: Can every invoice be correct at the same time?**

Why the traditional review may miss the larger pattern

- Separate reviewers may never see the complete resource deployment.
- Identical names, units, vehicles, or expenses can appear reasonable until dates and locations are compared.
- A charge that is immaterial on one bill may become material when repeated across many properties.

> **Thirty bills arising from one disaster should not be audited as 30 unrelated projects.**

WHAT A MERGED REVIEW CAN REVEAL

The full story lives between the invoices.

Our review consolidates the event data, then tests the complete response for conflicts, overlaps, duplication, support, and contract alignment.

CROSS-PROPERTY TEST	WHAT A COMBINED REVIEW MAY REVEAL
Labor and supervision	The same individual billed to different properties during overlapping hours, or shared supervision charged repeatedly.
Equipment and vehicles	The same unit assigned to conflicting locations or charged during time periods not supported by the project records.
Hotels and per diem	Duplicate, overlapping, overstated, or inconsistent lodging and daily allowance charges across the deployment.
Mobilization and shared costs	Travel, logistics, management, or mobilization costs allocated more than once or inconsistently among properties.
Contract application	Rates, markups, minimums, and billing rules applied differently across invoices governed by the same agreement.
Documentation alignment	Charges that do not align with crew records, daily reports, dates, quantities, locations, or the stated scope of work.
Previously reviewed invoices	Cross-property conflicts that remain invisible when each bill is reviewed for support and arithmetic in isolation.

> **Across a large, multi-property loss, individually overlooked charges can accumulate quickly and may collectively represent hundreds of thousands or even millions of dollars, depending on the size and duration of the response.**

This is not an assumption of wrongdoing. Emergency response and the billing that follows are complex. A connected review gives every participant a more complete opportunity to reconcile the facts before payment, reimbursement submission, or claim closure.

FEMA AND OTHER REIMBURSEMENT RAISE THE STAKES.

A paid invoice is not the end of the documentation obligation.

For public entities seeking FEMA Public Assistance, insurance proceeds, or reimbursement from another source, the cost record should remain consistent and defensible across every affected property.

FEMA states that eligible Public Assistance costs must be tied directly to eligible work, adequately documented, authorized, necessary, and reasonable. The applicant is responsible for maintaining the records that support the costs it submits.

Why a combined review matters before submission

- Reconcile labor, equipment, vehicles, lodging, travel, per diem, supervision, and shared costs across the complete event.
- Confirm that shared expenses are allocated consistently and only once.
- Connect each claimed cost to the property, time period, and work for which reimbursement is requested.
- Correct conflicting dates, quantities, allocations, or support before they become part of the reimbursement record.
- Present one consistent account of the response across invoices, project records, insurance recovery, and other funding sources.

> **A merged review does not guarantee reimbursement. It is a practical risk-control measure that can identify avoidable questions before the reimbursement package is submitted.**

TM+ does not represent that FEMA mandates this specific audit method. Eligibility and reimbursement decisions remain with FEMA or the applicable funding authority.

Source: FEMA, Process of Public Assistance Grants, accessed August 12, 2026. View official FEMA source

ONE EVENT. ONE DATASET. ONE ACCOUNTABLE STORY.

The TM+ connected forensic review process

Technology helps expose the patterns. Experienced T&M review determines what those patterns mean under the governing agreement and supporting documentation.

1. **Govern:** Establish the controlling agreement, terms, rates, scopes, change documentation, and project-specific requirements.
2. **Consolidate:** Bring together invoices and supporting records from every affected property and every relevant phase of the response.
3. **Normalize:** Standardize names, dates, classifications, identifiers, units, rates, locations, and shared-cost categories so they can be compared.
4. **Analyze:** Run cross-property tests for overlaps, duplication, allocation conflicts, unsupported activity, calculation issues, and inconsistent contract application.
5. **Validate and report:** Apply expert review to the results and provide item-level findings, supporting rationale, open questions, and a defensible path to resolution.

The review lens

Labor | Supervision | Equipment | Vehicles | Hotels | Per diem | Travel | Mobilization | Materials | Markups | Documentation | Contract alignment

Agreement governs. Software supports. Expert decides.

Our objective is not arbitrary reduction. It is to hold every participant accountable to the agreement, the supporting documentation, and the facts, while recognizing properly performed and supported work.

BEFORE FINAL PAYMENT. BEFORE REIMBURSEMENT. BEFORE CLAIM CLOSURE.

Bring the complete event into view.

A confidential conversation can help determine whether your organization would benefit from a connected T&M bill review.

> **We have reviewed thousands of T&M bills and continue to find questions involving support, calculations, documentation, or alignment with the governing agreement, including invoices that had already undergone a review or audit.**

Experience that understands both sides of the invoice

Greg Dillon brings more than 40 years of experience across restoration contracting, claims, consulting, executive leadership, technology, and T&M bill review. He also created T&M Pro, which became the property-loss industry's most widely adopted Time and Material platform in North America before being acquired in 2019.

Because of that background, TM+ understands how an individual T&M bill is created, how it is reviewed, and why the story can change when every bill from the same event is analyzed together.

REQUEST A CONFIDENTIAL CONVERSATION

Greg Dillon | Founder | Time and Material Subject Matter Expert

www.timematerialplus.com

SCAN TO CONNECT

TM+
T&M Bill Audit Services