



Massachusetts Disaster Housing Recovery Executive Playbook

Updated 2015



Massachusetts Emergency Management Agency
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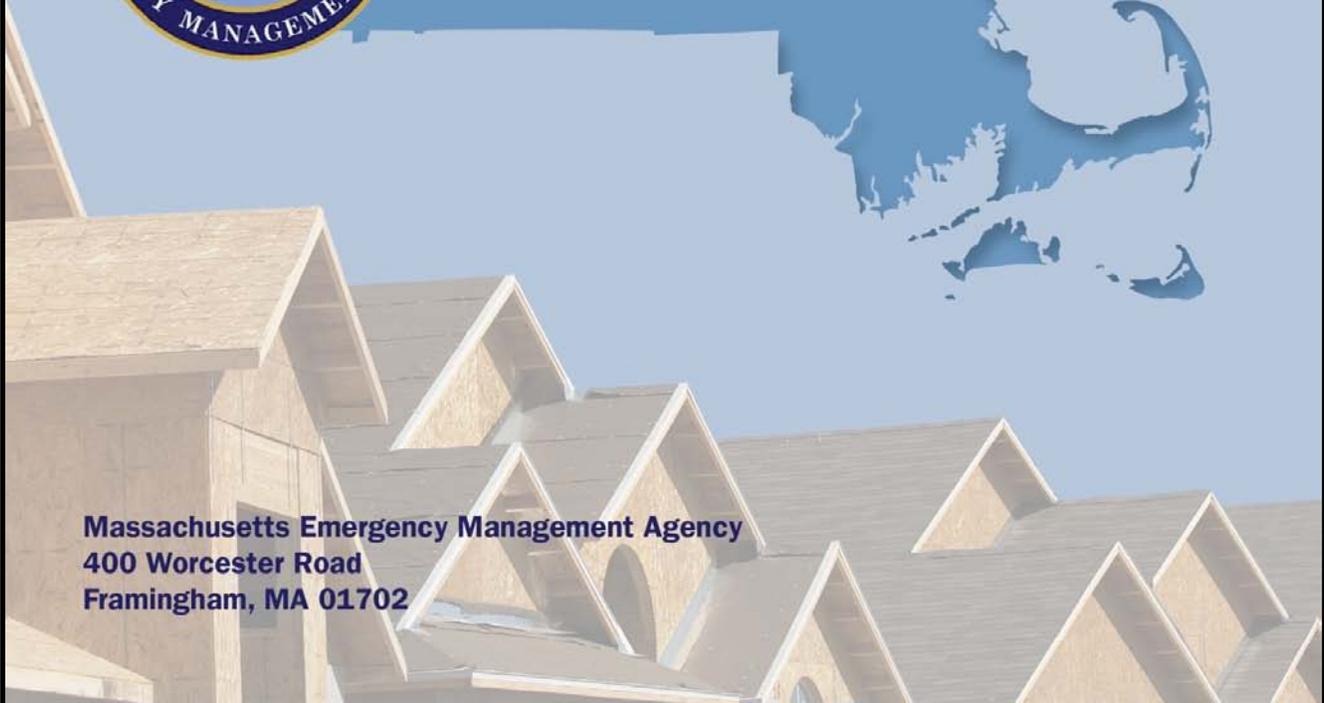


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SECTION ONE: INTRODUCTION

Post-disaster housing repair and reconstruction projects may be required in the aftermath of a catastrophic natural or manmade disaster. One of the objectives of this playbook is to provide the Massachusetts Disaster Housing Task Force (MADHTF) with concise information that outlines the likely responsibilities of MADHTF member agencies should a post-disaster housing recovery program be necessary. The sections below outline the key tasks and responsibilities of Commonwealth agency leaders after a hazard has significantly damaged housing stock.

1.1 PURPOSE

The playbook is intended as a companion document to the *Massachusetts Disaster Housing Recovery Plan* to clarify the key responsibilities of state agencies involved in the disaster housing recovery program. The playbook provides a brief overview of the tasks typically implemented at the state-agency level during a successful disaster housing recovery program. These tasks are commonly initiated at executive or operational level and led by the state agencies involved in disaster response and recovery. The playbook does not explain in any detail how to implement each task, but briefly outlines each task so that MADHTF members will have an overall understanding of disaster housing recovery program activities and can assess how best to coordinate those activities.

1.2 TARGET AUDIENCE

The playbook is intended for the executive or operational members of the MADHTF who are likely to support the implementation of preparedness and post-disaster housing strategies and actions. The executive staff may include department heads, directors, or their designated operation chief in housing recovery. The MADHTF includes federal, local, and private and nonprofit sector representatives in addition to Commonwealth of Massachusetts agencies for their critical role and support in implementing housing recovery programs. The Commonwealth agencies that form the core of MADHTF membership are:

- Massachusetts Emergency Management Agency (MEMA)
- Department of Housing and Community Development (DHCD)
- Department of Public Safety
- Division of Insurance (DOI)
- Executive Office of Administration and Finance
- MassDevelopment
- MA Voluntary Organizations Active in Disasters (MAVOAD)

Affiliated Housing Task Force members are:

- U.S. Housing and Urban Development (HUD)
- Federal Emergency Management Agency (FEMA)
- Massachusetts Housing Finance Agency
- Regional planning agencies

- Local housing recovery representatives (e.g., Massachusetts Municipal Association, Boston Center for Sustainable Rebuilding)
- The private sector (i.e., homebuilders associations, building supply vendors, insurance agencies)
- Other state agency representative (legislative)

1.3 ASSUMPTIONS

There are typically three different phases of disaster housing response and recovery activities: short-range (within 30 days), mid-range (within 180 days), and long-range (within 365 days). Tasks and activities that begin in one timeframe may continue into the next. For example, a task may begin during the short-range recovery phase and extend beyond 30 days into the mid-range recovery phase.

The focus of this playbook is on disaster housing recovery activities conducted to achieve the end goal of returning all displaced residents to permanent housing. Short-term housing activities are not covered in this playbook; the *Statewide Mass Care and Shelter Coordination Plan* addresses the short-term housing needs.

1.4 ORGANIZATION OF THE PLAYBOOK

The Housing Recovery Functions described in Sections 2 through 10 of this report include the tasks that are led by a Commonwealth agency. For each task, the playbook identifies when during disaster recovery it is initiated, the rationale for initiating it, key considerations, and potential needs for coordination across disaster housing recovery program participants.

SECTION TWO: HOUSING RECOVERY FUNCTION 1 – HOUSING DAMAGE AND NEEDS ASSESSMENT

The primary goal of Massachusetts Housing Recovery Function (MAHRF) 1 is to conduct a housing damage assessment and estimate needs in the affected communities in collaboration with federal, state, and local agencies. Based on the results of the damage assessment, the local jurisdiction will estimate the need for housing. The Commonwealth may mobilize additional resources to accommodate temporary or interim housing needs and also seek assistance from federal agencies. Under this housing recovery function, MEMA is responsible for leading the housing damage assessment effort and working with appropriate state and local agencies.

2.1 MASSACHUSETTS EMERGENCY MANAGEMENT AGENCY

2.1.1 MEMA Executive Operational Checklist

Table 2-1 summarizes the tasks MEMA is responsible for under MAHRF 1.

Table 2-1: MEMA Housing Damage and Needs Assessment Checklist

Initiation Timeframe	Short-Range		Mid-Range	Long-Range
Executive Tasks	Coordinate assessment of critical lifelines and infrastructure	Lead housing damage assessment effort	Establish policies/procedures for safe re-entry into neighborhoods	Estimate HMA funding needs
Operational Actions	Conduct housing damage assessment	Estimate temporary and permanent housing needs	Cross-check damage assessment against FEMA Individual Assistance registration information	Examine housing needs for redevelopment and new construction

HMA = (FEMA) Hazard Mitigation Assistance

2.1.2 MEMA Executive Tasks Rationale, Considerations, and Coordination

Task 1: Coordinate assessment of critical lifelines and infrastructure

- A. Rationale
 - a. Results of assessment will inform prioritization of housing assessment locations
- B. Considerations
 - a. Heavily damaged residential areas may have limited or no accessibility
 - b. The Cape and Island communities may not be accessible due to lifeline and infrastructure damage
 - c. Utility companies will conduct an assessment of their facilities and infrastructure
 - d. Utility company service restoration priorities may not be aligned with state and local jurisdiction priorities for service restoration
- C. Coordination
 - a. Provide recommendations of priorities to aid restoration of damaged infrastructure to the State Coordination Officer and the Federal Coordination Officer

- b. Share information and communicate priorities with federal, state, and local agencies and service providers to align lifeline and infrastructure repair and restoration with housing needs and priorities

Task 2: Lead housing damage assessment

A. Rationale

- a. A preliminary assessment of housing damage is critical for obtaining a disaster declaration

B. Considerations

- a. In heavily damaged areas, the preliminary assessment may rely on housing valuation or location data
- b. Assessments may begin in heavily damaged areas and move toward less damaged areas to expedite the disaster declaration process
- c. FEMA's Substantial Damage¹ Estimator should be used to assess flood damage to residential and non-residential structures alike to better position residents to submit flood insurance claims and for local jurisdictions to submit HMA applications
- d. The priorities of local jurisdictions may not be aligned with those of MEMA

C. Coordination

- a. Coordinate working with federal, state, and local agencies and organizations to conduct assessment
- b. DOI can deploy insurance claims adjusters to assist in the damage assessment
- c. Coordinate with leadership of MAHRF 4 (Critical Lifeline and Infrastructure Restoration) to meet the estimated need for temporary housing units and rapid repairs

Task 3: Establish policies/procedures for safe re-entry into neighborhoods

A. Rationale

- a. Residents will want to return to their homes before it is safe to do so

B. Considerations

- a. Re-entry may occur in several phases depending on the magnitude of damage
- b. The order for re-entry should identify exact locations where re-entry is permitted
- c. Outreach to residents regarding re-entry should begin prior to the establishment of re-entry policies or procedures

C. Coordination

- a. The Massachusetts Department of Transportation will establish safe entry into neighborhoods via roadways

¹ Structures for which the cost of repair is greater than 50 percent of the pre-damaged value of the structure are considered to be substantially damaged.

- b. Local emergency managers will control re-entry, especially if a limited number of residents will be permitted in an area at a time
- c. Local building inspectors will determine if buildings are safe for re-entry

Task 4: Estimate Hazard Mitigation Assistance funding needs

A. Rationale

- a. The amount of Hazard Mitigation Grant Program (HMGP) funding available is based on the estimated total of Federal assistance

B. Considerations

- a. HMGP funds are only available under a Presidential disaster declaration
- b. The application periods for the Flood Mitigation Assistance grant program (FMA) and Pre-Disaster Mitigation grant program (PDM) may prevent people from applying for these funds immediately

C. Coordination

- a. Coordinate with FEMA Region I for technical assistance with funding requests and application submittals
- b. Coordinate with the Governor’s office to support requests for funding
- c. Coordinate with DOI to bring in insurance industry personnel to assist in supporting mitigation efforts for insured property owners

2.2 MASSACHUSETTS DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

2.2.1 DHCD Executive Operational Checklist

Table 2-2 summarizes DHCD’s responsibilities under MAHRF 1.

Table 2-2: DHCD Housing Damage and Needs Assessment Checklist

Initiation Timeframe	Short-Range		Mid-Range	Long-Range
Executive Tasks	Lead housing needs assessment	Lead damage assessment of Housing Authority properties	Provide housing needs to Governor and Commonwealth Legislature for funding allocation	Apply for HUD CDBG-DR funding
Operational Actions	Conduct housing needs assessment	Conduct damage assessment of Housing Authority properties	Develop a Housing Needs Action Plan	Provide technical assistance to local jurisdictions to complete HUD CDBG-DR applications

HUD CDBG-DR = U.S. Department of Housing and Urban Development Community Development Block Grant-Disaster Recovery

2.2.2 DHCD Executive Tasks Rationale, Considerations, and Coordination

Task 1: Lead housing needs assessment

- A. Rationale
 - a. Damage and needs assessments are critical for HUD Community Development Block Grant-Disaster Recovery (CDBG-DR) assistance applications
- B. Considerations
 - a. Housing needs assessment will be based on MEMA damage assessment, U.S. Census data and/or local property damage information
 - b. Housing needs assessment will also focus on strengthening neighborhoods as well individual housing needs
 - c. Communities will likely require technical assistance to complete HUD CDBG-DR applications
- C. Coordination
 - a. Coordinate with MEMA to get results of their housing damage assessments and critical lifeline and infrastructure damage assessments
 - b. Communicate with DOI, the Executive Office of Elder Affairs, and the Massachusetts Office on Disability for data on insurance and on vulnerable populations
 - c. Office of Geographic and Environmental Information will support damage assessment by developing a geographic information system (GIS) database with tax assessment, housing data, and damage information
 - d. Coordinate with local jurisdictions to gather local property damage data and to understand local housing needs and priorities

Task 2: Lead damage assessment of Housing Authority properties

- A. Rationale
 - a. Homeless and very-low income residents are most vulnerable due to the lack of alternative housing
- B. Considerations
 - a. Access and functional needs population is dependent not only on housing, but also on critical lifelines and infrastructure and may be at risk of harm when critical lifelines and infrastructure are damaged or destroyed
 - b. Low-income persons may be at risk of unemployment if relocated too far from their places of employment
- C. Coordination
 - a. HUD will support MEMA in conducting needs assessments and provide training on how to conduct a needs assessment
 - b. Assessing damage at Housing Authority properties should be conducted jointly with MEMA's housing disaster assessment

- c. For homeless persons, coordination with the local department of community services and non-profit agencies will be required so that appropriate housing choices can be made

Task 3: Provide housing needs to Governor and Commonwealth Legislature for funding allocation

A. Rationale

- a. For a large-scale disaster, housing recovery requires supplemental resources/funding from state legislature to provide federal funding match requirements or fulfill unmet needs

B. Considerations

- a. Critical lifelines and infrastructure are integral aspects of housing and should be included in housing needs communication to the Governor and Commonwealth Legislature

C. Coordination

- a. Coordinate with leadership of MAHRF 5 (Temporary Housing) to identify continuing or unmet needs for housing

Task 4: Apply for HUD CDBG-DR funding

A. Rationale

- a. HUD CDBG-DR funding can help communities and neighborhoods that otherwise might not recover from a disaster due to limited resources

B. Considerations

- a. Funding application will be based on Housing Needs Action Plan
- b. Funding is not restricted specifically to housing, but may also be used for economic development, infrastructure, and other projects that help create strong, economically successful communities
- c. HUD CDBG-DR funding is an important resource for providing affordable housing to disaster victims

C. Coordination

- a. Coordinate with leadership of MAHRF 7 (Hazard Mitigation and Redevelopment) to estimate the need for redevelopment, reconstruction, or new construction of housing units

**SECTION THREE: HOUSING RECOVERY FUNCTION 2 –
DEBRIS MANAGEMENT**

The primary goal of MAHRF 2 is to make sure the Commonwealth Disaster Debris Management Plan is executed after a disaster because debris poses a threat to life, health, and public safety, and thus may hinder timely recovery. Debris must be responsibly removed from the disaster area before housing repair, rebuilding, and reconstruction can begin. Initial debris removal operations involve emergency roadway debris clearance from routes of travel along emergency routes and to provide access to critical facilities. The second phase of debris removal involves subdivision debris clearance, curbside debris removal, and household waste pick-up and disposal. The local government is primarily responsible for developing a debris management plan and management, including collecting debris and establishing debris management sites. Many municipalities secure contractors or mutual aids to augment their jurisdiction’s personnel, equipment, and resources. The Commonwealth will get involved with debris management when local governments exhaust their resources and request direct support. Some private property insurance policies cover removal of debris from the property, which may affect decisions on recovery and reconstruction and should involve coordination with the DOI. Since the Commonwealth Disaster Debris Management Plan discusses details of the framework for debris management response and provides a guide for local communities, this playbook will only list action items for executive staff regarding housing recovery.

3.1 MASSACHUSETTS EMERGENCY MANAGEMENT AGENCY

Table 3-1 summarizes MEMA’s responsibilities under MAHRF 2.

Table 3-1: MEMA Debris Management Checklist

Initiation Timeframe	Short-Range		Mid-Range	Long-Range
Executive Tasks	Activate Commonwealth debris management plan and coordination with FEMA and locals	Establish a debris collection completion date for private property owners	Monitor debris removal progress and decide if state needs to support local municipalities	Support reimbursement requests for costs of debris removal to FEMA
Operational Actions	May perform temporary repairs and/or clear debris on state rights-of-way	Identify temporary debris sorting and storage areas	Help local municipalities secure potential contractors and/or provide technical assistance	Audit and closeout of debris removal activities

SECTION FOUR: HOUSING RECOVERY FUNCTION 3 – CRITICAL LIFELINE AND INFRASTRUCTURE RESTORATION

The primary goal of MAHRF 3 is to provide assistance to local municipalities in support of protection and/or restoration of critical infrastructure and lifelines that are necessary for rebuilding a community. Post-disaster, even housing units that have suffered little or no damage are not necessarily habitable because critical lifelines (e.g., power, fuel, sanitation, water, or sewer) are not functioning, or infrastructure (e.g., roads, bridges, or public transportation) is not serviceable. If critical lifelines and infrastructure are lacking, hospitals, schools, and centers for employment and retail trade, child care, mental health, and other social services may not be operational. In the event of a disaster, Massachusetts Emergency Support Function (MAESF) 3, *Public Works and Engineering*, will be activated to provide a framework for coordination and cooperation across state agencies, and MAHRF 3 should work closely with MAESF 3.

4.1 MASSACHUSETTS DEPARTMENT OF PUBLIC UTILITIES (DPU)

Table 4-1 summarizes DPU’s responsibilities under MAHRF 3.

Table 4-1: DPU Critical Lifeline and Infrastructure Restoration Checklist

Initiation Timeframe	Short-Range		Mid-Range	Long-Range
Executive Tasks	Report outages, accidents, and service restoration stages to state emergency operations centers	Recommend priorities to aid restoration of damaged infrastructure	Plan to reopen and, if necessary, relocate schools	Provide guidance on utility hardening and resiliency
Operational Actions	Assess critical lifelines and infrastructure damage	Monitor and mitigate potential effects of utility restoration	Monitor the performance of utility distribution systems and restoration of utility services	Work with utility companies to improve resiliency of transmission and distribution systems

SECTION FIVE: HOUSING RECOVERY FUNCTION 4 – TEMPORARY HOUSING

The primary goal of MAHRF 4 is to provide transitional housing during housing reconstruction when displaced residents are moved out of emergency shelters. This may take several weeks to 18 months, depending on the level of devastation and available housing stock. Post-disaster, the state and FEMA typically manage provision of temporary housing units, which can be hotels, motels, manufactured housing units, and previously vacant apartments that provide a level of privacy that is typically lacking in emergency shelters. HUD, the U.S. Department of Agriculture, the Department of Defense, or the Department of Veterans Affairs may also have resources that can be used for temporary housing.

While in temporary housing or shelter, displaced residents can work with insurers and authorized contractors to make rapid repairs to housing units; rapid repairs will not necessarily restore housing units to pre-disaster conditions, but will make it possible for displaced residents to return to their homes. Rapid repairs may include permanent or temporary restoration of heat, power, and hot water, and other limited repairs to roofs, doors, and windows that will protect a home from incurring further significant damage.

5.1 MASSACHUSETTS EMERGENCY MANAGEMENT AGENCY

5.1.1 MEMA Executive Operational Checklist

Table 5-1 summarizes MEMA’s responsibilities under MAHRF 4.

Table 5-1: MEMA Temporary Housing Checklist

Initiation Timeframe	Short-Range					Mid-Range			Long-Range	
Executive Tasks	Determine needs for temporary housing and request from FEMA	Determine whether to use rapid repair program	Determine types of temporary housing	Prioritize temporary housing and rapid repairs for access and functional needs population	Determine locations for Emergency Group Sites	Communicate the process for qualifying for temporary housing and rapid repair assistance		Provide updates on number of temporary housing units and rates of return to permanent housing	Close out temporary housing and transition population back to permanent residences	Make decision on need to extend temporary housing / rapid repair program
Operational Actions	Coordinate temporary housing site selection, installation, and management	Estimate the need for temporary housing for access and functional needs population		Coordinate with state agencies for permitting/licensing of contractors	Review plans for Emergency Group Sites to ensure compliance with Environmental and Historic Preservation (EHP) requirements	Review applications for development of auxiliary housing units	Review applications for permits for housing repairs	Coordinate rapid repairs program with FEMA Region I for reimbursement and support	Coordinate temporary housing closeout	

5.1.2 MEMA Executive Tasks Rationale, Considerations, and Coordination

Task 1: Determine needs for temporary housing and request from FEMA

- A. Rationale
 - a. In some cases, FEMA will supplement temporary housing resources
- B. Considerations
 - a. Types of resources needed to supplement existing temporary housing resources (e.g., manufactured housing units, personnel, funding)
 - b. Time of year (i.e., some types of temporary housing may not be appropriate at a particular time of year)
- C. Coordination
 - a. Support FEMA with temporary housing site selection, installation, and management
 - b. Massachusetts Office on Disability will work with other agencies to identify/convey needs and solutions to assist and communicate with disabled residents affected by the disaster
 - c. Regional Planning Agencies (RPAs) will assist in determining the severity and level(s) of damage and temporary housing needs within their jurisdictions

Task 2: Determine whether to use rapid repair program

- A. Rationale
 - a. Rapid repair program may not be a necessary component of the response and recovery for all disasters
- B. Considerations
 - a. Whether program will be an effective alternative for affected homeowners based on level of damage and availability of temporary housing options
 - b. A rapid repairs program can be an effective temporary housing option for urban residences that suffered minor damages
- C. Coordination
 - a. FEMA may provide temporary housing and support rapid repair program at the state's request
 - b. Massachusetts Voluntary Organization Active in Disaster (MA VOAD) may coordinate activities of nongovernmental organizations (NGOs) related to home repair/stabilization
 - c. Utility companies for restoring power and providing temporary services to residences

Task 3: Determine types of temporary housing

- A. Rationale

- a. The type of temporary housing depends on a number of factors including geography, available space, site accessibility, and whether supporting infrastructure is functional
- B. Considerations
 - a. Temporary housing should be located near public transportation, medical providers, places of employment, or educational facilities, if possible
 - b. In densely populated cities and towns, hotels and motels would likely be the best option for housing large numbers of people
 - c. Manufactured housing units and mobile homes may be appropriate in sparsely populated areas
- C. Coordination
 - a. Review applications for development of auxiliary housing units such as garage or basement apartments

Task 4: Prioritize temporary housing and rapid repairs for access and functional needs population

- A. Rationale
 - a. Vulnerable populations are more likely to require assistance in securing temporary housing
- B. Considerations
 - a. Access and functional needs population may require assistance moving to/from temporary housing
 - b. Residents of owner-occupied housing units may not have sufficient insurance coverage for needed repairs
 - c. Owners of affordable rental units may not have sufficient incentives to repair the units at affordable prices
 - d. The local jurisdiction typically strives to have the same mix of housing types and values of housing after the disaster as had been established pre-disaster
- C. Coordination
 - a. Communicate the estimate for the number of temporary housing units needed to meet the needs of the access and functional needs population to DHCD
 - b. Coordinate with other state agencies for permitting and licensing of contractors
 - c. Review numbers of applications for permits for housing repairs received by local jurisdictions to estimate the progress made on housing repair

Task 5: Determine locations for Emergency Group Sites

- A. Rationale
 - a. When a large number of residents are displaced, it may be necessary to provide temporary housing on public land in addition to commercial sites
- B. Considerations

- a. Locations for Emergency Group Sites are affected by a number of factors such as floodplains, hazardous materials and contamination, open water/wetlands, utilities, proximity to services, safe road access, and security
 - b. If the Emergency Group Site will be used for a long time and through the winter months, temporary units must have adequate heating systems
- C. Coordination
- a. Support FEMA with locating and final set-up of Emergency Group Sites
 - b. Review plans for development of Emergency Group Sites to ensure compliance with EHP regulations and building codes
 - c. Local GIS data may indicate feasible locations for Emergency Group Sites with water and sewer service, power, and proximity to services and schools
 - d. Local building departments should inspect temporary housing for compliance with codes

Task 6: Communicate the process for qualifying for temporary housing and rapid repair assistance

- A. Rationale
- a. The process for qualifying for temporary housing or rapid repair assistance must be transparent and fair
- B. Considerations
- a. Do not overpromise speed of program delivery
 - b. Consider extraordinary circumstances in eligibility determinations
- C. Coordination
- a. Coordinate with FEMA to capture qualifying decisions and create public outreach message
 - b. Work with Public Information Officer (PIO) to communicate the application process to the public
 - c. DHCD and the Executive Office of Housing and Economic Development will identify/provide temporary housing for affected populations

Task 7: Provide updates on number of temporary housing units and rates of return to permanent housing

- A. Rationale
- a. Situational awareness must be maintained to facilitate the transition of residents from temporary to permanent housing
- B. Considerations
- a. Timely, accurate information on transition from temporary to permanent housing drives temporary housing closeout decisions
 - b. Provide housing counseling services through NGOs
- C. Coordination
- a. Closeout of temporary housing sites / Emergency Group Sites should be coordinated with FEMA

- b. Updates should be provided to the DHCD, Executive Office of Elder Affairs, Executive Office of Health and Human Services, and local planning departments

Task 8: Close out temporary housing and transition population back to permanent residences

A. Rationale

- a. As housing repair/reconstruction is completed, temporary housing sites will close and people will move back into their permanent residences

B. Considerations

- a. Records and case management files for access and functional needs population must be transitioned back to the relevant state, local agencies, or nonprofit organizations that handle Disaster Case Management
- b. Temporary housing sites should be returned to pre-housing site condition

C. Coordination

- a. Coordinate with FEMA on removal of manufactured housing units or other FEMA-supplied temporary housing and restoration of housing site to previous conditions
- b. Coordinate with HUD and state and local agencies to transfer records and case management files for access and functional needs population that transitions back to permanent housing

Task 9: Make decision on need to extend temporary housing / rapid repair program

A. Rationale

- a. Recovery will last longer than 18 months for a catastrophic disaster event

B. Considerations

- a. Evaluate local housing market, speed of repair/reconstruction, and costs
- b. Local job market and school openings are important factors in extending temporary housing sites

C. Coordination

- a. Extension request of temporary housing sites / Emergency Group Sites should be coordinated with FEMA and MAHRF 5

SECTION SIX: HOUSING RECOVERY FUNCTION 5 – VOLUNTEERS AND DONATIONS

Post-disaster and throughout long-term recovery, volunteers are frequently available to assist with cleanup, repair, and reconstruction of damaged houses. Also, there will be donated building materials as well as financial resources. The primary goal of MAHRF 5 is to efficiently support the jurisdictions suffering from a disaster through effective management of various forms of offers, including financial, goods and services to the states, tribes, local governments, voluntary agencies, and other entities. The Massachusetts Voluntary Organizations Active in Disaster (MA VOAD) is responsible for accepting, handling, and distributing unsolicited donated goods and managing unaffiliated volunteers.

6.1 MASSACHUSETTS VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTER

6.1.1 MA VOAD Executive Operational Checklist

Table 6-1 summarizes MA VOAD responsibilities under MAHRF 5.

Table 6-1: MA VOAD Volunteers and Donations Checklist

Initiation Timeframe	Short-Range		Mid-Range			Long-Range		
Executive Tasks	Establish a volunteer and donations management center		Determine priorities for allocation of volunteers and donations	Monitor recovery progress for volunteer and donation needs			Phased closeout of volunteer operations	
Operational Actions	Receive requests for housing for volunteers	Receive monetary donations and donations of equipment/supplies	Store/distribute donated equipment/supplies	Provide unaffiliated volunteers with information about NGOs	Assign specific recovery activities to volunteers	Track volunteer hours and donations	Work with NGOs to help with recovery	Submit documentation to receive federal funds

6.1.2 MA VOAD Executive Tasks Rationale, Considerations, and Coordination

Task 1: Establish a volunteer and donations management center

A. Rationale

- a. A central location and single point of contact are needed because access to the disaster area may be controlled due to life-safety issues

B. Considerations

- a. Volunteer and donations management center should be established outside the area impacted by the disaster, but close enough for residents to safely reach the center
- b. FEMA may set up a Volunteer and Donations Coordination Center

C. Coordination

- a. Work through FEMA Voluntary Agency Liaison in managing volunteers (e.g., for a volunteer center) to identify sources of assistance
- b. Coordinate with local and state Volunteer and Donations Coordinator and FEMA Volunteer and Donations Coordination Center to communicate information on specific needs and requests
- c. Coordinate deployment of resources/volunteers with local volunteer organizations, DHCD, the Executive Office of Elder Affairs, and the Massachusetts Disability Office
- d. Coordinate setup of Volunteer and Donations account and deployment of volunteers and donations with NGOs
- e. The Mayor, Emergency Manager, PIO of the affected jurisdiction(s), and others in local government should be involved in the transmittal of information to volunteers and people in need

Task 2: Determine priorities for allocation of volunteers and donations

A. Rationale

- a. MA VOAD has the situational awareness necessary for prioritization and allocation of resources

B. Considerations

- a. Displaced residents without insurance and access and functional needs population should be supported first
- b. Homes with minor damage can easily be reoccupied after cleanup and minor repair
- c. NGOs and volunteer organizations may have priorities that are not aligned with the Commonwealth's priorities

C. Coordination

- a. Coordinate deployment of volunteers and resources in housing cleanup and repair, temporary housing management, and permanent housing reconstruction with affected municipalities
- b. Local volunteer organizations, MEMA, DHCD, the Executive Office of Elder Affairs, and the Massachusetts Disability Office will help identify unmet needs

Task 3: Monitor recovery progress for volunteer and donation needs

A. Rationale

- a. Situational awareness is key to effective management of volunteers and donations to avoid duplication of efforts and to fulfill unmet needs

B. Considerations

- a. Volunteers are most effective when they are trained, assigned, and supervised within an established volunteer and donations management system

- b. Monitoring of unsolicited volunteers and donations could be conducted via Web-based applications that allow the public to register offers of donated goods and services
- C. Coordination
 - a. Coordinate with FEMA Volunteer and Donations Management staff, National VOAD, NGOs, and other volunteer/donation organizations for information on volunteer and donation capacity and needs
 - b. Coordinate with local volunteer organizations, MEMA, DHCD, the Executive Office of Elder Affairs, and the Massachusetts Disability Office to identify unmet needs that could be fulfilled through volunteer work or donations

Task 4: Phased closeout of volunteer operations

- A. Rationale
 - a. The number of volunteers arriving to assist with recovery/rebuilding will decrease as communities recover and media coverage of the disaster diminishes
- B. Considerations
 - a. Need to communicate to the general public that volunteers are no longer needed to complete recovery activities
- C. Coordination
 - a. Coordinate movement of volunteers and goods and closure of volunteer/donations staging areas with FEMA Volunteer and Donations Management staff, National Voluntary Organizations Active in Disaster, NGOs, and other volunteer/donation organizations
 - b. Communicate volunteer hours and value of donated resources to MEMA

SECTION SEVEN: HOUSING RECOVERY FUNCTION 6 – ENVIRONMENTAL, HISTORIC PRESERVATION, AND INSURANCE

Post-disaster, not all housing units will have been destroyed; many can once again be made habitable with only repair work. Property owners will file claims with their insurers and apply for permits to begin reconstruction or new construction projects, and each completed project will be inspected before a Certificate of Occupancy is granted. The primary goal of MAHRF 6 is to support local housing recovery activities through streamlining the permitting and environmental compliance process while making sure housing reconstruction will be safe and sustainable. The Massachusetts Department of Environmental Protection (DEP) is the Commonwealth agency responsible for ensuring safe management of toxics and hazards often found in post-disaster environments (e.g., lead and asbestos), clean water as it pertains to housing (septic tanks, etc.), and the preservation of wetlands and coastal resources. The Massachusetts DOI is part of the U.S. insurance regulatory framework, which is a highly coordinated state-based national system designed to protect policyholders and serve the greater public interest through the effective regulation of the U.S. insurance marketplace.

7.1 MASSACHUSETTS DEPARTMENT OF ENVIRONMENTAL PROTECTION

7.1.1 DEP Executive Operational Checklist

Table 7-1 summarizes the DEP's responsibilities under MAHRF 6.

Table 7-1: DEP Environmental, Historic Preservation, and Insurance Checklist

Initiation Timeframe	Short-Range			Mid-Range		Long-Range
Executive Tasks	Develop overarching EHP compliance approach			Develop mitigation policy for historic resources		Develop design guidelines for mitigation of historic resources
Operational Actions	Respond to requests for information about the permit application process related to rebuilding and rehabilitation	Inform the public about the environmental permit process	Assist with EHP review for Emergency Group Sites	Review permit applications for repairs and new construction	Inspect repairs or new construction projects for compliance with EHP regulations	Provide workshops to residents to inform them of the NEPA and NHPA review and environmental permit process

EHP = Environmental and Historic Preservation

NEPA = National Environmental Policy Act

NHPA = National Historic Preservation Act

7.1.2 DEP Executive Tasks Rationale, Considerations, and Coordination

Task 1: Develop overarching EHP compliance approach

A. Rationale

- a. Compliance with federal and state EHP regulations can be difficult and lengthy for post-disaster communities, especially when compliance is linked to recovery funds
- b. Historic buildings may be repaired in way that compromises the integrity of the property or demolished when they could have been repaired

B. Considerations

- a. FEMA will serve as a consulting agency to any NEPA strategy and documentation preparation for housing recovery
- b. U.S. Army Corps of Engineers (USACE) will provide input into the NEPA and NHPA consultation process related to housing recovery
- c. Approach must include development of Memorandums of Agreement / Memorandums of Understanding (MOAs/MOUs) with federal and Commonwealth agencies
- d. For large-scale disasters, employ a two-tiered approach² for NEPA and NHPA compliance related to implementing the housing recovery program
- e. Streamline the process for the post-event permitting process and Tier 1 and Tier 2 EHP reviews for housing recovery activities

C. Coordination

- a. FEMA, MEMA, DHCD, and Massachusetts Department of Conservation and Recreation (DCR), and participate in MOUs/MOAs as needed to facilitate a streamlined approach to EHP compliance
- b. HUD will establish disaster-specific EHP requirements and serve as a consulting agency to any NEPA strategy and documentation
- c. Coordinate with leadership of MAHRF 7 (Hazard Mitigation and Redevelopment) so that permits issued are consistent with hazard mitigation decisions or updates of the hazard mitigation plan
- d. Massachusetts Historical Commission (MHC) will provide advisory support for NEPA and NHPA strategy and documentation development

Task 2: Develop mitigation policy for historic resources

A. Rationale

- a. Recovery presents an opportunity to leverage resources to mitigate impacts on historic properties

² Tier 1 is a broad programmatic review and Tier 2 reviews address individual projects built upon the Tier 1 review.

B. Considerations

- a. Retaining integrity while mitigating damage from future events is crucial for preserving historic resources

C. Coordination

- a. FEMA EHP and MHC must be included in the development of the mitigation policy
- b. Coordinate with leadership of MAHRF 7 so that permits issued are consistent with hazard mitigation decisions or updates of the hazard mitigation plan

Task 3: Develop design guidelines for mitigation of historic resources (if needed)

A. Rationale

- a. A disaster that affects many structures/sites in multiple historic districts may require additional guidance to ensure the communities maintain integrity of historic districts while rebuilding and conducting mitigation activities

B. Considerations

- a. Guidelines should consider the effects of mitigation/rebuilding on the entire historic district or neighborhood, rather than focusing on the appearance and materials of individual properties

C. Coordination

- a. FEMA EHP and MHC must be included in the development of the guidelines, as well as preservationists and planners in affected local governments

7.2 MASSACHUSETTS DIVISION OF INSURANCE

7.2.1 DOI Executive Operational Checklist

Table 7-2 summarizes DOI’s responsibilities under MAHRF 6.

Table 7-2: DOI Environmental, Historic Preservation, and Insurance Checklist

Initiation Timeframe	Short-Range		Mid-Range	Long-Range
Executive Tasks	Coordinate efforts related to insurance/policy matters with FIMA		Create a Disaster Mediation Program	Encourage communities to participate in CRS or to increase their CRS rating
Operational Actions	Respond to questions/complaints related to insurance policies in effect at the time of the disaster	Respond to requests for information about insurance requirements for housing recovery programs	Respond to inquiries and assist consumers in resolving insurance complaints	Conduct education and outreach about the CRS program

FIMA = Federal Insurance and Mitigation Administration

CRS = Community Rating System

7.2.2 DOI Executive Tasks Rationale, Considerations, and Coordination

Task 1: Coordinate efforts related to insurance/policy matters with the Federal Insurance and Mitigation Administration (FIMA)

- A. Rationale
 - a. Lenders require a National Flood Insurance Program (NFIP) policy for mortgaged properties located in identified Special Flood Hazard Areas (SFHAs)
- B. Considerations
 - a. If a jurisdiction does not participate in the NFIP and has flood-prone areas, it may join the NFIP at no charge
 - b. Homeowners who did not have a mortgage pre-disaster may need a mortgage or home repair loan post-disaster, and may need to be able to purchase flood insurance
- C. Coordination
 - a. FEMA will provide statistics on number of damaged structures insured under the NFIP
 - b. MEMA will provide data known on structure damage such as age of structures, location in the floodplain, and NFIP policy holder
 - c. The State NFIP Coordinator can provide information about communities participating in the NFIP
 - d. Office of Geographic and Environmental Information will develop GIS database with available insurance policy information, relevant housing data, and damage information

Task 2: Create a Disaster Mediation Program

- A. Rationale
 - a. Policy holder's insurance claims may be denied or reduced by insurance companies
- B. Considerations
 - a. Other states have created successful Disaster Mediation Programs to resolve insurance claim disputes between homeowners / business owners and insurance carriers after a natural disaster
 - b. The American Arbitration Association can provide leadership of the Disaster Mediation Program
- C. Coordination
 - a. Coordinate with MEMA, FEMA, and State Public Information and External Affairs to communicate information on the Disaster Mediation Program to residents and business owners in a coordinated and consistent manner
 - b. Coordinate Disaster Mediation Program with American Arbitration Association Disaster Recovery Claims Resolution Program to leverage resolution of claims disputes

Task 3: Encourage communities to participate in the Community Rating System (CRS) or to increase their CRS rating

A. Rationale

- a. Post-disaster recovery provides an opportunity for communities to engage in mitigation activities to increase their resiliency to flood damage

B. Considerations

- a. Participation in the CRS has many benefits, including reducing flood insurance premiums for residents and increasing community resiliency to flooding; may also help a community qualify for some federal assistance programs
- b. Participation in the CRS requires a local jurisdiction to incur some costs for implementing various activities to reduce the risk of flood damage in the future

C. Coordination

- a. FEMA Region I, the Insurance Services Office and the State NFIP Coordinator can provide technical assistance to communities that would like to join the CRS or increase their rating

SECTION EIGHT: HOUSING RECOVERY FUNCTION 7 – HAZARD MITIGATION AND REDEVELOPMENT

Redevelopment includes rebuilding damaged housing stock, as well as developing new single- and multi-family housing units and new infrastructures. Redevelopment efforts might be threatened if property owners and renters do not have insurance or if their policies for replacement do not provide adequate funds. Redevelopment must be consistent with established zoning and land use policies and is an opportunity to reduce the likelihood of damages from a future disaster.

The Commonwealth has developed a State Hazard Mitigation Plan, and many local jurisdictions within the Commonwealth have developed a local hazard mitigation plan that identifies potential hazards and vulnerabilities and proposes actions that will be implemented to reduce damage due to future disasters. Post-disaster, the Commonwealth and local communities have a unique opportunity to implement some of the proposed hazard mitigation actions as structures and infrastructure are rebuilt, as new construction occurs, and redevelopment takes hold.

The DHCD will be the lead entity at the state level for ensuring that redevelopment occurs in a manner that is consistent with development ordinances, and land use and other planning mechanisms. Building upon DHCD's mission to strengthen cities, towns, and neighborhoods to enhance the quality of life of Massachusetts residents, the DHCD will lead assist in the development of the recovery strategy and recovery plan for impacted jurisdictions. The strategy and plan should incorporate safe, decent, affordable housing opportunities, economic vitality of communities, mitigation measures to increased community resilience, and sound municipal management. The DHCD will also identify available funding streams to support redevelopment strategy.

8.1 MASSACHUSETTS EMERGENCY MANAGEMENT AGENCY

8.1.1 MEMA Executive Operational Checklist

Table 8-1 summarizes MEMA's responsibilities under MAHRF 7.

Table 8-1: MEMA Hazard Mitigation and Redevelopment Checklist

Initiation Timeframe	Short-Range		Mid-Range				Long-Range
Executive Tasks	Inform DHCD of pre-identified mitigation actions for incorporation into redevelopment projects	Advise DHCD of available FEMA mitigation funds that can be incorporated into the redevelopment plan. Consult insurance industry to ascertain availability of mitigation discounts.	Develop statewide hazard mitigation strategies				Review and update the <i>State Hazard Mitigation Plan</i>
Operational Actions	Identify mitigation actions for incorporation into redevelopment projects	Identify FEMA mitigation funding that can be incorporated into redevelopment plan. Coordinate mitigation efforts with FIMA.	The State Hazard Mitigation Officer (SHMO) will help DHCD with mitigation projects and potential funding sources	The State NFIP Coordinator will help DHCD with floodplain management issues in the redevelopment area	The NFIP and FIMA Coordinator will coordinate with local floodplain managers for enforcing local flood damage prevention ordinances	The NFIP Coordinator and DOI will provide information about flood insurance coverage	Submit HMGP funding applications and implement projects

8.1.2 MEMA Executive Tasks Rationale, Considerations, and Coordination

Task 1: Inform DHCD of pre-identified mitigation actions for incorporation into redevelopment projects

- A. Rationale
 - a. DHCD may not be aware of specific preferred mitigation actions supported by MEMA and DCR or contained in the *Massachusetts State Hazard Mitigation Plan*
- B. Considerations
 - a. Local jurisdiction hazard mitigation plans that may have additional mitigation actions not contained in the *State Hazard Mitigation Plan*
 - b. Vulnerable populations may be resistant to relocation if they are located near services or employment
 - c. Redevelopment of housing that serves vulnerable populations should not be moved or should be moved only a short distance from access to public transportation and community services
- C. Coordination
 - a. Communicate with local planning departments to ascertain if they have additional mitigation actions that should be communicated to the DHCD for inclusion in the redevelopment plan

Task 2: Advise DHCD of available FEMA mitigation funds that can be incorporated into the redevelopment plan and consult insurance industry to ascertain availability of mitigation discounts.

- A. Rationale
 - a. DHCD may not be aware of FEMA mitigation grant funding opportunities for mitigation actions supported by MEMA and DCR or contained within the *Massachusetts State Hazard Mitigation Plan*
- B. Considerations
 - a. Sources of funding should cover all housing types in the affected area
- C. Coordination
 - a. Consult FEMA Region I for information on available FEMA mitigation funding
 - b. Planning department staff and local housing authorities may have information on funding sources best suited for the area

Task 3: Develop statewide hazard mitigation strategies

- A. Rationale
 - a. Each disaster is different and presents an opportunity to re-evaluate the *State Hazard Mitigation Plan*
- B. Considerations

- a. Examine disaster impacts on structures, infrastructure, and communities, and establish mitigation goals
 - b. Review technical reports on hazard mitigation techniques to align with hazards identified in the *State Hazard Mitigation Plan*
 - c. Prioritize mitigation policies, techniques, project areas, and funding allocation
- C. Coordination
- a. Work with FEMA Region I and DCR to update the *State Hazard Mitigation Plan*

Task 4: Review and update the State Hazard Mitigation Plan

- A. Rationale
- a. Lessons learned on buildings and infrastructure performance during a disaster can be incorporated into the *State Hazard Mitigation Plan* as new mitigation strategies or projects to improve the resiliency of buildings and infrastructure
- B. Considerations
- a. The updated plan will account for the findings of the housing damage assessment and will recommend ways to avoid similar damage from occurring in the future
 - b. The updated plan will incorporate input from the public
- C. Coordination
- a. DHCD will monitor mitigation actions on housing, evaluate the impact of the current hazard mitigation plan based on the disaster, and communicate its findings to MEMA and DCR

8.2 MASSACHUSETTS DEPARTMENT OF HOUSING AND COMMUNITY DEVELOPMENT

8.2.1 DHCD Executive Operational Checklist

Table 8-2 summarizes DHCD's responsibilities under MAHRF 7.

Table 8-2: DHCD Hazard Mitigation and Redevelopment Checklist

Initiation Timeframe	Short-Range		Mid-Range			Long-Range	
Executive Tasks	Prepare a redevelopment plan in coordination with affected municipalities		Ensure rebuilding/redevelopment is compliant with state building zoning/codes	Ensure that rebuilding/redevelopment is compliant with EHP laws and Executive Orders		Review and update the <i>State Hazard Mitigation Plan</i>	
Operational Actions	Ensure that the PIO provides information about redevelopment plans and priorities	Ensure that the PIO provides information about sources of financial assistance for housing redevelopment	Ensure local municipalities have enough building inspectors to enforce development ordinances	Work with MHC to establish compliance with local historic preservation ordinances	Initiate HMA grant application process	Apply for funding to implement mitigation strategies and projects	Monitor mitigation actions and evaluate the current hazard mitigation plan

8.2.2 DHCD Executive Tasks Rationale, Considerations, and Coordination

Task 1: Prepare a redevelopment plan in coordination with affected municipalities

- A. Rationale
 - a. A plan that specifies redevelopment problems, potential solutions, and priorities can facilitate a redevelopment process and make it possible for residents to return home quickly
- B. Considerations
 - a. Hazard mitigation projects should be designed to mitigate the potential effects of future events
 - b. Sustainability and resiliency should be incorporated into redevelopment plans
 - c. A redevelopment plan can be prepared pre-disaster to outline policies that will be used to make decisions post-disaster
 - d. The redevelopment plan can outline procedures for re-entry into the most damaged areas
- C. Coordination
 - a. Coordinate with MEMA and appropriate RPAs so that redevelopment is consistent with plans to mitigate or reduce the effects of hazards in the future
 - b. Coordinate with MHC to ensure historical and cultural resources are included in redevelopment plans
 - c. Office of Geographic and Environmental Information will maintain GIS data layers to support redevelopment
 - d. RPAs will serve as liaisons for the DHCD to the affected jurisdictions

Task 2: Ensure that rebuilding/redevelopment is compliant with established state building zoning/codes

- A. Rationale
 - a. After a disaster, communities want to rebuild as quickly as possible, and permitting and compliance may become secondary needs to reconstruction
- B. Considerations
 - a. If flooding has been a previous cause of damage in the affected area, the jurisdiction may be required to prove they have updated elevation requirements in the SFHA and have updated and adopted a flood damage prevention ordinance
 - b. If FEMA determines that estimates of the base flood elevation (BFE) will be updated or that new estimates should be used until new BFEs are determined, the local jurisdiction will need to communicate any new requirements to the public before redevelopment begins
 - c. Based on outputs from post-disaster analyses like FEMA Mitigation Assessment Teams, DHCD, MEMA, the SHMO, and Board of Building Regulations and

Standards (BBRS) will work with federal agencies to identify mitigation measures that can be incorporated the state building code

C. Coordination

- a. Work with FEMA to review existing flood maps to determine the accuracy of the estimated elevation of flooding
- b. Coordinate with the State NFIP Coordinator and local floodplain managers for flood events
- c. Coordinate with BBRS to confirm that local building inspectors and floodplain managers have sufficient resources to ensure that rebuilding complies with flood damage prevention ordinances
- d. Have the Office of Geographic and Environmental Information and the RPAs verify high-hazard areas
- e. BBRS to coordinate building code enforcement

Task 3: Ensure that rebuilding/redevelopment is compliant with EHP laws and Executive Orders

A. Rationale

- a. After a disaster, communities want to rebuild as quickly as possible, and EHP permitting and compliance may become secondary needs to reconstruction

B. Considerations

- a. EHP laws and Executive Orders may be viewed by post-disaster communities as an extra burden during reconstruction
- b. Local jurisdictions may have EHP laws that are more stringent than federal or state regulations
- c. MHC and the DEP are responsible for enforcing EHP laws and Executive Orders at the state level
- d. Local planning departments or historical commissions will enforce EHP laws at the local level

C. Coordination

- a. MHC will assist with issues in the redevelopment plan related to preserving structures of historical significance
- b. MHC will liaise with local preservation groups to gather input and enable buy-in to the redevelopment strategy
- c. DEP will provide technical assistance related to assessing the environmental impacts of the redevelopment plan

Task 4: Review and update the State Hazard Mitigation Plan

A. Rationale

- a. Lessons learned on building and infrastructure performance during a disaster can be incorporated into the *State Hazard Mitigation Plan* as new mitigation

strategies or projects to improve the resilience of buildings and infrastructure to future events

B. Considerations

- a. The updated plan will account for the findings of the housing damage assessment and will recommend ways to avoid similar damage from occurring in the future
- b. The updated plan will incorporate input from the public

C. Coordination

- a. Plan updates should be communicated to MEMA (SHMO) and the DCR, both of which are responsible for updating the *Massachusetts State Hazard Mitigation Plan*

**SECTION NINE: HOUSING RECOVERY FUNCTION 8 – ADMINISTRATION,
CONTRACTING, AND FINANCE**

Post-disaster, various funding streams may become available to a local jurisdiction through state agencies for rebuilding and recovery activities. Grants and other monies must be carefully managed and accounted for, following rules established by the funding agencies. The primary goal of MAHRF 8 is to manage housing recovery funding and contracts in a way that balances efficiency and accountability of public funding.

**9.1.1 MASSACHUSETTS EMERGENCY MANAGEMENT AGENCY (MEMA) FINANCE
SECTION Executive Operational Checklist**

Table 9-1 summarizes Office of Administration and Finance’s responsibilities under MAHRF 8.

Table 9-1: MEMA Finance Section Recovery Administration, Contracting, and Financing Checklist

Initiation Timeframe	Short-Range		Mid-Range			Long-Range
Executive Tasks	Establish a financial management system and funding programs for recovery	Provide recommendations to the Governor’s Office, Legislators, and Budget Committee	Provide financial guidance for grant funding payment procedures			Conduct administrative closeout of federal grant funding
Operational Actions	Develop/update a list of available funding sources	Determine the best use of such funds	Secure contractors to provide direct reconstruction assistance to displaced residents	Apply for post-disaster funding	Manage post-disaster grants and funding	Hire additional staff to manage recovery contracts and conduct administrative functions

9.1.2 MEMA Finance Section Executive Tasks Rationale, Considerations, and Coordination

Task 1: Establish a financial management system and funding programs for recovery

- A. Rationale
 - a. Distributing, tracking, and accounting for housing recovery funding is an important component of disaster management
- B. Considerations
 - a. Funding will come from a variety of sources, each with its own eligibility requirements that must be met to obtain funds
 - b. Tracking expenditures and auditing funds are required to ensure that the grant funding was spent on eligible projects/activities and within budgeted limits
- C. Coordination
 - a. MEMA will assess overall damage to homes and businesses, and determine whether damage levels warrant supplemental federal disaster assistance
 - b. DHCD will help administer recovery efforts, serve as liaison to HUD on affordable housing and economic development initiatives, explore and assess post-disaster damage, and assist in the estimate of recovery costs

Task 2: Provide recommendations to Governor's Office, Legislators, and Budget Committee

- A. Rationale
 - a. Depending on the magnitude of the disaster, supplemental funds beyond reserved disaster funding may be needed for recovery
- B. Considerations
 - a. Some communities may not be able to meet the federal funding match requirements for FEMA Public Assistance and HMGP
 - b. There may be housing and economic recovery needs beyond temporary housing
 - c. Integrating sustainability and resilience measures will increase reconstruction costs
- C. Coordination
 - a. Communicate with Commonwealth Treasurer to acquire reports on finances
 - b. Communicate with Operational Services Division for information on solicitations and bid evaluations

Task 3: Provide financial guidance for grant funding payment procedures

- A. Rationale
 - a. Local jurisdictions will want to rebuild and return to normal as quickly as possible
- B. Considerations
 - a. Reconstruction and mitigation actions should be cost-effective

- b. Adequate documentation of work performed must be maintained throughout the life of a project to meet federal and state regulations and satisfy grant requirements
- C. Coordination
 - a. Commonwealth Attorney’s Office will review contracts and grant agreements and settle disputes
 - b. Department of Revenue (DOR) will provide technical assistance, training, and oversight for affected local jurisdictions
 - c. Coordination with the local departments responsible for procurement and legal issues will be necessary to review licenses, documentation, and contract-related paperwork

Task 4: Conduct administrative closeout of federal grant funding

- A. Rationale
 - a. Accounting for funding is a vital step in the federal funding closeout process
- B. Considerations
 - a. Costs that cannot be accounted for or were spent on ineligible activities must be repaid to the federal government
- C. Coordination
 - a. MA VOAD will supply information on volunteer hours and donated goods to account for local match to federal grant funds
 - b. Commonwealth Auditor will ensure compliance with requirements for management of federal and Commonwealth funds
 - c. DOR will ensure accuracy and quality of local accounting, treasury management, and distribution of local aid for post-disaster recovery efforts
 - d. Coordinate with subgrantees/subapplicants to submit required closeout documentation to the federal agency administering grant funding

SECTION TEN: HOUSING RECOVERY FUNCTION 9 – PUBLIC INFORMATION AND EXTERNAL AFFAIRS

In the days, weeks, and months following a disaster, it will be important for residents to have current, accurate information about the procedures for returning to damaged areas, sources of assistance for repairs, and the decisions of the local jurisdiction and the state regarding all aspects of disaster recovery. One or more spokespersons for the Commonwealth will need to inform the public, property owners, and the press about post-disaster recovery. Further, MADHTF members will be required to coordinate and disseminate information to local and state government on the disaster and the status of the state-supported housing recovery operations.

10.1 MASSACHUSETTS EMERGENCY MANAGEMENT AGENCY

10.1.1 MEMA Executive Operational Checklist

Table 10-1 summarizes MEMA’s responsibilities under MAHRF 9.

Table 10-1: MEMA Public Information and External Affairs Checklist

Initiation Timeframe	Short-Range			Mid-Range	Long-Range
Executive Tasks	Provide housing recovery information to the public (Public Information)	Develop a comprehensive public information strategy for the housing recovery mission and program	Clearly transmit precise and timely information to the public and the press	Provide information and status of housing recovery operations to state and local government (External Affairs)	Communicate mitigation success stories and best practices
Operational Actions	Contact officials of public and private agencies to gather accurate information about the status of recovery efforts	Monitor social media activity and coverage related to the housing recovery	Maintain communications and information/data feeds with all supporting agencies and departments	Monitor housing recovery operations	Document mitigation success stories and best practices

10.1.2 MEMA Executive Tasks Rationale, Considerations, and Coordination

Task 1: Provide housing recovery information to the general public (Public Information)

A. Rationale

- a. Displaced populations will be difficult to reach, especially if telecommunications and the power grid are disrupted

B. Considerations

- a. Information should be accurate, useful, and timely
- b. Social media activity related to housing recovery can serve to verify accuracy of information being disseminated and be used to develop a corrective action plan

- c. Mass 2-1-1 is the Commonwealth’s primary telephone information call center during an emergency and will direct callers to the services most appropriate for their needs
- C. Coordination
 - a. The State PIO is the official spokesperson and primary news media point of contact for inquires relating to housing recovery activities
 - b. Coordinate with the FEMA PIO for updates on federal housing recovery activities
 - c. DHCD will provide status updates on housing recovery, including information on grant applications and available affordable housing
 - d. The Governor’s Press Office will craft the Administration’s message related to housing recovery and the specifics of the disaster, create an official vehicle for release of information at the Administration level, and coordinate with MEMA to support public information needs

Task 2: Develop a comprehensive public information strategy for the housing recovery mission and program

- A. Rationale
 - a. Housing recovery information should be communicated to audiences in a coordinated and consistent manner
- B. Considerations
 - a. The information strategy should account for the non-English-speaking population of the affected areas to provide multilingual disaster and housing recovery support information and messaging
 - b. Information should be disseminated across a variety of print, electronic, and social media
 - c. Use a Web developer for posting information about each MAHRF as it becomes available
- C. Coordination
 - a. Public information must be coordinated across jurisdictions, agencies, and organizations to present a cohesive message
 - b. Coordinate with media outlets, including multilingual, to disseminate housing recovery information to the public
 - c. Coordinate with FEMA PIO and State PIO

Task 3: Clearly transmit precise and timely information to the public and the press

- A. Rationale
 - a. Disaster situations are stressful for the affected public
- B. Considerations
 - a. The PIO can be very effective in limiting the spread of rumors and false information, allaying fears, and expediting each aspect of a post-disaster housing program

- b. The information may relate to the other Housing Recovery Functions, to the FEMA Individual Assistance Program, or to other FEMA or state programs
- C. Coordination
 - a. DHCD and DCR will provide updates on the status of the housing recovery program, including temporary housing, rapid repairs, restoration of critical lifelines and infrastructure, and hazard mitigation goals and projects
 - b. MAHRF 3 will provide updates on debris management programs
 - c. MAHRF 5 will provide regular updates on the need for volunteers and specific donations
 - d. DHCD and RPAs will provide regular updates on housing damage and needs assessments and housing redevelopment plans

Task 4: Provide information and status of housing recovery operations to state and local government (External Affairs)

- A. Rationale
 - a. A single point of information is needed to ensure all players involved in recovery have the same information at the same time
- B. Considerations
 - a. Information should be accurate, useful, and timely
- C. Coordination
 - a. Communicate with FEMA External Affairs for updates on federal housing recovery activities

Task 5: Communicate mitigation success stories and best practices

- A. Rationale
 - a. Sharing innovative mitigation planning and prevention measures can help other communities in similar situations improve their resiliency and highlight the capabilities of the community that implemented the best practice
- B. Considerations
 - a. Mitigation success stories and best practices provide an opportunity for positive media coverage
- C. Coordination
 - a. FEMA Region I, other state agencies, and local jurisdictions coordinate information to develop mitigation success stories and best practices

Appendix A
Acronyms and Abbreviations

Appendix A: Acronyms and Abbreviations

BBRS	Board of Building Regulations and Standards
BFE	Base Flood Elevation
CDBG-DR	Community Development Block Grant-Disaster Recovery
CRS	Community Rating System
DCR	Department of Conservation and Recreation
DEP	Department of Environmental Protection
DHCD	Department of Housing and Community Development
DOI	Division of Insurance
DOR	Department of Revenue
DPU	Department of Public Utilities
EHP	Environmental and Historic Preservation
FEMA	Federal Emergency Management Agency
FIMA	Federal Insurance and Mitigation Administration
FMA	Flood Mitigation Assistance
GIS	Geographic Information System
HMA	Hazard Mitigation Assistance
HMGP	Hazard Mitigation Grant Program
HUD	U.S. Department of Housing and Urban Development
MA VOAD	Massachusetts Voluntary Organization Active in Disaster
MADHTF	Massachusetts Disaster Housing Task Force
MAESF	Massachusetts Emergency Support Function
MAHRF	Massachusetts Housing Recovery Function
MEMA	Massachusetts Emergency Management Agency
MHC	Massachusetts Historical Commission
MOAs	Memorandums of Agreement
MOUs	Memorandums of Understanding
NEPA	National Environmental Protection Act
NFIP	National Flood Insurance Program
NGO	Non- government Organization
NHPA	National Historic Preservation Act
PDM	Pre-Disaster Mitigation
PIO	Public Information Officer
RPA	Regional Planning Agency
SFHA	Special Flood Hazard Area
SHMO	State Hazard Mitigation Officer
USACE	U.S. Army Corps of Engineers