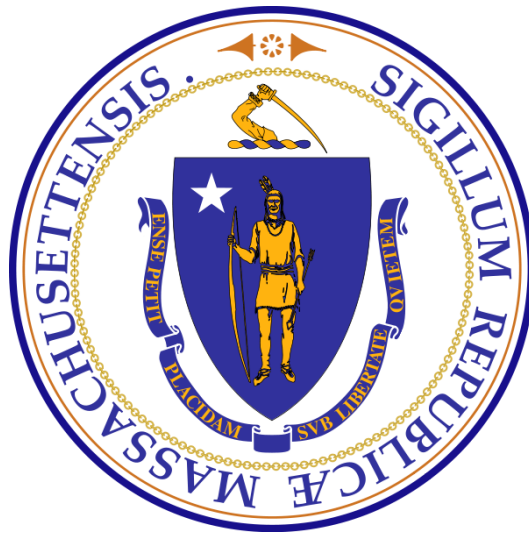


COMMONWEALTH OF MASSACHUSETTS



Comprehensive Emergency Management Plan DISASTER RECOVERY ANNEX

January 2019

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Responsible Massachusetts Emergency Support Functions

MAESF 1: Transportation

- Primary Agency: Massachusetts Department of Transportation

MAESF 3: Public Works and Engineering

- Primary Agency: Department of Conservation and Recreation

MAESF 6: Mass Care, Emergency Housing and Human Services

- Primary Agency: American Red Cross

MAESF 7: Volunteers and Donations

- Primary Agency: MA VOAD

MAESF 8: Public Health and Medical Services

- Primary Agency: Department of Public Health

MAESF 10: Hazardous Materials and Environmental Protection

- Primary Agency: Department of Environmental Protection

MAESF 13: Public Safety and Security

- Primary Agency: Massachusetts State Police

MAESF 14: Recovery

- Primary Agency: Massachusetts Emergency Management Agency

Federal Support Agencies

National Disaster Recovery Framework (NDRF), Recovery Support Functions (RSFs):

- Community Planning and Capacity Building
- Economics
- Health and Social Services

- Housing
- Infrastructure Systems
- Natural and Cultural Resources

1.0. INTRODUCTION

1.1. Purpose

The purpose of the Disaster Recovery Annex is to establish a framework to coordinate state-level support of local, state and federal disaster recovery programs necessary for the restoration of critical functions, services, vital resources, facilities, programs, and infrastructure following an emergency or major disaster affecting part or all of the Commonwealth of Massachusetts. Much of this support involves the coordination and administration of federal disaster assistance which may be made available to the Commonwealth following a Presidential disaster declaration.

1.2. Scope

This Annex serves as a component of the Massachusetts Comprehensive Emergency Management Plan (CEMP) and is applicable to pertinent Massachusetts Emergency Support Function (MAESF) agencies and organizations with a role in supporting disaster recovery programs. Responsible MAESF agencies will coordinate with one another and work closely with local, state, and federal agencies and departments as well as non-governmental organizations to meet the following objectives:

- Coordinate, monitor and implement state and federal disaster recovery assistance programs in accordance with state priorities.
- Disseminate information about the availability and details of these programs to eligible entities.
- Coordinate resources to support the restoration of basic hospital services and other facilities that provide medical care.
- Facilitate the transition of displaced populations from shelters to interim and long-term housing arrangements, and ensure social services, as necessary.
- Facilitate the resumption of employment and economic activity.
- Identify repairs that can be implemented immediately to enable the resumption of basic services, as well as long-term critical infrastructure restoration needs such as transportation, communications and utilities.
- Resume the delivery of a full range of government services.
- Develop a comprehensive plan for rebuilding that focuses on resilient redevelopment, environmental sustainability, equitable use of resources and historic preservation.
- Initiate the process for long-term recovery.
- Facilitate restoration of the Commonwealth's economy, including financial services, shipping and manufacturing.

1.3. Policies

- The Disaster Recovery Annex is an annex of the Massachusetts CEMP.

- As an incident requires, and at the Direction of the Massachusetts Emergency Management Agency (MEMA) Director or State Emergency Operations Center (SEOC) Manager, the Disaster Recovery Annex will be implemented to support activities related to the implementation of disaster recovery programs in the Commonwealth.
- MEMA and the SEOC Manager will provide overall direction and control regarding coordination of damage assessment in impacted areas of the Commonwealth in the event of a disaster or emergency.
- This annex does not supersede existing local disaster recovery plans, but rather is designed to supplement and support them. This plan builds upon established disaster recovery capabilities at the local level.
- All MAESF agencies and organizations assigned responsibilities within this annex will develop and maintain the necessary plans, standard operating procedures, and mutual aid agreements to successfully accomplish assigned tasks.
- MEMA is responsible for overall coordination of this annex and for coordinating with responsible MAESFs to access any additional resources necessary to support the implementation of disaster recovery programs across the Commonwealth.

1.4. Recovery Programs

There are five federal recovery programs that can be made available under a presidential major disaster declaration: (1) Public Assistance (PA), (2) Individual Assistance (IA), (3) Small Business Administration (SBA), (4) Fire Management Assistance Grant (FMAG), and (5) Post Disaster Hazard Mitigation Grant Program (HMGP). Each program addresses specific recovery needs for various eligible entities. The programs are summarized below.

a) Public Assistance Program

The FEMA Public Assistance (PA) Grant Program provides assistance to state, tribal and local governments, and certain types of private nonprofit organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President. Through the PA Program, FEMA provides supplemental federal disaster grant assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain Private Non-Profit (PNP) organizations. The PA Program also encourages protection of these damaged facilities from future events by providing assistance for hazard mitigation measures during the recovery process. The federal share of assistance is not less than 75% of the eligible cost for emergency measures and permanent restoration.

b) Individual Assistance Program

FEMA's Individual Assistance (IA) program includes a number of programs geared toward providing assistance to individuals impacted by a disaster. These programs include: financial support; crisis counseling; alternative, interim and permanent housing; disaster unemployment; and disaster legal services.

c) Small Business Administration Program

The Small Business Administration Disaster Assistance Program provides low interest disaster loans to homeowners, renters, businesses of all sizes and private non-profit organizations to repair or replace real estate, personal property, machinery and equipment, inventory and business assets that have been damaged or destroyed in a declared disaster.

d) Fire Management Assistance Grant Program

The Fire Management Assistance Grant (FMAG) Program provides assistance to state, local, and tribal governments for the mitigation, management, and control of fires on publicly or privately owned forests or grasslands. These fires could threaten destruction on a level similar to a major disaster. This process, once declared, is done in an expedited manner, and FEMA decisions are often rendered in a matter of hours. The FMAG Program offers a 75 percent federal cost share, with a 25% cost incurred by the states.

e) Post Disaster Hazard Mitigation Grant Program

Following a major disaster declaration by the President, eligible State and local agencies and organizations are entitled to participate, on a cost/share basis, in the funding of post-disaster hazard mitigation projects. The Massachusetts Hazard Mitigation Grant Program is jointly administered by the Massachusetts Emergency Management Agency and the Massachusetts Department of Conservation & Recreation, known as the State Hazard Mitigation Team (SHMT). For each disaster event, the SHMT will identify opportunities for hazard mitigation by focusing on projects and actions that are consistent with the goals and strategies articulated in the State Hazard Mitigation and Climate Adaptation Plan. The post-disaster recommendations of the State Mitigation Interagency Committee and reports from the Preliminary Damage Assessment (PDA) Teams may also assist in early identification of other potential mitigation projects. Some of these projects and actions may be funded by the Hazard Mitigation Grant Program. The combination of the mitigation plan and team recommendations will help ensure that the Hazard Mitigation Program grants will be used in the most effective manner possible to reduce the potential for future losses from natural disasters within the disaster area.

f) Other Recovery Programs

In addition to the above recovery programs listed, in some instances the Department of Housing and Community Development may administer the Community Development Block Grant Disaster Recovery (CDBG-DR) Program. This Program provides flexible grants to help cities, counties, and States recover from Presidentially declared disasters, especially in low-income areas, subject to availability of supplemental appropriations.

2.0. SITUATION AND ASSUMPTIONS

2.1. Situation

Extensive property damage will occur following a major disaster or catastrophe. Many private homes, businesses and commercial enterprises may be damaged or destroyed. Critical infrastructure may be severely impacted. Many private and public facilities and buildings may need to be repaired, demolished, or isolated to ensure public safety. Impacted infrastructure may not be uninsured or underinsured. As a result of these impacts, disaster recovery programs for individuals and/or the public sector will need to be implemented to ensure effective and timely recovery.

Additionally, disasters have a disproportionate impact on people with disabilities and others with access and functional needs (AFN), who are at higher risk of death, injury and loss of property. They are less likely to receive timely warnings before an event; they may find evacuation routes and public shelters difficult to access or even inaccessible; appropriate care and shelter facilities are often lacking; and they are overlooked in relief and recovery assistance. This population is also more likely to be poor or unemployed, socially marginalized, excluded from decision-making processes and living in hazardous locations in poor housing and with inadequate infrastructure and limited access to basic services. Disasters can be a significant cause of permanent injuries and impairments, can exacerbate pre-existing conditions through the loss of equipment or medication, and can hamper an individual's access to needed services and supports. Specialized assistance and/or additional assistance may be needed to address unique needs that are not satisfied by routine disaster assistance programs.

- i. Access and functional needs (AFN) refers to individuals who are or have:
 - Physical, developmental or intellectual disabilities
 - Medical conditions or injuries
 - Limited English proficiency
 - Older adults
 - Children
 - Low income, homeless and/or transportation disadvantaged (i.e., dependent on public transit)

2.2. Planning Assumptions

- Activation of the Recovery Plan assumes other response and short-term recovery operations are already underway, guided by the National Response Framework (NRF) as well as the State CEMP and associated Emergency Support Functions (ESF). Recovery activities may occur while response activities are still on-going.
- Local jurisdictions will have primary responsibility for recovery operations; State agencies and partners will provide support and expertise as needed.

- Local governments have emergency management resources, plans, and/or procedures already in place to support damage assessment activities.
- The State EOC (SEOC) may be the central coordinating point for the implementation of recovery efforts.
- Coordination of state efforts to support disaster recovery program implementation will be required.
- Coordination and communication among federal, state and local agencies and non-government organizations (NGO's) will be essential in implementing disaster recovery programs.
- MAESF agencies and organizations detailed in this annex will work collaboratively to support disaster recovery program activities with relevant expertise, resources and authorities.
- Impacted infrastructure may be uninsured or underinsured.
- Individuals, private sector and public sector infrastructure may be impacted by a disaster.

3.0. CONCEPT OF OPERATIONS

3.1. General

Unless directed otherwise by the Governor, under MAESF 14 Recovery, the Massachusetts Emergency Management Agency (MEMA) has the overall responsibility for disaster recovery efforts within the Commonwealth to include: administration, management, planning, preparedness, mitigation, and coordination of response and recovery efforts.

3.2. Continuity of Operations/Continuity of Government

Recovery of services, facilities, programs, functions, vital resources/critical systems, essential personnel, and infrastructure begin during the response phase of any disaster. The Commonwealth maintains a Continuity of Operations (COOP)/Continuity of Government (COG) Base Plan, which outlines The Commonwealth's Essential Program Functions for Continuity Operations, along with timelines for potential disruption of normal activities. The COOP/ COG Base Plan also outlines critical elements of Continuity of Government for all three levels of state government in Massachusetts.

Select Executive Branch Agencies also support the COOP/ COG Base Plan. These agencies have been designated as Branch Directors to support essential services within the State Emergency Operations Center (SEOC). The Branches designated are: Emergency Services, Infrastructure, Health and Welfare, and Operations Support. Each Branch is supported by specific Emergency Support Functions (ESFs). Due to the importance of these Branch Director Agencies, they have also been designated by MEMA as essential Executive Branch Agencies for Continuity Programs. These agencies provide mission essential functions key to response, recovery, and continued operation of the Commonwealth during time of emergency.

The following agencies have been designated as Branch Directors, and are thereby designated executive branch agency required to have a COOP Plan:

- Emergency Services Branch: Department of Fire Services (DFS)
- Infrastructure Branch: Department of Conservation and Recreation (DCR)
- Health and Welfare Branch: Department of Public Health (DPH)
- Operations Support Branch: Department of Environmental Protection (DEP)

In addition to the COOP Plans identified above, MEMA maintains an agency COOP Plan, to ensure Mission Essential Functions are maintained for the agency and the State Emergency Operations Center (SEOC) during times of emergency or disaster, regardless of the impact. These agency Continuity of Operations (COOP) Plans present management frameworks, which establish operational procedures to sustain essential functions, and guides the restoration of essential functions if normal operations in one or more of the agency's locations are significantly interrupted by a natural or manmade catastrophic event. These plans focus on the following COOP elements: mission essential functions, critical systems, alternative facilities, orders of succession, delegations of authority, and vital records.

3.3. State Disaster Housing Plan

MEMA has developed, and maintains, a Statewide Disaster Housing Plan. This plan establishes a framework for the Commonwealth and other supporting agencies and organizations to successfully execute disaster housing recovery measures. Additionally, this plan outlines the roles, responsibilities, and membership of the State Led Disaster Housing Task Force (SLDHTF). This is a lead coordinating entity of the plan, and offers a joint effort to rehousing missions following a disaster.

3.4. State Hazard Mitigation Plan

The Commonwealth of MA has a long history of conducting statewide hazard mitigation planning and maintains a current, FEMA-approved State Hazard Mitigation Plan that is updated on a regular basis. The Commonwealth will also review mitigation strategies and recommended projects contained in FEMA-approved Regional and Local Hazard Mitigation Plans for possible mitigation projects.

3.5. State Administrative Plans

In accordance with the Stafford Disaster Relief and Emergency Assistance Act, MEMA develops and maintains administrative plans for the Public Assistance Program, Fire Management Assistance Grant Program, and the Hazard Mitigation Grant Program. Administrative plans are developed annually, and for each disaster declaration, as needed.

3.6. National Disaster Recovery Framework

In the event the Commonwealth requires a long-term community recovery, the Governor may request assistance under FEMA's National Disaster Recovery Framework. The NDRF seeks to establish an operational structure and to develop a common planning framework. Key concepts are expanded in the NDRF and include recovery-specific leadership, organizational structure, planning guidance and other components needed to coordinate

continuing recovery support to individuals, businesses and communities. In such instances the NDRF will coordinate the resources of federal departments and agencies to support the long-term recovery of States and communities, and work to reduce or eliminate risk from future incidents. The NDRF provides coordination mechanisms to assess the social and economic consequences in impacted areas, advise on the long-term community recovery implications, identify appropriate Federal programs and agencies to support implementation of the long-term community plan, ensure coordination and identify gaps in resources available, and provide a vehicle to maintain continuity of program delivery among Federal, State and local governments.

3.7. Authorized Representatives

a) Governor's Authorized Representative

The Governor appoints a Governor's Authorized Representative (GAR) and Alternate GAR who administer federal disaster assistance programs on behalf of the state and local governments and other grant or loan recipients. The Director of MEMA typically serves as the GAR.

b) State Coordinating Officer

The Governor also appoints a State Coordinating Officer (SCO) responsible for all state-level response and recovery operations. The Director of MEMA typically services as the SCO. The State Coordinating Officer serves as the lead State official to direct the overall emergency response and recovery effort.

The SCO may also appoint a Deputy SCO for the coordination and administration of state and local disaster recovery activities. The SCO/Deputy SCO will ensure that all affected local jurisdictions are informed of the declaration, the types of assistance authorized, and the areas eligible to receive such assistance. The Deputy SCO may be relocated to the Joint Field Office to work on either a part-time or full-time basis and will direct recovery operations related to the following positions:

- State Public Assistance Officer – The State Public Assistance Officer is responsible for the delivery and administration of FEMA's Public Assistance program offered by the Federal government.
- State Individual Assistance Officer – The State Individual Assistance Officer is responsible for the delivery and administration of FEMA's Individual Assistance programs offered by the Federal government and other sources.
- State Hazard Mitigation Officer – The State Hazard Mitigation Officer is responsible for identifying effective hazard mitigation actions, building and construction practices, building code and zoning enhancements, and other mitigation measures for inclusion in the Massachusetts Hazard Mitigation Plan. In addition, the State Hazard Mitigation Team is responsible for administering the Hazard Mitigation Grant Program following a major disaster declaration by the President.
- State Public Information Officer – The State Public Information Officer, in cooperation with MAESF 15 *Public Information*, is responsible for the

coordination of the release of information to the media and the public related to recovery efforts.

- State Congressional and Legislative Affairs Officer (Executive Office of Public Safety). – The State Congressional and Legislative Affairs Officer is responsible for advising appropriate legislative and congressional elected officials of response and recovery operations.

Depending on the scope, magnitude and extent of the disaster event, each of the five above positions may be located at the joint Federal/State Joint Field Office (JFO) to assist with recovery efforts. Each essential State position will have a Federal counterpart established by the Federal Coordinating Officer (FCO). State personnel will coordinate their responsibilities with the appropriate Federal position. Conflicts will be resolved by the FCO in coordination with the SCO or Deputy SCO. Additional staff to support recovery operations may operate from MEMA.

As required by federal regulation, staffing patterns and specific responsibilities in support of the Public Assistance and Hazard Mitigation Grant Program are detailed in the respective Administrative Plans for these Programs.

c) Federal Coordinating Officer

FEMA appoints a Federal Coordinating Officer (FCO) to manage federal resources during a disaster. The primary mission of the FCO is to coordinate the timely delivery of federal assistance to state and local governments, individual victims and the private sector.

3.8. Disaster Recovery Facilities

a) State Recovery Resource Centers

Prior to the establishment of a MEMA/FEMA Disaster Recovery Center (DRC) as outlined below, and immediately after a disaster occurs, the Commonwealth may activate a state Recovery Resource Center (RRC). State RRCs serve as central locations where individuals can obtain information about state-level disaster support services. The RRC Concept of Operations outlines the specific functions of an RRC, and are not covered under the purview of this plan. RRCs will co-locate or move operations to a DRC when and if a DRC is activated.

b) Disaster Recovery Centers

For disasters that include FEMA Individual Assistance programs, joint FEMA/MEMA Disaster Recovery Centers (DRCs) are opened in affected areas to ensure disaster victims can speak directly with FEMA, the Small Business Administration and other agencies/organizations providing recovery assistance. Additional federal funding sources may also be made available to assist with recovery efforts via a variety of federal agencies.

In addition, to federal services, the Commonwealth will make available representatives from state agencies at DRC to share information about state-level disaster services.

c) Joint Field Offices

A FEMA/MEMA Joint Field Office (JFO) will be established to coordinate DRCs, response, and recovery efforts. The GAR/SCO may appoint, hire or utilize existing state personnel to staff the following state-level disaster recovery programs and functions at the JFO:

- Individual Assistance (IA)
- Public Assistance (PA)
- Hazard Mitigation Grant Program (HMGP)
- Public Information
- Congressional and Legislative Affairs (by the Executive Office of Public Safety)

State officials will coordinate recovery activities with their respective federal counterparts at the JFO. Conflicts or issues related to disaster assistance program implementation for the event will be resolved jointly by the GAR/SCO and the Federal Coordinating Officer (FCO) appointed by the President.

Prior to staffing the JFO, all State and Federal personnel responsible for recovery operations will receive training as needed regarding their specific roles and responsibilities. MEMA shall maintain a roster of trained cadre to fill each position, thereby fostering skill development for support or replacement personnel.

3.9. Damage Assessment Process

Following any disaster, an assessment is made to determine the recovery efforts that will be needed. In catastrophic events where damage assessments for ascertaining the need for federal assistance are waived, the information obtained during the assessments is still required for public information briefings, planning additional recovery measures, and prioritizing recovery efforts. Massachusetts conducts three types of assessments: Rapid Damage Assessments, Initial Damage Assessments, and Preliminary Damage Assessments.

a) Rapid Damage Assessment

The purpose of Rapid Damage Assessments to gather information on the nature, magnitude and scope of an incident immediately after impact and to provide that information to decision-makers who are tasked with managing response efforts and prioritizing needs and resources. Rapid damage assessments are conducted during the response phase of an incident, generally within 24-36 hours of disaster impact.

Rapid damage assessment incorporates an in-field “windshield survey” of impacts communities and other infrastructure may have sustained as a result of the disaster/emergency. The information obtained from rapid damage assessments is used to provide situational awareness about the extent of impacts, and to guide decision-makers in prioritizing needs and requested resources. Rapid damage assessments are typically conducted by the state in coordination with the local community. Rapid Assessment Teams (RATs) are deployed to conduct these assessments and to obtain timely and actionable information in support of operational response. Results are captured both via a paper/digital form, and

through the use of an online GIS system, so that damage impacts can be reviewed in real time.

b) Initial Damage Assessment

The first step in determining the state's potential eligibility for federal disaster assistance is to initiate an Initial Damage Assessment (IDA) process. The MEMA Disaster Recovery Unit conducts this (IDA) process in coordination with MEMA's Regional Offices. The IDA process is coordinated with local Emergency Management Directors, State agencies/authorities and private non-profit organizations. The IDA process is intended to gather preliminary estimates of event related costs and damages to public infrastructure, emergency response costs, debris removal as well as impacts to residential structures and businesses.

c) Preliminary Damage Assessment

Based on the information collected during the IDA process, if there appears to be sufficient damages to meet or exceed thresholds for federal disaster assistance, a recommendation may be made to the Director to request a FEMA/MEMA joint Preliminary Damage Assessment (PDA).

A standardized preliminary damage assessment form is completed by community officials and includes the following elements:

- Geographical disaster boundaries
- Status of damage to public infrastructure, such as transportation, communication, medical, and utility system as well as critical facilities and the estimated damage costs associated with such
- Status of damage costs associated with emergency protective measures and debris operations
- Disaster casualty, large scale disruption of normal community functions and services
- Affect on the Access and Functional Needs Community
- Insurance coverage in force
- Unmet major resources needs

The joint Federal/State preliminary damage assessment focuses on damages to individual homes, businesses, public facilities, the infrastructure, and the extent to which the public's immediate emergency needs are being met.

PDA teams will analyze the data to determine whether the extent of damages warrants a request by the Governor for a major disaster declaration by the President. If so, MEMA Disaster Recovery Unit staff members will coordinate with MEMA's Chief Legal Counsel to provide damage assessment data and prepare the appropriate request for the Governor's signature.

Detailed information on the damage assessment process is provided in the CEMP Damage Assessment Annex.

3.10.Requesting Federal Assistance

a) Requesting Direct Federal Assistance

The Deputy SCO in coordination with the SCO can make requests for direct federal emergency work and debris removal assistance when the magnitude and severity of the disaster preclude effective local and State disaster response. The request to the FCO for the disaster will delineate the specific emergency assistance required and substantiate the need for assistance. Cost sharing principals apply. MEMA Recovery Unit staff members maintain the needed documentation and eligibility criteria necessary for requesting Direct Federal Assistance.

b) Requesting a Presidential Declaration

The SCO will make a recommendation to the Governor whether or not to request a Major Disaster Declaration from the President of the United States. To make this recommendation, the SCO will determine the severity and scope of disaster impacts by reviewing damage assessment activities and ongoing response. If the Governor determines a major disaster declaration request is warranted, MEMA will develop the request letter, which must certify that the event exceeds the capabilities of the state and local communities to effectively respond and recover, justify the need for the declaration, and detail requested federal disaster assistance. The Governor then submits the request to the President through the FEMA Regional Administrator within 30 days of the incident (unless an extension is requested and approved by FEMA). MEMA Recovery Unit staff maintains the appropriate request criteria and needed certifications as part of the Agency's preparedness planning efforts.

Based on all available information, the FEMA Regional Director shall formulate a recommendation and forward it to the President with the Governor's Request for a disaster declaration.

c) Notification of Presidential Disaster Declaration

FEMA will notify the Governor and MEMA, appropriate members of the Massachusetts Congressional Delegation, and appropriate Federal agencies when the President declares a major disaster in specific areas of the State. The SCO/Deputy SCO will ensure that local government officials are notified. The State Public Information Officer will, in turn, contact the news media.

d) FEMA/State Agreement

Following the President's disaster declaration, the Governor and the FEMA Regional Administrator will enter into an agreement that stipulates the following:

- The geographic areas (typically counties) that are eligible for federal assistance
- The programs being made available
- The division of costs between the state and the federal government (typically a 25/75 cost share)
- The incident period

- Any other specific conditions for receiving federal disaster assistance.

3.11. Public Assistance Actions

Once a major declaration involving the Public Assistance (PA) Program is declared by the President, MEMA will conduct actions to implement the PA Program.

a) Applicant Briefings

The MEMA Disaster Recovery Unit, in coordination with the MEMA Regional Office(s), will schedule an Applicants' Briefing for each disaster-impacted area of the Commonwealth to advise potential eligible applicants of the availability and requirements of Federal public assistance. The application process for each eligible state and local government entity and private non-profit organization begins with the applicant briefing.

b) Project Worksheets

A Project Worksheet (PW) is the form used by the Applicant to document the scope of work and cost estimate for each project. This form supplies FEMA with the information necessary to approve the scope of work and itemized cost estimate prior to funding. All PWs are developed by FEMA (based upon input and data provided by the local community and the State) will be forwarded to MEMA for review and approval.

c) Final Inspections

Following the completion of all work described on an applicant's PW's, State and Federal inspectors will again survey the larger projects to verify that the scope of work described on the PW's was adhered to, and that costs incurred were as described or of a reasonable nature. Project closeout follows the successful completion of all eligible work.

3.12. Individual Assistance Actions

Once a major declaration involving the Individual Assistance (IA) Program is declared by the President, MEMA will conduct actions to implement the IA Program.

a) Individual Assistance Programs

The individual assistance programs that can be made available through the DRC via telephone, Smartphone app, or through the FEMA website (<http://www.fema.gov/apply-assistance>) include temporary housing assistance and individual and family grant programs; disaster loans from the Small Business Administration (SBA); Federal disaster unemployment assistance administered by the Massachusetts Department of Labor; State and Federal income tax assistance; and food coupons administered through the Department of Transitional Services Supplemental Nutrition Assistance Program (SNAP). As a focus area of this program, the State Led Disaster Housing Task Force (SLDHTF) may be mobilized to assist in the rehousing operations for impacted members of the community post-disaster.

b) Individual Assistance Program Community Outreach

In coordination with FEMA, teams may be developed to include federal, state and/or local representatives as necessary to gain greater participation by disaster victims in recovery programs. These teams will conduct joint 'outreach' to isolated pockets of disaster victims who may not be aware that assistance is available. Community Relations is accomplished through media efforts and outreach. If necessary, the Deputy SCO may coordinate with MA National Guard, to transport community relations teams throughout the disaster stricken communities.

4.0. RECOVERY PHASES AND PRIORITIES

There are two phases of recovery: Short-Term Recovery and Long-Term Recovery. These phases are detailed in the following sections to provide general guidelines for planning recovery efforts for each phase. The nature of the specific disaster and its impacts may change the length and timeline of any phase.

4.1. Short-Term Recovery Phase

Depending on the type of incident or event, the short-term recovery phase is normally defined as 1 day to 1 month (7-30 days) of the disaster onset. This period during an emergency begins the process of transitioning the response aspects of an event into longer-term recovery. Actions conducted during this time typically include detailed damage assessment, debris management, critical infrastructure restoration (including the most essential functions, facilities, services, programs, and resources), individual assistance to victims and several other areas.

4.2. Short-Term Recovery Priorities

The goal of short-term recovery is to immediately restore the most essential services, critical functions, vital resources, facilities, programs and infrastructure, even if temporary measures must be taken. To support these goals, the following, short-term recovery priorities are established:

a) Restoration of Critical Infrastructure

Critical infrastructure during short-term recovery includes the restoration of utilities including power, potable water and wastewater treatment infrastructure, and telecommunications networks.

- a. Power restoration
- b. Potable water
- c. Waste water collection and treatment facilities and equipment
- d. Telecommunications (telephone system, fiber voice, data)

Also included in this priority is the identification and restoration of critical functions, services, facilities, resources and programs that are necessary to effectively meet the needs of individuals. An example of such functions, services and facilities is the restoration of fuel distribution locations.

b) Debris Removal in Support of Lifesafety Missions and Restoration of Critical Infrastructure

Debris removal is directly correlated to life safety and critical infrastructure. The removal of debris is crucial to maintain safe victim rescue and work conditions required by responders and citizens. Debris removal is necessary to maintain and repair critical infrastructure and plays an important role in how effective responders are in delivering unique capabilities for the restoration of essential services.

c) Implementation and Maintenance of Site Security

Site security at an incident, reception or staging site promotes command order, site security, and personnel accountability. Sites should never be unmanned over the course of a response; personnel should maintain standard operating procedures (SOPs) and consistently enforce requirements for security validation codes. SOPs should include a secondary access plan for use in the event that security at primary access points becomes compromised.

d) Debris Removal Not Required for Immediate Life Safety, and Evacuation Missions

The type of debris deposited (vegetative debris, metal, construction materials, etc.) determines the need for and type of debris management principles utilized. Not all debris fits into one disposal category such as land filling, burning, recycling, or chipping. Debris must be classified into categories and amounts estimated in order for proper segregation, storage, and disposal to occur.

Response personnel trained in damage assessment and debris removal understand debris management principles and estimation equations, which account for the adequate and appropriate amount of storage needed. As necessary, the SEOC can request and obtain non-state expertise to accomplish debris management objectives. In addition to State assets available to assist with debris mission assignments, the Commonwealth has existing state contracts with private vendors to conduct both debris removal and debris monitoring missions. Local EMA responders and representatives from MA Department of Environmental Protection, MA Department of Transportation participate in the classification and disposal of debris. In addition, other state agency representatives may be activated as necessary for damage assessment and debris management missions.

e) Health and Welfare

Depending on the scope and magnitude of the event, short-term recovery may encompass health and welfare issues. Initial damage assessment teams provide valuable insight into health and welfare issues. Initial damage assessment teams expedite the process of establishing temporary shelter and medical facility needs and determining resources that may be required for specific health and welfare missions. Reception sites such as school gymnasiums, tents, and churches may be designated areas for those without shelter or having lost contact with family members. The American Red Cross (ARC) is the primary organization responsible for establishing shelters and providing food and applicable/approved medications to shelter residents.

f) Shelter, Food and Medical Assistance

Mass care services during the short-term recovery phase may be provided to victims and family members at established shelter sites. Services may include sheltering, feeding operations, first aid, bulk distribution of emergency items, and collecting and providing information on victims to family members.

g) Providing Temporary/Interim Housing

In the event of an Individual Assistance disaster declaration the *Individuals and Households Program (IHP)* will be available to provide temporary/interim housing (hotel/rental) assistance for those affected by the disaster. The Commonwealth may provide staff to the Joint Field Office (JFO) to coordinate with the Federal Emergency Management Agency (FEMA) to administer IHP. MEMA will work with local governments to help identify housing resources. Additionally, the State Led Disaster Housing Task Force (SLDHTF) may be activated to support rehousing operations in impacted areas post-disaster. The priorities and objectives of this Task Force are referenced in the Massachusetts Disaster Housing Plan, which is an Annex to the CEMP.

h) Permanent Debris Removal and Relocation

- a. Debris categorization
- b. Debris estimation
- c. Site selection, approval and disposal

These activities begin immediately following an event and may continue into the long-term recovery phase. Public assistance funding may be available to cover some of the costs of debris management. MEMA conducts briefings for state and local governments following a Public Assistance declaration. MEMA monitors Public Assistance projects and facilitates reimbursements to applicants who are repairing or replacing public property and conducting approved debris management operations.

The Massachusetts Departments of Transportation, Environmental Protection, and the National Guard provide specialized personnel and equipment for debris removal. The Department of Environmental Protection and the Department of Fire Services are responsible for oversight during the removal of hazardous materials and determine whether specific regulatory disposal standards apply to the debris. The Department of Environmental Protection also provides appropriate personnel for the oversight of debris management to insure appropriate storage and disposal.

i) Preserving and Securing of Crime Scene Evidence or Localized Areas of Interest

Potential crime scenes will be maintained and minimally disturbed during the short-term response phase. First responders will take actions that are necessary for the performance of their official duties in order to preserve critical evidence while performing life-saving actions and implementing necessary protective actions for people at risk.

j) Delivery of Critical Incident Stress Debriefing to Responders and Citizens

Critical Incident Stress Management (CISM) is a comprehensive, organized approach for the reduction and control of the harmful aspects of stress in emergency situations. Critical Incident Stress Debriefings (CISD) will be provided to responders and citizens in a timely manner based on the nature of the incident and the length of the response.

These priorities may be re-categorized and re-classified to address the scope and magnitude of the event. Not all priorities listed may be addressed following an event but will be addressed as appropriate.

4.3. Long-Term Recovery Phase

The long term recovery is normally defined as beyond 1 month (30+ days) and can be ongoing for years after the disaster onset. This period is the process of transitioning the emergency to begin returning the situation to a normal or pre-event type status. Long-term recovery theoretically could take many years to restore the pre-event environment depending on the severity and level of impact of the event. Long-term recovery actions include permanent repair, construction, environmental cleanup, disaster assistance programs, long-term permanent housing solutions, economic viability and many other areas.

4.4. Long-Term Recovery Priorities

The goal of long-term recovery is to restore facilities to pre-disaster condition. Long-term recovery includes long-term restoration of essential services, critical functions, vital resources, facilities, programs and infrastructure. To support these goals, the following long-term recovery priorities are as follows:

a) Restoring Critical Infrastructure

The focus on these activities flows from short-term to long-term recovery. The same organizations may be responsible for both phases of recovery. In the event of a Public Assistance disaster declaration, federal funding may be available to assist local communities, state agencies/authorities and certain private non-profit organizations with restoration and permanent repair of critical infrastructure (including critical facilities), as well as the restoration of critical functions, services, resources and programs.

b) Permanent Housing

Disaster survivors will need to transition from temporary housing to permanent housing. MEMA will support the long-term recovery committee and the State Led Disaster Housing Task Force, which will both be responsible for identifying housing resources.

c) Repairing or Replacing Private Property

The Commonwealth will partner with FEMA to coordinate long-term housing solutions for disaster victims. Federal grants are provided to repair or to replace homes that may be destroyed, up to a maximum grant amount as determined by FEMA. FEMA and MEMA Disaster Recovery Unit staff will work in tandem at the

JFO to ensure that needs are met. Long-term permanent housing solutions will also require close coordination with other Federal and State supporting agencies.

d) Providing Human Services

The Commonwealth of Massachusetts and federal agencies administer various programs to provide human services to disaster victims. These programs and agencies include:

- Department of Mental Health
- Division of Insurance
- Division of Banks
- Department of Housing and Community Development
- Division of Unemployment
- Internal Revenue Service
- Veteran's Services
- Department of Transitional Assistance-Supplemental Nutrition Assistance Program (SNAP)

e) Repairing or Replacing Public Property

To facilitate the repair or replacement of public property damaged by a declared event, MEMA conducts applicant briefings for state and local governments following a Public Assistance declaration to explain the PA process and Federal reimbursement procedures. MEMA monitors Public Assistance projects and makes payments to applicants who are repairing or replacing public property.

f) Permanent Debris Removal/Management

These activities begin immediately following an event and may continue into the long-term recovery phase. Public Assistance funding may be available to cover part of the costs of debris management. MEMA conducts applicant briefings for state and local governments following a Public Assistance declaration. MEMA monitors Public Assistance projects and facilitates reimbursements to applicants who are repairing or replacing public property and conducting approved debris management operations.

g) Economic Recovery

The Executive Office of Housing and Economic Development is the lead agency for coordinating state agency involvement in economic recovery in disaster areas. EOHED staff work with community officials to identify grant programs and other funding opportunities available to communities affected by the disaster. Small Business Administration (SBA) loans may be made available to assist businesses in recovering from economic injury and actual physical damage to buildings and inventory. MEMA staff coordinates with the SBA to administer the loan programs.

h) Hazard Mitigation

It is important to begin hazard mitigation projects while the damage from the disaster is still fresh in the minds of officials and victims. MEMA coordinates hazard mitigation activities with local officials and State agencies, administers grants to local governments, and provides information to the public and local governments on mitigation opportunities as the long-term recovery occurs. All mitigation activities in the Commonwealth are jointly administered by the State Hazard Mitigation Team (SHMT). The SHMT includes full-time staff from MEMA's Hazard Mitigation Unit and the Department of Conservation & Recreation Flood Hazard Management Program staff. The SHMT is co-chaired by the State Hazard Mitigation Officer at DCR and MEMA's Mitigation & Disaster Recovery Section Chief. Immediately following a disaster event, the SHMT will coordinate with FEMA to establish a hazard mitigation strategy and priorities for the disaster event.

The Massachusetts Department of Environmental Protection coordinates through local Conservation Commissions to enforce wetland and floodplain regulations. Responsibility for managing the floodplains and monitoring the enforcement of floodplain regulations to reduce damage in future floods is a local responsibility generally enforced by local Conservation Commissions, building/inspectional service departments and planning and zoning boards. Local officials will coordinate with the Department of Environmental Protection to ensure that potential mitigation projects are in compliance with environmental regulations. Mitigation activities may also need to be coordinated with the Massachusetts Historical Commission to ensure that potential mitigation projects are in compliance with historic preservation regulations. The Department of Agriculture may also provide information needed when a mitigation project impacts agricultural assets in the state.

i) Community Planning and Redevelopment

In widespread disasters, there may be the need for impacted communities to plan for the redevelopment of its impacted areas. At times, redevelopment may be the most cost-beneficial approach to restoring a community post-disaster. Community planning and redevelopment should include broad public/private planning and collaboration.

5.0. ROLES AND RESPONSIBILITIES

5.1. Organization

Recovery program activities are coordinated by MAESF 14 under the leadership of the Massachusetts Emergency Management Agency Disaster Recovery Unit. MEMA's Disaster Recovery Unit staff are the primary agents to coordinate federal disaster assistance programs with local officials, state agencies and certain private non-profits that may be eligible for aid. Additional MAESFs, MAESF partners and the Long Term Recovery Committee support the implementation of state and federal recovery programs. Volunteer and non-governmental organizations (NGOs) are key partners in disaster recovery efforts. NGO's provide both immediate short-term emergency assistance and ongoing recovery assistance to individuals and families in meeting essential living needs once federal

resources are exhausted. The GAR/SCO and MEMA Recovery Unit will identify necessary support agencies to support recovery efforts to ensure that these agencies are activated or placed on standby, as required.

In addition, the SCO/Deputy SCO will also identify if the disaster warrants long-term case management and will work with State agencies to identify a potential agency to contract case management services through.

5.2. Notification

In the event of an emergency or disaster, MEMA will notify responsible MAESFs agency to report to the SEOC or other recovery location as needed.

5.3. Roles

a) Long Term Recovery Committee

Major Disasters will often have recovery needs greater than those met by state and federal Programs. The SCO/Deputy SCO will determine the need to activate the long-term recovery committee to address the unmet needs of individuals and families requiring longer term recovery assistance, as outlined in Section 4.4. The Massachusetts Long-Term Recovery Committee (MALTRC) consists of members of federal, state, and local government, business, and nonprofit sectors, in addition to the Massachusetts Voluntary Agencies Active in Disaster (MAVOAD) including: the American Red Cross, United Methodists, Church World Services, Salvation Army, Mass 211, Lutheran Social Services, etc. MAVOAD is supported by MEMA and FEMA. The Long Term Recovery Committee will serve to enhance recovery efforts, set goals for short and long term recovery, and increase resiliency.

b) State Recovery Resource Center (RRC) Manager

During an emergency or disaster where federal declaration criteria may not be met, or in situations where immediate short-term recovery strategies can be implemented, the State Mitigation and Recovery Section Chief may be tasked appointing a Recovery Resource Center Manager to oversee Recovery Resource Center Operations. The Manager would ensure appropriate state, local, and non-profit agency representation, tailored to the needs of survivors following an event, is established in a coordinated fashion. Additionally, the manager would ensure continuity and that appropriate assistance is rendered to disaster victims.

c) State Recovery Resource Center (RRC) Staffing

State RRCs will be staffed with trained representatives from appropriate State, local, and non-governmental organizations capable of offering coordinated short term disaster relief assistance. State agencies at these facilities may vary based on the specific needs of the disaster, but may include:

- Department of Housing and Community Development (DHCD)
- Department of Public Health (DPH)

- Department of Children and Families (DCF)
- Office for Refugees and Immigrants (ORI)
- Registry of Motor Vehicles (RMV)
- Local Departments from the impacted jurisdiction (public health, housing, schools, buildings, etc.)
- Other agencies as outlined in 5.3 (f)

d) State Individual Assistance Officer

The SCO/Deputy SCO will appoint a State Individual Assistance Officer responsible for the overall coordination of State assistance to individual disaster victims and their families. A Deputy Individual Assistance Officer may also be appointed to assist and report to the State Individual Assistance Officer during catastrophic events. The State Individual Assistance Officer will liaison with his/her Federal counterpart at the Joint Field Office (JFO). Specific responsibilities include coordinating with local and Federal officials in establishing Disaster Recovery Centers (DRC's) and tele-registration services, maximizing assistance to disaster victims, reducing duplication of effort, and ensuring reasonable access to individual assistance programs for persons with access and functional needs.

e) State Disaster Recovery Center Manager

The Federal and State Individual Assistance Officers will coordinate with local governments to establish one or more Disaster Recovery Centers (DRCs) in or adjacent to the impacted geographic area(s). A State DRC manager will be appointed for each DRC and is responsible for State operations, staffing and continuity, and overall assistance rendered to victims of the disaster through the application process.

f) Disaster Recovery Center Staffing

DRCs will be staffed with trained representatives from appropriate Federal, State, and local agencies and non-governmental organizations capable of offering coordinated disaster relief assistance. In addition to Federal agencies such as the U.S. Small Business Administration and the Internal Revenue Service, State agencies may include representatives at each of the DRCs to include the following agencies:

- **Executive Office of Labor and Workforce Development** - The Executive Office of Labor and Workforce Development provides assistance and information to disaster victims concerning unemployment compensation, disaster unemployment assistance, and job service referrals. The Office also provides sign language interpreters as needed at the DRCs.
- **American Red Cross (ARC) and MA VOAD Agencies** - The ARC and the MA Volunteer Organizations Active in Disasters (VOAD) provide advice and

information concerning monetary and other assistance available. Additionally, the ARC provides disaster housing, shelter, food, and access to social services.

- **Department of Mental Health** - The Department of Mental Health can provide crisis counselors to help relieve disaster related stress and prevent more serious mental health problems from developing.
- **Division of Insurance** - The Division of Insurance provides assistance and information about resolving insurance claims, adjustments, and other problems.
- **Department of Transitional Assistance** - The Department of Transitional Assistance provides information and assistance on the availability of regular and expedited emergency food stamps through the SNAP Program and to assist low-income individuals and families to meet their basic needs.
- **Executive Office of Elder Affairs** - The Department of Elder Affairs provides information concerning services available to assist the elderly.
- **Department of Revenue** - The Department of Revenue provides assistance on tax matters to individuals, families, and businesses.
- **Massachusetts Office on Disability** –The State’s advocacy agency that serves people with disabilities of all ages. MOD’s primary mission is to ensure access.
- **Massachusetts Emergency Management Agency** – Coordinates state and federal disaster recovery programs.
- **Division of Banks** – Ensures sound, competitive, and accessible financial services environment throughout the Commonwealth.

g) State Public Assistance Officer

The SCO/Deputy SCO may appoint or hire a State Public Assistance Officer (State PAO) responsible for coordinating all activities related to the reimbursement of State and local governments and eligible private non-profit organizations for eligible costs incurred as a result of the disaster. The State PAO is responsible for establishing, equipping, and staffing the State’s Public Assistance Office at the Joint Field Office (JFO). The State PAO will coordinate closely with his or her Federal counterpart in administering the program.

h) State Public Assistance Office

The State PAO will coordinate closely with the Federal PAO in locating adequate space at the JFO, securing adequate communications, sufficient office supplies, furniture, and computer capabilities to support public assistance staff members.

i) State Public Assistance Office Staffing

As detailed in the State Administrative Plan for the PA Program, the MEMA Disaster Recovery Unit staff, in coordination with the State Public Assistance Officer, will coordinate all public assistance grants, agreements, and contracts. Staff members provide technical assistance to eligible applicants and maintain and submit all documents necessary to obligate and disburse public assistance funds. Public assistance procedures include payment processing and cost accounting policies. The organization of the State Public Assistance Office should be flexible and capable of expanding or contracting as needed. A typical staffing pattern may include the following positions:

- **Mitigation & Disaster Recovery Section Chief** – This position has general oversight and management of MEMA Disaster Recovery unit staff involved with delivering and administering FEMA disaster assistance programs. Additionally, the Section Chief serves as the State Recovery Coordinator (SRC) in the JFO/ State Public Assistance Office.
- **Recovery Unit Supervisor** – The Recovery Unit Supervisor supervises the personnel and manages the projects of the Recovery Unit. This position ensures the Recovery Unit is prepared to respond in the aftermath of a disaster, and is also charged with implementing various recovery functions and strategies in the aftermath of a disaster. Additionally, this position also serves as the State Public Assistance officer. In the position, the administration of the Public Assistance Program is overseen, along with the staffing and equipping of the State Public Assistance Office at the JFO.
- **Disaster Recovery Program Coordinators** - MEMA Disaster Recovery Program Coordinators will liaison with Federal counterparts to review damages incurred by State and local government entities and certain private, non-profit organizations, and to project worksheets upon which all reimbursements are based.
- **State Coordinator, National Flood Insurance Program** - The State Coordinator, National Flood Insurance Program, or designee, will provide technical assistance to eligible applicants concerning the location of properties in the flood plain, insurance claim questions, and alternative disaster recovery options. The State Coordinator will also ensure that flood plain management guidelines and legal requirements are addressed during the preparation of PW's.
- **State Hazard Mitigation Team** - The State Hazard Mitigation Team (MEMA & DCR Staff) will coordinate with MEMA Disaster Recovery Coordinators (and FEMA Mitigation Branch staff at the JFO) to review and evaluate potential hazard mitigation projects and opportunities while investigating and documenting damages for eligible applicants under the Public Assistance Program.
- **Disaster Recovery Support Staff** - The Disaster Recovery support staff members (contract specialists, etc.) prepare routine correspondence and

contract documents, maintain applicant case records, coordinate with MEMA fiscal staff and perform necessary program support work.

- **Additional Staff as Needed** - In the event of a major disaster or catastrophe, existing State staff may be insufficient in number and expertise to effectively administer the Public Assistance Program. Additional staff members may be obtained temporarily from other State agencies, supplemented with temporary contract or consultant services or otherwise hired according to need.

j) State Hazard Mitigation Officer

The State Hazard Mitigation Officer (SHMO) is responsible for preparing, coordinating, and implementing the State Hazard Mitigation Plan and for implementation of the Hazard Mitigation Grant Program.

The SHMO ensures that all appropriate local and State agencies have the opportunity to participate in the development of the hazard mitigation plans, and that the overall planning process incorporates State and local hazard mitigation plans and projects. The SHMO has a Federal counterpart responsible for providing technical assistance to the State.

The State Hazard Mitigation Officer (SHMO) and MEMA Mitigation & Disaster Recovery Section Chief are responsible for developing and updating the Administrative Plan for the Hazard Mitigation Grant Program to support local and State Government and eligible private non-profit entities wishing to participate in the program.

The SHMO will coordinate with local officials and State agencies in providing representation on the State Mitigation Interagency Committee (SMIC) which is activated following a major disaster declaration by the President. The purpose of the SMIC is to identify potential hazard mitigation measures that the State can use in reducing the affects of similar incidents in the future. The SHMO will ensure that every opportunity to identify and incorporate hazard mitigation measures in the overall recovery process is explored thoroughly. Depending upon several factors, potential projects may be funded outright through the Public Assistance program's '406 mitigation' process, referred for planning and funding through the Hazard Mitigation Grant Program, or made part of post disaster planning documents and recommendations.

k) State Hazard Mitigation Office

The State Hazard Mitigation Officer (SHMO), in coordination with MEMA Mitigation & Disaster Recovery Section Chief and the SCO/Deputy SCO, will establish the State Hazard Mitigation Office in the JFO. The SHMO will coordinate with their respective Federal counterpart in procuring adequate space, furnishing, equipment, communications, and computer capabilities at the JFO.

5.4. Responsibilities

The Massachusetts Emergency Management Agency (MEMA) Disaster Recovery Unit will utilize information gathered and applied during critical response operations at the State Emergency Operations Center (SEOC) as the basis for determining the severity and intensity of the disaster, the affected geographic area, and potential unmet needs of the affected populace.

Short-term and long-term recovery efforts will be coordinated by an interagency team made of federal, state and local partners and volunteer agencies.

Economic impacts will be assessed by Executive Office of Housing and Economic Development (EOHED) with assistance from other support agencies.

5.5. Local Responsibilities

- Participate in and support state and federal damage assessment processes.
- Provide data regarding the magnitude and severity of the disaster event and assessment of individual needs.
- Coordinate with state and federal officials regarding the locations to send Rapid Assessment Teams and Preliminary Damage Assessment Teams, including potential landing zones and staging areas.
- Participate in, support and promote public information and education programs regarding the recovery effort and available assistance being offered.
- Assist in the identification and notification of potential applicants and in the scheduling and locating of Applicant's Briefing for the Public Assistance Program and the Hazard Mitigation Grant Program.
- Provide personnel, local inspectors to collect information and provide damage information for use in developing PA Project Worksheets.
- Participate in hazard mitigation opportunities and make recommendations for the reports and plans that are prepared to support the implementation and funding of proposed hazard mitigation measures.
- Support State and local recovery efforts associated with the National Flood Insurance Program (if applicable).
- Coordinate with appropriate partners on long-term recovery efforts, including long-term planning and potential redevelopment.

5.6. State Responsibilities

MAESFs will play a significant role in long-term recovery efforts. Led by MAESF 14 Recovery and the MEMA Mitigation and Disaster Recovery Unit, MAESFs have the following responsibilities:

- MAESF 1 Transportation
 - As needed, coordinate resources to support the return of evacuees to impacted areas.

- Provide transportation related assistance and technical expertise to damage assessment teams.
- Anticipate and prepare to provide technical assistance, personnel, and resources for ongoing restoration of transportation infrastructure.
- Coordinate respective agencies' participation in the Public Assistance Program, as needed.
- MAESF 3 Public Works and Engineering
 - Prioritize and coordinate resources for the repair and restoration of damaged public and private systems, including public water supply, wastewater treatment and debris disposal.
 - Provide technical assistance and coordinate resources to support the monitoring, removal, sorting, and disposal of debris from public and private property, in accordance with the Massachusetts Debris Management Plan.
 - Facilitate expedited permitting for repair/demolition work to be performed.
 - Coordinate resources, including engineers, inspectors, skilled personnel, and construction workers, necessary equipment and materials, to assist in recovery operations.
 - Provide technical assistance to affected jurisdictions in developing a prioritized list for the demolition or stabilization of damaged public and private structures and facilities that pose an immediate hazard or safety risk to the public health.
 - Provide assistance, technical expertise, and personnel to support damage assessment teams.
 - Coordinate and/or provide technical assistance, personnel, and resources for ongoing restoration of transportation infrastructure.
 - Coordinate respective agencies' participation in the Public Assistance Program, as needed.
- MAESF 6 Mass Care, Emergency Housing, and Human Services
 - Provide mass care and human services assistance and technical expertise to damage assessment teams.
 - Develop MAESF-6 strategies for supporting recovery operations in disaster areas.
 - Coordinate resources to support the consolidation and/or closing of shelters, mass feeding sites, when appropriate to do so.
 - Coordinate the demobilization of MAESF- 6 personnel when appropriate to do so.
 - Coordinate with local governments, American Red Cross, local emergency management agencies, and applicable federal agencies to assist in determining long -term sheltering and emergency housing needs, mass feeding, and human services needs for impacted populations.

- Coordinate to identify long-term housing needs of disaster victims who cannot return to their normal living arrangements because of disaster damage and impacts.
- Coordinate respective agencies' participation in the Public Assistance Program, as needed.
- Support the implementation of the Individual Assistance Program, as needed.
- MAESF 7 Volunteers and Donations
 - Develop volunteer and donations strategies for supporting recovery operations.
 - Determine when to begin demobilization and ensure notification to the public
 - Coordinate the consolidation of personnel and supplies as the need diminishes.
 - Coordinate with agencies for any remaining donation management issues as appropriate.
 - Support the implementation of the Individual Assistance Program, as needed.
- MAESF 8 Public Health and Medical Services
 - Coordinate restoration of vital health and medical support systems and facilities to operational status.
 - Provide assistance and technical expertise to damage assessment teams.
 - Develop strategies for supporting recovery operations in disaster areas.
 - Compile health and, medical reports and other data for state officials.
 - Coordinate respective agencies' participation in the Public Assistance Program, as needed.
 - Support the implementation of the Individual Assistance Program, as needed.
- MAESF 10 Hazardous Materials and Environmental Protection
 - Coordinate coastal damage assessments and assemble and analyze data for SEOC.
 - Provide hazardous material guidance and support as needed during the recovery phase.
 - Coordinate agency permitting, as necessary to facilitate recovery.
 - Ensure that hazardous materials spills or releases are secured, removed, and disposed of appropriately as the recovery progresses.
 - Coordinate respective agencies' participation in the Public Assistance Program, as needed.
- MAESF 13 Public Safety and Security
 - Provide leadership in directing, coordinating, and integrating the overall state efforts to provide law enforcement and security assistance to affected regions of the Commonwealth during recovery.

- Maintain routine law enforcement functions, including protection of life and property, enforcement of laws, conducting criminal investigations, and related tasks throughout the duration of the recovery.
- Acquire and assess information about the recovery situation. Identify the nature and extent of law enforcement and security problems, and establish appropriate monitoring and surveillance of the situation to obtain valid, ongoing information.
- Coordinate respective agencies' participation in the Public Assistance Program, as needed.
- MAESF 14 Recovery
 - Coordinate and manage the overall recovery effort to ensure that local needs are addressed as promptly, adequately, and completely as possible.
 - Coordinate State and local damage assessments.
 - Coordinate State and local hazard mitigation efforts.
 - Prepare and submit a request for federal disaster assistance when conditions warrant.
 - Ensure that all Executive Orders that are necessary to support recovery operations are prepared, executed, and remain in effect as long as necessary.
 - Coordinate with federal officials to select the site for the Joint Field Office and other Area Field Offices (as necessary).
 - Provide adequate state staffing for the JFO and administer federal and state disaster programs, as appropriate.
 - Coordinate with other state agencies and private organizations to ensure proper and adequate staffing at the DRC's.
 - Ensure that DRC's remain open and that registration systems remain operational for a sufficient period of time to meet the needs of disaster victims.
 - Provide personnel for community relations/outreach and coordinate efforts with local and Federal officials.
 - Provide personnel to collect information for, and to prepare, PA Project Worksheets.
 - Coordinate the development and distribution of public information materials with local and Federal officials.
 - Conduct applicant briefings for the Public Assistance Program.
 - Monitor recovery efforts in coordination with local and Federal officials, making adjustments and improvements as necessary.
 - Provide status of the recovery efforts to the public, local elected officials, State agencies, members of the State legislature and congress, and the Governor.

- Coordinate long-term recovery committee efforts and determine appropriate agencies that need to be represented.
- Supporting MAESFs and State Agencies/Departments
 - Support MAESFs and agencies/departments of the Commonwealth will provide personnel, technical assistance resources and funding to support disaster recovery operations as specified in the Concept of Operations.

6.0. ADMINISTRATION

6.1. Plan Development and Maintenance

This Annex will be reviewed and updated every two years at a minimum in accordance with the Emergency Management Program Administrative Policy, and will ensure that appropriate stakeholder input is incorporated into updates. In addition, the following circumstances may prompt a review or update of the Plan:

- Formal updates of planning guidance or standards
- Changes in recovery resources (e.g. policies, personnel, organizational structures, leadership/management processes, facilities, or equipment)
- Activations or major exercises
- Enactment of new or amended laws or Executive Orders

6.2. Logistics and Resource Support

The logistics section of the SEOC will coordinate resource support for MAESF responsible agencies to implement this annex. In addition, responsible MAESF agencies are responsible to identify and address department specific resource needs to support the implementation of this annex.

a) Office

For any type of recovery operations, there will be office requirements that can include staff, facilities, furniture, equipment, supplies, communication service, information technology service, geographic information systems capabilities, and meeting rooms of various capacities. The scale of the disaster and the type of recovery operations may necessitate the establishment of a Joint Field Office (JFO) to meet these needs, which may be established in coordination with FEMA personnel. The specific office or JFO requirements will be based on the recovery operational needs, current State standards, and the standards of any supporting Federal Government or non-governmental organizations.

b) Field

Field operations will vary based on the type and scale of the emergency and disaster. Support may be needed for activities such as establishing Recovery Resource Centers, Disaster Recovery Centers, public outreach programs, and project monitoring.

c) Availability of Services

The availability of services from the Commonwealth will be determined by the impact of the disaster. Under Chapter 639 of the Acts of 1950, all offices and agencies of the commonwealth are directed to cooperate with and extend such services and facilities to the governor and to the Emergency Management Agency upon request. In addition, it requires agencies to identify a minimum of two liaison officers for the purpose of coordinating resources, training and operations to assist with disaster preparedness and relief.

Recovery related services will likely also be made available through volunteer organizations such as the American Red Cross and Volunteer Organizations Active in Disaster. The availability of the organizations and the services they will provide will be identified during recovery efforts and recovery operational planning. Services for various recovery related activities will be available locally, regionally, or nationally through mutual aid agreements and/or contract services. Resources, including contracts, will be managed by MEMA. MEMA has pre-qualified vendors on contract that can be called upon to provide a range of Recovery Services.

7.0. AUTHORITIES AND REFERENCES

7.1. Authorities

a) State Authority

- Chapter 639 Acts of 1950

b) Federal Authority

- Public Law 93-288, as amended by Public Law 100-700 and Public Law 106-390
- FEMA Regulation, 44 CFR Part 206
- FEMA Regulations, 44 CFR, Part 14
- FEMA Regulations, 44 CFR, Part 13

7.2. References

- National Disaster Recovery Framework (NDRF)

- Administrative Plan for Public Assistance
- Administrative Plan for Hazard Mitigation Grant Program
- Administrative Plan for Fire Management Assistance
- Emergency Relief Manual for Federal Aid Highways

7.3. Resources

- Code of Federal Regulations (CFR)
- FEMA Disaster Assistance – A Guide to Recovery Programs
- FEMA Public Assistance Policy Digest
- FEMA Public Assistance Guide
- FEMA Public Assistance Applicant Handbook
- 9500 Policy Series and Other Policies
- FEMA Public Assistance Debris Management Guide
- EMMIE and NEMIS – State Functions