

Massachusetts Emergency
Management Agency
Recovery Resource Center Plan
March 2025



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Executive Summary

Following a disaster, communities may be overwhelmed in terms of their capacity to provide services to affected individuals and families according to the scope and scale of disaster-caused needs, and structure and geography of the community. A mechanism the state can use to support this need is a state managed Recovery Resource Center (RRC). An RRC can be an efficient way to deliver services to individuals and families affected by a disaster by bringing together multiple service providers in a single location and providing on-site assistance. For purposes of this plan, the threshold at which an RRC may be activated is at least 20 affected households and/or at least 50 individuals. In addition, unique factors that may warrant RRC activation are also taken into consideration if the abovementioned threshold criteria are not met.

A RRC is a single, “one stop shop” fixed facility where public and private organizations come together to assist disaster survivors. The specific types of assistance and services that can be coordinated by the Massachusetts Emergency Management Agency (MEMA) at an RRC will be determined by collaboration among MEMA, local officials, participating local and state agencies, voluntary community organizations, businesses, academic institutions and local charities, according to the needs of the impacted community and available resources. As such, this plan is intended to be flexible and scalable, dependent on the type of incident and needs of the impacted community.

This Plan is intended to expand upon, and coordinate actions taken under the Massachusetts Comprehensive Emergency Management Plan (CEMP), as well as the Emergency Operations Plans of the cities/towns, state agencies, and non-governmental organizations (NGOs) that have accepted operational responsibilities for establishing, maintaining, and/or delivering services at RRCs. The plan focuses on identifying the recovery resources and capabilities of local and state governments, non-governmental organizations, private non-profit organizations, and on developing an organizational structure for the coordination of these resources.

1.0 Introduction

1.1 Purpose

The Massachusetts Emergency Management Agency (MEMA) is committed to supporting local communities to assist disaster survivors by activating state-managed Recovery Resource Centers (RRC) in response to a disaster or emergency event. This Plan provides a framework for activating and coordinating resources and capabilities to assist impacted communities, state agencies, and volunteer organizations in providing assistance to survivors following a disaster or emergency incident.

In a major disaster or emergency incident, a Recovery Resource Center may be the first “survivor-focused” entity to open and provide recovery services. This may be followed later by the opening of a joint Federal Emergency Management Agency (FEMA)-State Disaster Recovery Center (DRC) led by FEMA and supported by the Commonwealth after a Presidential Disaster Declaration (PDD) has been issued.

1.2 Scope

This plan is an annex to the Massachusetts Comprehensive Emergency Management Plan (CEMP). This Plan is intended to facilitate assistance to survivors in impacted communities following a disaster or emergency incident. It identifies the resources and capabilities of local, regional, state, non-governmental, and private-sector agencies and organizations and describes the process for activating and coordinating these resources and capabilities. This Plan is also intended to support and/or supplement local jurisdictions existing resources and capabilities by addressing any identified resource and capability gaps and facilitating the coordination of regional and state resources and services as needed to fill said gaps.

This plan does not supersede any existing plans, policies, procedures, or authorities of any jurisdiction, agency, or organization. This Plan is intended to be flexible and scalable, dependent on the type of incident and needs of the impacted community.

Local jurisdictions may set up and operate a locally managed RRC according to established local plans and procedures. In these cases, requests to MEMA for state support for locally managed RRCs will be made, prioritized, and filled according to established resource request procedures and protocols.

When a state supported RRC is requested, it is understood that the local impacted jurisdiction is responsible for the RRC Site Facility and the overall RRC operation in their community to include any local agencies/organizations they may be bringing in to provide services. State support for the RRC is led by MEMA, who, depending on the level of support requested, is responsible for coordinating the state level agencies/organizations requested to provide services at the RRC and facilitating the onsite operations of the RRC. Any additional guidance regarding RRC operations and services provided will be determined by the Unified Coordination Group, consisting at minimum of the local Emergency Management Director (EMD)/government leadership, MEMA, the American Red Cross and the Salvation Army.

1.3 Policies

1.3.1 Non-Discrimination

It is the policy of the Executive Branch of the Commonwealth of Massachusetts not to discriminate in any aspect of state employment, programs, services, policies, activities, or decisions. As state-managed facilities, RRCs will provide services and supports to clients without unlawful discrimination based on race, color, age, gender, ethnicity, sexual orientation, gender identity or expression, genetics, pregnancy or pregnancy-related condition, religion, creed, ancestry, national origin, disability, veteran's status (including Vietnam-era veterans), or background.

1.3.2 Voluntary Nature of RRC Assistance

While all identified survivors will be offered the opportunity to access services and assistance through the RRC, there is no requirement for them to do so.

1.3.3 Donations

Donations, whether monetary or in-kind, will not be accepted at a state supported RRC site. If necessary, the RRC Manager will work with local and/or state officials to identify an appropriate receiver for unsolicited donations and an alternative site for drop-off/receipt. In addition, the RRC Manager will work with the Public Information Officer (PIO) to ensure messaging is shared regarding donations drop-off locations.

1.3.1 Health Care

On-site medical care is not routinely available at an RRC. Depending on the size of the event or at the request of the impacted jurisdiction, Emergency Medical Services (EMS) may be requested and stationed on site for the duration of the RRC's operation. Disaster survivors who present with health issues, or who experience a medical emergency at the RRC, will be referred to local healthcare providers and/or treated by EMS, if on site.

1.3.2 Child Care

Childcare services will not be offered at a state supported RRC site. Parents/guardians will be responsible for the supervision of any children brought to an RRC. The local jurisdiction may decide to stand up a locally supported alternate childcare site and work with the RRC Manager and PIO to ensure messaging is shared regarding this alternate childcare site.

2.0 Situation Overview

The aftermath of a natural, technological, or human-caused disaster can create a need for assistance and support to the impacted population. Local communities may become overwhelmed and unable to meet demand for providing disaster services/assistance. Depending on the location and magnitude of the disaster, as well as available local capabilities and resources, the Commonwealth of Massachusetts may be called upon to assist local communities by activating and operating an RRC.

A state-supported RRC may be established prior to a Presidential Disaster Declaration (PDD) being issued and/or in the absence of one, but when the anticipated immediate needs of the impacted community indicate that additional assistance to individuals or families will be required. RRCs do not offer direct assistance from federal sources but consolidate state and local resources in a single location to aid disaster survivor recovery.

3.0 Planning Assumptions

- Depending on the event an RRC and a DRC may or may not be operating simultaneously, but when they are, coordination is taking place between them.
- The duration and scope of state government involvement will be responsive and proportionate to the severity and duration of the event.
- Agencies and organizations that are involved in the implementation of this plan are familiar with its content and have developed their own staffing policies and procedures to carry out the responsibilities assigned to them under this plan.
- The Commonwealth and its various departments and agencies have the resources, services, personnel, and expertise necessary to supplement local recovery efforts.
- Activation of the RRC assumes that other response and short-term recovery operations may already be underway.
- Depending on the scope of the event and the type of assistance needed, an RRC may not be stood up for a few days following a request as local, state, and federal agencies, as well as voluntary agencies, may be unable to respond immediately.
- Agencies and organizations involved in the implementation of this plan have a commitment to community, mutual respect for purpose and mission, and are willing to share information and resources in the interest of a common goal (i.e. providing effective assistance to survivors and community to support recovery after a disaster).
- The RRC will be located in a safe area that is removed from the disaster area but close enough to allow ease of access by individual and family disaster survivors.
- The RRC is configured in such a manner that disaster survivors can receive assistance and guidance while maintaining confidentiality and dignity.
- Transportation means should be considered when RRC site location is being planned to ensure accessibility by disaster impacted Access and Functional Needs (AFN) individuals and families in the community.
- Access to the RRC facility should be AFN compliant and service providers should ensure their services account for AFN survivors' potential needs.

4.0 Concept of Operations

4.1 Direction and Control

A unified command structure co-led by leadership for the local jurisdiction and MEMA provides oversight of the RRC operation. The local jurisdiction retains overall responsibility for the RRC site facility and RRC operation. Depending on the level of involvement requested by the local jurisdiction, MEMA will, at minimum, assume responsibility for the overall activation and coordination of all Recovery Resource Center (RRC) Plan activities. In addition, MEMA is responsible for engaging all state, local, and non-governmental partners to support an RRC operation. Early in the RRC activation process, a Unified Coordination Group (UCG) consisting, at minimum, of local leadership, MEMA, the American Red Cross, and the Salvation Army will come together as a leadership and decision-making group. This UCG will inform the goals and objectives for an effective RRC operation in addition to supporting the coordination, facilitation, support of disaster survivors, and ensuring that sufficient staffing is present to effectively operate the facility.

4.2 Activation

4.2.1 Initial Notification of RRC Request

Local jurisdictions have various means for seeking out/requesting MEMA/State support and resources. If a jurisdiction is impacted by an event and needs state level support, they are encouraged to contact their MEMA local coordinator, the MEMA Regional office that covers their jurisdiction, and/or MEMA's Communications Center (monitoring emergency communications 24/7 across the Commonwealth) and/or WebEOC. Depending on the type of initial notification, and according to established procedures, during daytime hours the respective MEMA Regional Manager or during the evening/overnight hours, MEMA's Duty Officer will be notified and will initiate or maintain contact with the appropriate MEMA Regional Office to establish further communications with the impacted community. Based on established procedures, the Regional Office may also dispatch a MEMA Local Coordinator to the scene to assist with resource allocation, situational awareness, and information gathering.

If local officials request state support to set up and operate an RRC, the Local Coordinator will discuss the criteria and thresholds for standing up an RRC and as needed, move forward with completing an RRC Needs Assessment Form (see Appendix C), which captures the number and demographics of the impacted population as well as local points of contact. Once the Needs Assessment Form is completed, the Local Coordinator will forward it to the Recovery Program Coordinator (PC).

4.2.2 Assessment of Situation and Decision to Activate

Once the RRC Needs Assessment form is received, the Recovery PC will coordinate and facilitate a conference call with the MEMA Regional Office and the assigned MEMA Local Coordinator/RRC Liaison to review and discuss:

- Information about the number and demographics of the impacted population, as captured in the RRC Needs Assessment Form (Appendix C).
- Review of the threshold for activating a state-managed RRC (at least 20 affected households and/or at least 50 individuals impacted), and any additional unique factors that may warrant RRC activation if the threshold is not reached.
- Services and supports that clients may need.
- Potential duration of RRC activation.
- Candidate location for the RRC in the community should one be established.
- Any additional or missing information necessary.
- If the local jurisdiction(s) has prior experience hosting an RRC operation.
- The local jurisdiction's existing capabilities and services to support disaster survivors.

Based on information captured in the Needs Assessment Form and/or the following conference call, the Recovery PC will draft and send a recommendation along with the Needs Assessment Form to the MEMA Director/designee, who will review and, following any additional consultation with the Recovery Unit and Regional Office, will then make the decision to either approve or deny the community's request for an RRC. The MEMA Regional Office will then notify the impacted community of the decision.

If a locally impacted jurisdiction requests MEMA to activate a state managed RRC, the following organizational structures will be used:

4.2.3 Unified Coordination Group

Aiding survivors following a disaster or emergency requires coordination and collaborative decision making among key stakeholders. With the concurrence of the local Emergency Management Director, the RRC Unified Coordination Group (UCG) will be convened to serve as a decision-making group.

At a minimum, the UCG will be composed of representatives of the agencies/organizations listed below. These agencies and organizations will be folded into the UCG based on the current needs for activating/operating the RRC and specific need for their expertise/resources. These representatives have been identified ahead of time where possible:

- MEMA Recovery Unit
- MEMA Regional Office
- MEMA Operations
- MEMA Logistics
- American Red Cross
- Salvation Army
- Local Emergency Manager and other identified designee(s) for the impacted jurisdiction
- Public Information Officer (MEMA and/or Local Jurisdiction)
- MA VOAD

The composition of the UCG may be modified as needed.

4.2.4 RRC Manager

The RRC Manager will be selected by the MEMA Director or their designee in consultation with the Recovery Unit and will generally be filled by MEMA staff from either the Recovery Unit or a designee.

The RRC Manager will have charge of all RRC planning and operations and implements the goals and objectives established by the UCG. All state departments and agencies, as well as community disaster relief organizations with responsibilities under this plan, will serve as disaster survivor support agencies and report to the RRC Manager. The Manager will provide guidance and direct the assignment of MEMA staff, state agencies, and community disaster relief organizations to include the releasing of staff at the conclusion of RRC operations, during demobilization

4.3 Planning

4.3.1 RRC Operational Plan Development

To ensure appropriate services are available to survivors at an RRC, the UCG will develop an operational plan using the RRC Planning Form (Appendix D) within 48 hours of the decision to set up an RRC. The MEMA Recovery PC will coordinate and facilitate a conference call for the UCG to discuss the operational plan and ensure that the following areas are covered in the plan:

- Candidate location for RRC.
 - Identify if the candidate location has the capability to serve as a fixed RRC facility.
 - If some deficiencies are identified, are they able to be quickly resolved.
 - Ensure location complies with ADA accessibility standards.
- Scope of services to be offered at RRC
 - Establish what accommodations will be made to ensure accessibility and address the needs of impacted disaster survivors with disabilities and others with access and functional needs.
 - Establish the process for identifying and addressing any additional needs that may develop during RRC Operations.
- External partner agencies needed for service delivery.
- Identifying the services each partner agency will deliver. The types of services provided at the RRC will vary, based on the specific needs and demographics of disaster survivors.
- Anticipated duration of RRC operations.
- Communications/Public Information (internal & external) to include development of a Media & Outreach Plan that ensures sharing of situational awareness messaging with supporting partners, disaster survivors, and the impacted jurisdiction at large.

4.3.2 Staffing

The Recovery PC will identify staff from MEMA and external partner agencies and organizations and develop a roster to support operational periods and positions as outlined in the RRC Planning Form.

1. MEMA Staffing

The Recovery PC will first poll the following MEMA departments: Recovery Unit, Regional personnel, Logistics, and Public Information to fill out the RRC roster. Efforts will be made to staff key positions with internal staff with previous experience in the management and operation of an RRC. If additional staff support is necessary and the Recovery Unit is unable to fill those positions, additional staff availability will be solicited from other MEMA departments according to established policies and procedures.

If the State Emergency Operations Center (SEOC) and/or Regional Emergency Operations Center(s) (REOC) is activated, or is anticipated to be activated, the Recovery PC will coordinate with the SEOC and/or REOC Director and Operations Section Chief to ensure SEOC/REOC staffing levels are not impacted by RRC operations and vice versa.

2. External Partner Staffing

The Recovery PC will notify external related RRC partner agencies and organizations, using existing contact lists, to ensure appropriate services are established at the RRC. The initial email notification to partners will relay the following information:

- RRC activation notice, including the location of the RRC and dates and hours of operation.
- Identified needs and demographics of clients, as captured during RRC operational plan development.
- A copy of the RRC operational plan (Appendix D).
- A request for agency participation and contact information (name, phone number, email) for staff members who will be assigned to support each identified RRC shift.

4.3.3 Notifications

Notifications regarding the upcoming RRC operation will be issued regularly throughout the operational period. These will include the RRC location, dates, and times of operation, logistical information, and staffing rosters.

- External Notifications: The Recovery PC will notify all state partners to confirm participation and staffing. Additionally, the Recovery PC will coordinate with MEMA department heads to finalize staffing rosters.

- Initial Operations Notification: The Local Coordinator/RRC Liaison will send a general situational awareness message regarding the upcoming RRC operation to the Ops Notification Distribution List.
- MEMA Field Activity Report (MFAR): The Local Coordinator/RRC Liaison will notify MEMA Dispatch at least 24 hours prior to RRC activation, ensuring timely development of the MFAR. Daily MFAR updates will be issued throughout the RRC operation.
- RRC End of Day Report: The Local Coordinator/RRC Liaison will provide a detailed report at the end of each operational period, distributed at or near the close of the day. A final briefing will also be shared with external partners after the completion of all RRC operations.

4.4 RRC Setup

4.4.1 Site Assessment

Once the RRC operational plan is complete and a site has been designated by the community as the location for the RRC, MEMA Logistics in coordination with the Local Coordinator will meet with a representative of the facility and the local EMD/Community Representative to conduct a walkthrough assessment of the site using the RRC Site Assessment Form (Appendix F)

4.4.2 Logistics and Resource Support

MEMA Logistics and the RRC host facility will coordinate the distribution of equipment/supplies (as needed). Each agency partner is expected to provide their own equipment for service delivery, to include computers/tablets, required agency paperwork, and general office supplies.

4.4.3 RRC Resource Request Process

The RRC Manager will coordinate with MEMA Logistics to address any outstanding needs. If the SEOC is activated, the RRC Manager will route resource requests to the SEOC Resource Unit, and the request will be filled according to existing SEOC policies and procedures.

4.5 RRC Operations and Service Delivery

Various services and support will be available to disaster survivors at the RRC. The agencies and organizations responsible for these services and support, and their capabilities and limitations, are detailed in Appendix B of this plan.

4.5.1 Staff and Volunteer Registration

A rostered RRC staff member will be assigned to manage the staff/volunteer registration station. For accountability purposes, all volunteers affiliated with recognized disaster relief organizations must check-in at the registration station prior to receiving assigned duties and check out when leaving the RRC. All volunteers, upon completing registration, are considered RRC Staff. Spontaneous/unaffiliated volunteers will not be accepted at the RRC but will be referred to an appropriate volunteer organization.

4.5.2 Registration Process

A registration and intake station with tables and chairs will be set up in the main entrance to the RRC. All disaster survivors must register and go through a registration process, prior to obtaining services.

4.5.3 RRC Ambassador

To assist disaster survivors during their visit to the RRC, RRC Ambassadors will be available to guide them through the facility. Ambassadors will direct survivors to the appropriate agencies and services they need, answer their questions, or help them find the necessary information.

As part of identifying resource needs and services, RRC Ambassadors will ask disaster survivors to provide basic identifying information, information on their disaster status, family demographics, pre-disaster address, the current condition of their pre-disaster address (if known), if they are currently residing at the pre-disaster address, and if they are renting at the current address.

4.5.4 Security

In order to ensure a safe and secure environment for staff and disaster survivors at the RRC, the following measures may be implemented:

- Securing equipment and supplies at the site.
- Securing entrance/exit points at the RRC site.
- Providing a physical security presence with local/state law enforcement (if deemed necessary as part of the RRC operational planning process) within the RRC.
- Developing a plan in conjunction with local officials to manage vehicle traffic in the vicinity of the RRC.

4.5.5 Communications

All RRC communications--internal and external--are carried out in accordance with the local RRC operational plan. Communication between RRC partners may occur using methods such as cellular and landline phones, email, and face-to-face communications. In addition, the RRC will maintain a communication channel with local officials, the MEMA Regional office, and, if applicable, the SEOC. If day-to-day communications methods are degraded or inoperable, the RRC Manager will coordinate with the host community and/or MEMA to acquire additional communications resources such as radios, mobile cell sites, or other local/state-owned communications assets.

4.5.6 Feeding Services

At a minimum, pre-packaged snacks and bottled water should be available at the RRC. If more robust feeding services are needed, these may be provided by on-site or mobile kitchens, food transported from other locations to the RRC, or some combination of these options. All food options will be provided at no cost to disaster survivors, staff, or volunteers. All feeding operations, whether the food is prepared on site or delivered,

will follow standard food safety practices and will take into consideration common allergies, food sensitivities, special dietary needs, and cultural considerations. Donations of food by individuals cannot be accepted by the RRC for reasons of health and safety.

4.5.7 Access and Functional Needs (AFN) Support Services

The RRC will provide reasonable accommodation for disaster survivors, staff, and volunteers with access and functional needs who may need additional assistance to access or provide services or information. Individuals with access and functional needs may include, but are not limited to, people with disabilities, older adults, and persons with limited English proficiency (LEP). In addition, the Stafford Act and regulations prohibit discrimination on the basis of race, color, national origin, religion, sex, age, disability, English proficiency, and economic status. Many individuals with access and functional needs are also protected under Federal Civil Rights Laws and regulations.

The RRC Manager, in coordination with the RRC host site, partner agencies in the RRC, and/or MEMA Logistics, will assist in locating and deploying appropriate assistive technology, services, and equipment, as needed. These accommodations may include but are not limited to:

- Auxiliary aids and services
- Materials in accessible formats, such as large print or properly formatted electronic documents.
- Access to interpreters or translators, including sign language interpreters
- Assistive technology, such as assistive listening devices, screen readers, or other devices that allow for communication access for people who are blind or have low vision.
- Durable medical equipment

4.5.8 Mental, Emotional, and Spiritual Care

The RRC will provide services to meet the emotional, mental, and spiritual needs of both survivors and staff, including behavioral health support, multi-denominational spiritual support or pastoral care, crisis counseling, and grief counseling. The RRC will also provide referrals to local mental health professionals and support groups, if necessary.

4.5.9 Pet Services

If disaster survivors have pets, they may require assistance with replacing essential pet supplies such as food, litter, or bedding, and crates or carriers. They may also need temporary boarding and veterinary care. The RRC can assist in locating veterinary and pet sheltering services. Survivors arriving at the RRC with pets are expected to keep them leashed or crated and remain responsible for them while at the facility. Pets showing signs of illness or distress will be promptly referred to appropriate veterinary care, as needed. Any pet posing a safety risk to other pets, survivors, or RRC staff must be removed from the premises by the owner.

If disaster survivors present with a service animal to the RRC, all reasonable efforts to accommodate them and their service animal will be made. Care and supervision of a service animal is the sole responsibility of his or her handler. Additional guidance on Service Animals can be found at <https://www.ada.gov/resources/service-animals-2010-requirements/>

4.5.10 Public Information

Public information operations concerning the RRC will be managed by local officials, assisted as needed by MEMA's Public Information Unit and/or the Joint Information Center if the SEOC is activated.

Development of a Media & Outreach Plan is critical to ensuring timely communication with disaster survivors about the RRC's availability and resources and maintaining the confidentiality of disaster survivors. The RRC Manager, RRC PIO, and local officials will develop an agreed-upon approach to support these objectives and account for any media requirements of supporting agencies.

Any media staging areas, press conferences, or media availabilities should be located away from the RRC to protect survivors' privacy. Members of the media will not be allowed into the RRC without the permission of the RRC Manager.

4.5.11 Situational Awareness

Prior to the opening of the RRC, an operations/safety briefing will be conducted by the local EMD/local leadership representative. This briefing will discuss supporting agencies, the event, safety procedures, and general workflow for the site.

Partner agencies providing services at the RRC will provide regular informational updates to the RRC Manager. The Local Coordinator/RRC Liaison will complete a daily briefing report (reference Appendix G: RRC End of Day Briefing Report Guide) at the end of each operational period which will be distributed to the MEMA Operations Notification distribution list. A briefing will be sent to external partners at the conclusion of all RRC operations.

This report should cover hours of operation, organizations that participated, the number of disaster survivors served, VIPs/elected officials who visited, and other noteworthy events.

4.6 Demobilization

Demobilization may occur at a set time established during the planning process (i.e. the RRC plans to operate for a fixed duration), or the decision to demobilize may be made by the RRC Manager in coordination with partner agencies and the UCG based on several considerations including but not limited to:

- Number of survivors still needing assistance
- Continued availability of site hosting RRC
- Continued need for presence of multiple state agencies to coordinate assistance to survivors

- Host community has requested that the RRC cease operations

Once RRC demobilization has begun, MEMA staff will ensure that all partner agencies have cleared the site. Release of MEMA staff will occur at the discretion of the RRC Manager based on ongoing RRC operations and needs.

Once RRC operations have ceased, MEMA Logistics will break down all MEMA assets used to support the RRC and together with a facility representative, conduct a final walkthrough to document the condition of the facility. Other partner agencies will be responsible for removing their own assets from the RRC.

4.6.1 Transition to Federal Disaster Recovery Center

For disasters where the President has issued a Major Disaster Declaration under the Stafford Act, FEMA may establish federal Disaster Recovery Centers (DRCs) in or near the area impacted by the disaster to facilitate access by survivors to available federal and state disaster assistance programs. MEMA's Recovery Unit coordinates closely with FEMA throughout the declaration process, and in cases where a federal DRC is planned to open while state RRC operations are ongoing, will work with FEMA, the impacted jurisdictions, and state partners to coordinate RRC operations into those of the DRC, this may include the expanding of the RRC facility to support the incorporation and/or transition to a DRC.

5.0 Agency Roles and Responsibilities

Several organizations have roles and responsibilities in this plan, providing disaster survivors with critical recovery information, case management services, and essential supplies as needed and available.

Prior to a disaster or emergency, agencies and organizations with roles and responsibilities as part of this plan will designate representatives and ensure these representatives are prepared and available to support RRC operations. They will be tasked with supporting the recovery needs of disaster survivors at the RRC and should have the ability and authority to reach back into their own agencies and request additional resources or obtain any necessary information. Each state agency or non-governmental organization will be requested to provide 24/7 contact information.

Each agency/organization supporting RRC operations must ensure accessibility of informational products, programs, and services.

5.1 State Agencies

5.1.1 Massachusetts Emergency Management Agency (MEMA)

- Lead coordinating agency for RRC operations.
- Overarching responsibility for the accessibility of programs and services offered at the RRC.
- Make decision to activate RRC.

- Receive and manage requests for state support in activating, operating, and staffing state-managed RRCs to provide support for disaster survivors.
- Provide support and guidance to local jurisdiction(s) with the RRC site selection process, and identification of staffing and services needed.
- Convene the RRC Unified Coordination Group (UCG), as necessary.
- Identify and coordinate provision of needed wraparound services at RRC, in coordination with the host community and state/volunteer agency partners.
- Make notification to state/volunteer agency partners of upcoming RRC activation and required wraparound services.
- Develop RRC staffing rosters based on priorities and objectives.
- Provide an RRC Manager and other staff as needed to support RRC operations.
- Provide equipment/supplies, as needed.
- Maintain operational records.
- Coordinate public information with host community.
- Develop daily reports of RRC activities and socialize with RRC partner agencies and host communities.
- Coordinate with host community and host facility to ensure RRC is fully equipped and supplied.
- Conduct site visit of selected RRC host facility.
- Following RRC facility assessment, request assistance/guidance from MOD and/or the local ADA coordinator to ensure accessibility of the host site and/or address any identified issues impeding full accessibility.
- Ensure accessibility of programs and services offered to include language services through local and/or MEMA resources as needed.
- As required, coordinate resource support from the federal government through FEMA.

5.1.2 Massachusetts Department of Public Health (DPH):

- Provide notifications to local Medical Reserve Corps (MRCs) units, as appropriate, to support RRC operations.
- Serve as primary contact and subject matter expert for public health matters as they relate to RRC operations.
- Provide applicable information about programs and services.

5.1.3 Massachusetts Department of Mental Health (DMH):

- Provide crisis counseling, emotional support, and other mental health resources to individuals and families.
- Provide informational handouts and referrals to local behavioral health resources or providers.

5.1.4 Massachusetts State Police (MSP):

- As needed and requested, provide support to local law enforcement to ensure a physical security presence at the RRC and/or to manage traffic around the RRC.

5.1.5 Executive Office of Aging & Independence (AGE)

- Connect older adults and individuals with disabilities with information, resources, and services at the state and local community levels including Nutrition, Home Care Services, Personal Care, Caregiver Support, legal services, and any local grants that may be available.
- Collaborate with local Aging Disability Resource Consortia (ADRC) Core Membership Agencies including Aging Services Access Points (ASAPs), Area Agencies on Aging (AAAs), Independent Living Centers (ILCs), and Councils on Aging (COAs) to connect individuals to requested services.
- Provide support and assist in placing referrals that the individual needs/requests.

5.1.6 Department of Transitional Assistance (DTA)

- Provide information and assistance on available Economic Assistance and Supplemental Nutrition Assistance Program (SNAP) benefits.
- Reestablish or replace disaster survivors' SNAP benefits that were lost due to the incident.
- Replace disaster survivors lost or damaged EBT cards.

5.1.7 Executive Office of Veterans Services (EOVS)

- Connect veterans to recovery related services including emergency housing and related VA benefits and medical care.

5.1.8 Executive Office of Housing and Livable Communities (EOHLC)

- Refer eligible disaster survivors to Emergency Housing Assistance programs.

5.1.9 Massachusetts Department of Children and Families (DCF)

- Continue to provide support and services to existing disaster survivors in the impacted area.

5.1.10 Department of Developmental Services (DDS)

- Continue to provide support and services to existing disaster survivors in the impacted area.

5.1.11 Division of Insurance (DOI)

- Provide assistance and information to disaster survivors concerning insurance coverage, claims, and other insurance related matters during recovery.

5.1.12 Department of Unemployment Assistance (DUA)

- Provide assistance and information to disaster survivors concerning unemployment compensation, disaster unemployment assistance, and job service referrals.
- Provide disaster unemployment program assistance to individuals who do not qualify for regular unemployment benefits and are out of work due to disaster (i.e. unemployed or self-employed individuals who lived, worked, or were scheduled to work in area impacted by disaster).

5.1.13 Office of Immigrants and Refugees (ORI)

- Provide support services that meet cultural and linguistic needs of refugees and immigrants.

5.1.14 Registry of Motor Vehicles (RMV)

- Assist disaster survivors with replacement of lost driver's licenses or identification cards.

5.1.15 Massachusetts Office on Disability (MOD)

- As requested, provide subject matter expertise on facility accessibility during the RRC host facility assessment process.
- Provide subject matter expertise regarding disability rights, reasonable accommodations, and issues related to equal access and opportunity.

5.2 Local Agencies

5.2.1 Local Emergency Management

- Provide updates of ongoing recovery efforts, demographics, and any unmet needs of disaster survivors.
- Provide information on disability & access and functional needs of impacted residents.
 - Medical needs
 - Disabilities
 - Language needs
- Compile a list of impacted residents (for incidents impacting a known number of survivors).
- Act as a point of coordination with MEMA as well as local agencies supporting RRC operations.
- Provide representation to the RRC UCG.
- Identify location for assessment for RRC.
- Provide an RRC pre-operational briefing for RRC staff and supporting agencies.
- Coordinate the activities of local organizations supporting RRC operations.
- Leverage and coordinate resources needed to support RRC operations.

5.2.2 Local Law Enforcement

- As requested, provide physical security at the RRC and manage traffic around the RRC.

5.2.3 Local Council on Aging (COA)

- If applicable, hold RRC at COA. As needed, provide Meals on Wheels services to the RRC, transport disaster survivors to/from the RRC, replace survivors' durable medical equipment, and refer survivors to other services and programs within the local Aging Disability Resource Consortia (ADRC).

5.2.4 Local Public Health

- As needed, provide subject matter experts for public health matters as they relate to RRC operations.

5.2.5 Local Housing Authority

- Assist with local housing placement.

5.2.6 Local Animal Control Officer

- As requested, coordinate with local/regional Disaster Animal Response Team (DART) and/or State of Massachusetts Animal Response Team (SMART) to provide disaster survivor pet owners with replacement supplies (i.e., food, litter/bedding, or crates/carriers), along with information on temporary boarding and veterinary care.

5.3 Non-Profit/ Private Agencies

5.3.1 American Red Cross (ARC)

- Provide representation to the RRC UCG.
- Provide input into the extent of services to be offered by ARC.
- Provide registration support at the RRC.
- Provide intake support, validation of need, and casework services to survivors as needed.
- Provide information on registrants to the local EMD & MEMA, if requested.
- Retain and maintain RRC registrant intake information based on internal records retention policies.
- Provide emergency support to disaster survivors as needed (congregate sheltering, emergency housing, food, clothing, medical care, etc.).
- Support RRC staff well-being.
- Provide canteen and other support services for staff as requested by the RRC Manager.

5.3.2 Salvation Army (SA)

- Provide representation to the RRC UCG.
- Provide input into the extent of services to be offered by the Salvation Army onsite.
- Provide information and/or direct service to disaster survivors regarding resources available to impacted individuals and families through the Salvation Army (ex. food, clothing, personal care products, store vouchers, social services, etc.).
- Make available members of the Disaster Chaplain Corps to provide Emotional and Spiritual Care (ESC) as needed and as appropriate. This would include staff designated to offer assistance to certain areas (Intake, Critical Incident Stress Management (CISM), Behavioral Health, etc.) to support individuals with increased needs and/or stress/grief reactions.

- Support RRC staff well-being.
- Provide canteen and other support services to staff and/or disaster survivors as requested by the RRC Manager.

5.3.3 Massachusetts Voluntary Organizations Active in Disasters (MA VOAD) and Community Organizations Active in Disasters (COAD)

MA VOAD and/or COADs, through their member agencies, can support RRC operations by:

- Participation in a community recovery planning process.
- Case management services.
- Provide registration and ambassador support at the RRC.
- Volunteer screening and coordination.
- Behavioral health services.
- Psychological, spiritual, and emotional support.
- Technical and financial support to survivors.
- Housing repair that meets accessibility/universal design standards.
- Providing for the needs of disaster survivors' pets and service animals.

5.3.4 Aging Service Access Points & Area Agencies on Aging (ASAP's/AAA's):

- As needed, represent their local Aging Disability Resource Consortia (ADRC) with assisting individuals with needed information, resources and/or services available. Provide support and simplify the process for older adults and individuals with disabilities to access information and resources available throughout the state and in their local community.

5.3.5 Independent Living Centers (ILC):

- As needed, represent their local Aging Disability Resource Consortia (ADRC) with assisting individuals with needed information, resources and/or services available. Provide support and simplify the process for older adults and individuals with disabilities to access information and resources available throughout the state and in their local community. ILCs can also assist youth in identifying their independent living goals and the adult services and supports that will assist them as they transition out of any school provided supports and services during their schooling years.

5.3.6 Aging Disability Resource Consortia (ADRC)

- An Aging & Disability Resource Consortium (ADRC) is a partnership between a local county's older adult service organizations, known as Aging Service Access Point (ASAPs) or Area Agency on Aging (AAA), and an area's Independent Living Center serving people with disabilities. The ADRC enhances collaborations between older adults and disability service providers, ensuring there's no wrong door when an older adult or person with a disability contacts

one of our agencies for assistance and services. In addition to providing streamlined access to standard services provided by member agencies, the ADRC also offers Options Counseling, a free service designed to assist people in making informed choices about the services and support they need to stay in, or return to, the community.

- ADRCs partner with community organizations, state agencies, and service providers to make sure that older adults and people with disabilities have access to up-to-date information about resources in the community, and to make referrals between partner organizations smoothly for the people we serve in Massachusetts.

6.0 Administration and Logistics

6.1 Plan Maintenance

This plan will be reviewed in accordance with the MEMA Emergency Management Program Administrative Policy by participating agencies and organizations in a manner conforming to the review and maintenance guidelines contained in the State CEMP Base Plan. The MEMA Planning Unit will provide administrative support for the plan review process, including coordinating and facilitating stakeholder meetings, completing, and distributing meeting notes and updating the plan.

6.2 Training and Exercises

This plan will be exercised using guidance from and according to exercise and training standards laid out in the Integrated Preparedness Plan (IPP). All exercises will follow Homeland Security Exercise and Evaluation Program (HSEEP) standards for development and evaluation. An activation of this plan for a real-world event may take the place of an exercise. If a real-world event occurs involving an RRC, it is strongly recommended that an After-Action Report (AAR) be developed to identify areas for improvement, capture key lessons learned, identify best-practices and provide recommendations for future planning, training and exercise development.

Training on this plan will be offered through access to pre-recorded training seminars discussing this plan in detail. In addition, real time, or “just in-time” staff training for RRC staffing and volunteers can be conducted at time of the event.

6.3 Expenditures and Reimbursements

Individual agencies and organizations will be responsible for tracking costs incurred and maintaining associated supporting documentation for possible reimbursement via applicable funding sources.

7.0 Authorities and References

7.1 Authorities

7.1.1 State

- Chapter 639 of the Acts of 1950, "*The Civil Defense Act*"
- Chapter 54 of the Acts of 2014, "*An Act Ensuring the Safety of People with Pets in Disasters*"
- Executive Order No. 242 - June 28, 1984
- Executive Order No. 592 – October 22, 2020

7.1.2 Federal

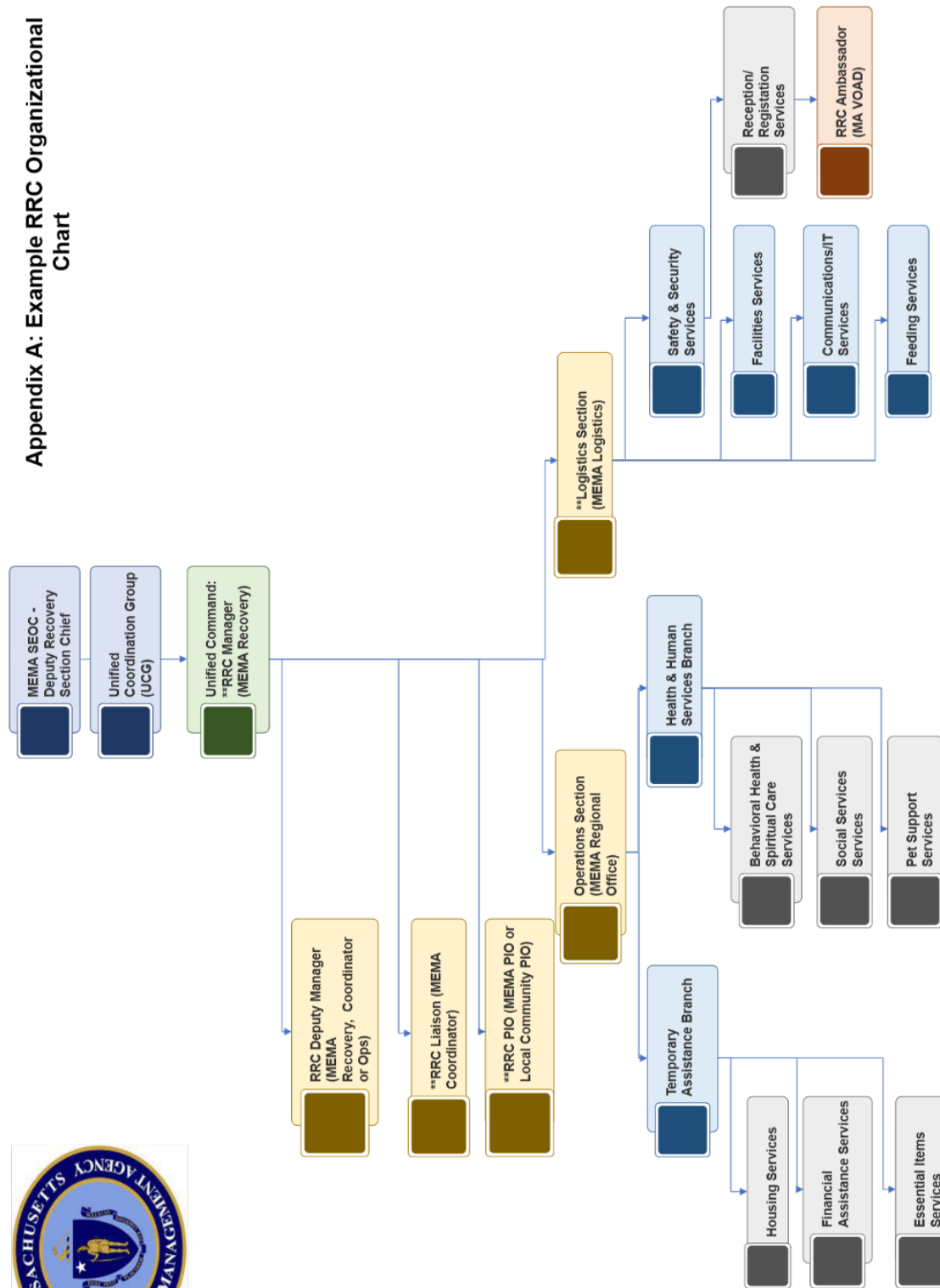
- American Red Cross: 32 CFR § 728.78 - ARC representatives
- Americans with Disabilities Act of 1990, 42 U.S.C. § 12101 et seq. (1990)
- Public Law 100-707, "*The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988*"
- Public Law 106-390, "*The Disaster Mitigation Act of 2000*"
- Public Law 109-295, "*The Post Katrina Emergency Management Reform Act of 2006*"
- Public Law 109-308, "*The Pets Evacuation and Transportation Standards (PETS) Act of 2006*"
- Public Law 113-2, "*The Sandy Recovery Improvement Act of 2013*"
- Title 36, Chapter 3001 of the USC, the American Red Cross
- United States Attorney General ruling, November 26, 1951

7.2 References

- American Red Cross: Multi-Agency Resource Center Planning Resource_V.1.0_2015_06_12
- Region III Disaster Recovery Center (DRC) Concept of Operations, July 2019
- 13 CFR Part 123, "*Disaster Loan Program*"
- 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards
- 44 CFR Part 206, "*Federal Disaster Assistance*"
- Federal Volunteer Protection Act (VPA), 42 U.S.C. § § 14501 et seq
- Health Insurance Portability and Accountability Act (HIPAA)
- Massachusetts Charitable Immunity Act, G.L. c. 231, § 85W.
- Massachusetts Tort Claims Act, G.L. c. 258
- Presidential Decision Directive (PDD) 63, "*Critical Infrastructure Protection*", May 22, 1998
- Presidential Policy Directive (PPD) 8, "*National Preparedness*", March 30, 2011,
- Public Assistance Program and Policy Guide (PAPPG)
- Section 12 of the Massachusetts Civil Defense Act (CDA), Chapter 639 of the Acts of 1950



Appendix A: Example RRC Organizational Chart



This organizational chart is scalable based on the size and scope of the event. The example branch structure can expand or contract based on resources and services needed by the impacted community. If the MEMA SEOC is activated, this organizational structure will fall under the Deputy Recovery Section Chief within the SEOC organizational structure.

** Denote minimum positions that need to be stood up to run an RRC.

Appendix B: RRC Responsibility Matrix

Position/Group	Service(s)	Agency Providing Support	Position Description
Command Staff			
Unified Coordination Group (UCG)		MEMA Recovery, Operations, Logistics, Regional Office, American Red Cross, Salvation Army, Local Emergency Manager/other local representatives	The UCG functions as a leadership and decision-making body that sets the goals and objectives for RRC operations. It reviews and approves the host community site for the RRC and assists in developing the RRC Operational Plan.
RRC Manager		MEMA Recovery Unit	The RRC Manager is the person responsible for all field level aspects of the operation of the RRC; including the development of RRC goals and objectives, the managing of all RRC tactical operations, the application of resources as well as responsibility for the safety of all RRC staff and disaster survivors involved.
Deputy RRC Manager		MEMA Recovery Unit, Coordinator, or Operations Unit	Assists the RRC Manager with daily operations.
RRC Liaison		MEMA Coordinator	The RRC Liaison serves as the liaison between the RRC Manager and the impacted community. Coordinates with the RRC PIO to serve as liaison with external agencies such as local government and businesses and/or DRCs.
RRC PIO		MEMA PIO	The RRC PIO, in coordination with the RRC Manager and local officials, develops the Media & Outreach Plan for the RRC. The Plan may include outreach strategies and platforms to ensure survivors are aware of important dates and details for the RRC (accounting for

Position/Group	Service(s)	Agency Providing Support	Position Description
			accessibility of messaging), tactics for working with members of the media or non-affected public who visit the RRC, photo/video policies, and post-RRC public information sharing.
General Staff			
Operations Section			
Operations Section Chief		MEMA	The Operations Section Chief (OSC) develops and implements strategy and tactics to carry out the objectives established by the Unified Coordination Group and the RRC Manager. The OSC organizes operations, assigns personnel, and supervises the Temporary Assistance Branch (which includes Housing Services, Financial Assistance Services, and Essential items Services) and the Health & Human Services Branch (which includes Mental, Emotional, & Spiritual Care Services, Social Services, and Pet Support Services).
Temporary Assistance Branch			
Temporary Assistance Branch Director		MEMA	Oversee the provision of services to RRC disaster survivors, such as the Housing Services, Financial Assistance Services, and Essential Items Services. Reports to the Operations Section Chief.
Housing Group Leader	Short-term and/or Long-term accommodation assistance	ARC; EOHLC, Local Housing Authority	Identifies agencies which offer temporary and long-term housing assistance, in addition to providing guidance and oversight of these support services. Temporary Housing refers to the intermediate phase of housing assistance that bridges the gap between emergency sheltering and disaster survivors' return to permanent housing. This period typically begins the day after the disaster and may

Position/Group	Service(s)	Agency Providing Support	Position Description
			<p>extend for multiple months until permanent housing options are identified and secured. Additionally, if a Presidential Disaster Declaration is issued, various federal services and resources supporting temporary housing may become available for up to 18 months from the date of the disaster declaration, potentially offering additional short-term housing solutions to disaster survivors.</p> <p>Long-Term Housing involves efforts to help displaced disaster survivors transition to stable and safe permanent housing. Depending on the nature of the disaster this process can take months or even years. Once immediate dangers are mitigated, and survivors can leave emergency shelters, temporary housing and/or when these options are no longer sufficient, arrangements for long-term or permanent housing are organized.</p>
Financial Assistance Group	Unemployment Food Stamps	DTA, DUA, ARC, Salvation Army, MA VOAD	Provides Supplemental Nutrition Assistance Program (SNAP) benefits, mortgage, and rental assistance, emergency home repairs, gift cards, and other monetary assistance.
Essential Items Group		ARC, Salvation Army, MA VOAD, COAD	Provides items to meet critical immediate needs such as food, clothing, medication, medical equipment, infant formula, baby food, and personal hygiene items.
Health and Human Services Branch			
HHS Branch Director		DCF, DPH, ARC, Salvation Army, MA VOAD, COAD	Oversee the provision of services to RRC disaster survivors, such as behavioral health/spiritual care, first aid, transportation, childcare services, and social services. Reports to the Operations Section Chief

Position/Group	Service(s)	Agency Providing Support	Position Description
Behavioral Health/ Spiritual Care Group		DMH, ARC, Salvation Army, MA VOAD, COAD	Ensures that services are provided for the emotional, mental, and spiritual needs of clients and RRC staff. Oversees and manages spiritual care personnel. Assists patrons in understanding and managing the full range of grief reactions. Provide crisis intervention, mediation, and management of “at risk” patrons by providing referrals to mental health professionals and support groups located in the family member’s local area.
Social Services Group Leader		DCF, DDS, DMH, DPH, DYS, DTA, Veterans Services, AGE, MCB, MCDHH, MassAbility, EOHHS	Directs families to non-medical services (e.g. unemployment benefits, workers compensation, housing assistance, etc.).
Animal Support Group		DARTs, SMART	Assist disaster survivors with replacing essential animal supplies, such as food, litter, or bedding, and crates or carriers. Provide information on where survivors can access veterinary and boarding services. Additionally, assist in assessing animals for signs of illness or distress and refer them to appropriate veterinary care when needed.

Logistics Section			
Logistics Section Chief		MEMA, RRC Host Facility	The Logistics Section Chief is responsible for managing all logistical services for the RRC. This includes overseeing security access and registration at the host facility, ordering and delivering equipment, supplies, and services, coordinating the physical setup and teardown of the RRC, managing space planning and utilization, and ensuring the provision of buildings, communications, and IT services.
Safety & Security Unit		Local PD, MSP, Private Security	Coordinates internal, external security and traffic management at the RRC. Maintains visible presence in all high areas.
Reception & Registration Unit			
Reception & Registration Unit		MEMA, ARC	Supervises disaster survivor screening and confirmation process and assures that disaster survivors are eligible to participate in RRC.
RRC Ambassador		MA VOAD	The RRC Ambassador serves as a point of contact for disaster survivors visiting the RRC, answering their questions, gathering pertinent information from them, and assisting them in navigating the facility. The Ambassador ensures that survivors connect with the appropriate support agencies and receive the services they need.
Facilities Unit		RRC Host Facility	Supervises the set up and tear down of the RRC. Ensures RRC cleanliness is maintained. Ensures that RRC physical layout is maintained, including utilities and restrooms.
Communications and IT Unit		MEMA, RRC, Host Facility	Provides and maintains telephone, radio, computer, networks, and wired/wireless internet services in the RRC.

Feeding Unit		RRC Host Facility, MA VOAD	Supply food/drink for RRC staff and disaster survivors, considering cultural preferences and dietary restrictions. Determine food and drink requirements, order sufficient replenishments, maintain food service areas, and ensure that all appropriate health and safety measures are followed.
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Appendix C: RRC Needs Assessment Form

<u>Location</u>		
Street Address: _____		
Town: _____		
Neighborhood: _____		
State: _____	County: _____	Region: _____

<u>Site Contact Information</u>	
Local Point of Contact: _____	
Title: _____	Phone (24/7): _____

<u>Timeline</u>	
Incident Occurred (date & time): Click or tap to enter a date.	
Is Red Cross on scene:	<input type="checkbox"/> Yes <input type="checkbox"/> No
Has a shelter been established:	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If yes, location of shelter: _____	
• If yes, shelter closure date: Click or tap to enter a date.	

<u>Incident Summary</u>
*Summary of incident and actions taken: _____ _____ _____ _____ _____ _____

<u>Damage Description</u>	
Impacts to residence:	
Is/are the residence(s) habitable?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If no, expected date of repair completion/move in date? Click or tap to enter a date. 	
Is access to the residence impacted (<input type="checkbox"/> road/ <input type="checkbox"/> bridge)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If yes, expected date of repair completion/move in date? Click or tap to enter a date. 	
Are personal belongings accessible to displaced survivors?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> With escort? 	<input type="checkbox"/> Yes <input type="checkbox"/> No
Are utilities out?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If yes, what utilities are out? <input type="checkbox"/>Electricity <input type="checkbox"/>Gas <input type="checkbox"/>Water/Sewage If yes, expected date of repair/return of service? Click or tap to enter a date. 	
Other impacts – Please summarize	
<hr/> <hr/> <hr/> <hr/>	

<u>Demographics</u>
Estimated number of homes/apartments affected? _____
Estimated number of individuals affected? _____
Estimated number of children affected? _____
Displacement status of residents:
<ul style="list-style-type: none"> Residing with family/friends: _____ Residing at shelter/hotel: _____
Anticipated length of displacement? _____
Impacted Populations:

Access and Functional Needs (AFN)?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Please refer to Section 4.5.7 in the RRC Plan for a definition of Access and Functional Needs (AFN).	
<ul style="list-style-type: none"> If yes, how many? _____ Describe types of AFN: _____ _____ _____ 	
Low-income?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If yes, how many? _____ 	
Spoken Languages?	
<ul style="list-style-type: none"> What are the most spoken languages in the community? _____ 	
Limited English proficiency (LEP)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If yes, how many? _____ 	

Number of pets involved. _____	
Types of pets involved. _____	
Is there a separate area for temporary boarding/crating?	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> If yes, please provide name(s) & address(es): _____ 	

<u>Additional Needs/Requests</u>	
Housing needs:	<input type="checkbox"/> Yes <input type="checkbox"/> No
<ul style="list-style-type: none"> Short Term (1- 4 weeks) <ul style="list-style-type: none"> If yes, how many units: _____ Long Term (weeks – months/relocation) <ul style="list-style-type: none"> If yes, how many units: _____ 	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> No
Clothing?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Food?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Water?	<input type="checkbox"/> Yes <input type="checkbox"/> No
*List any additional unmet needs or resources: <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/>	

<u>Additional Details</u>	
Does the event have significant media coverage?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Safety Concerns? <input type="checkbox"/>Yes <input type="checkbox"/>No • If yes, please list: _____	
Weather Concerns?	<input type="checkbox"/> Yes <input type="checkbox"/> No
• If yes, please list: _____	
Name of staff completing form: _____ Title: _____ Date Completed: Click or tap to enter a date.	

<u>Recommendations</u> (Recovery Unit to fill out only)	
<input type="checkbox"/> Recovery Resource Center needed	<input type="checkbox"/> Recovery Resource Center NOT needed
Reasoning behind the above selection: <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/> <hr style="border: 0; border-top: 1px solid black; margin: 5px 0;"/>	
Name of staff completing form: _____ Title: _____ Date completed: Click or tap to enter a date.	

Appendix D: RRC Planning Form

Proposed Site Location

Site Name: _____

Street Address: _____

Town: _____

Neighborhood: _____

State: _____ County: _____ Region: _____

Dates and Hours of Operation

- Start Date: Click or tap to enter a date.
- End Date: Click or tap to enter a date.

*End date subject to change depending on community/survivor needs.

Hours of Operation: _____

Site Contact Information

Key holder name: _____

Title: _____

Phone

- Primary: _____

- Secondary: _____

Email: _____

RRC Site Usage Information

Approximate # of survivors that will attend: _____

Approximate # of children: _____

Approximate # of pets: _____

Is the site routinely used during anticipated RRC hours of operation? ☐Yes ☐No

- If yes, please explain:

Available Site Services

*Refer to Site Assessment Survey for detailed site usage options

- Parking ☐Yes ☐No
- Disability & Access and Functional Needs (AFN) Accessibility ☐Yes ☐No
- Communications/Internet Accessibility ☐Yes ☐No
- Food/Water/Snacks ☐Yes ☐No
 - If yes, organization/vendor providing service: _____
- Signage ☐Yes ☐No
 - If yes, what type(s) and where needed:

Security

Will the community provide security? ☐Yes ☐No

- If yes, choose one or both ☐Uniformed Officer ☐Metal Detector

Special Considerations

Can the community provide interpretation services ☐Yes ☐No

Is there a need for pet supplies? ☐Yes ☐No

- If yes, what supplies are needed?
 - Food/water ☐Yes ☐No
 - Medications ☐Yes ☐No
 - Sanitation/Hygiene ☐Yes ☐No
 - Comfort/Safety ☐Yes ☐No
 - Others _____

Is the community school system involved?

☐Yes ☐No

Has the community accepted/are accepting any donations in response to the incident:

☐Yes ☐No If yes, discuss with local leadership alternate donations drop-off sites.

Prominent Religious Denominations in the community?

☐Yes ☐No

- If yes, please provide any contact information:

Organization	Contact Name	Contact Number

<u>Agencies and Organizations Invited to Support</u>		
State Agencies/Organizations	Local Agencies/Organizations	Non-Profit/Private Agencies/Organizations
<input type="checkbox"/> Department of Public Health	<input type="checkbox"/> Local Council on Aging	<input type="checkbox"/> American Red Cross
<input type="checkbox"/> Department of Mental Health	<input type="checkbox"/> Local Public Health Department	<input type="checkbox"/> The Salvation Army
<input type="checkbox"/> Department of Transitional Assistance	<input type="checkbox"/> Local Housing Authority	<input type="checkbox"/> Massachusetts Voluntary Organizations Active in Disasters (MA VOAD)
<input type="checkbox"/> Labor & Workforce Development	<input type="checkbox"/> Local Animal Control Officer	<input type="checkbox"/>
<input type="checkbox"/> Executive Office of Housing and Livable Communities	<input type="checkbox"/> School Department	<input type="checkbox"/>
<input type="checkbox"/> Executive Office of Veterans Affairs	<input type="checkbox"/> Food Pantry	<input type="checkbox"/>
<input type="checkbox"/> Executive Office of Aging & Independence	<input type="checkbox"/> Clothing Closet	<input type="checkbox"/>
<input type="checkbox"/> Department of Insurance	<input type="checkbox"/> Fire Department	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<u>RRC Staff Roster</u>		
RRC Position Title	Name	Contact number
RRC Manager		
RRC Liaison		
RRC Logistics Section Chief		
RRC PIO		

<u>Scope of Services</u>
Key Planning Objectives:

Media & Outreach Plan:

Additional Notes:

Name of staff completing form: _____

Title: _____ Date Completed: Click or tap to enter a date.

Appendix E: RRC Go Kits Contents

The MEMA Recovery Unit, in coordination with the MEMA Logistics Unit, maintains equipment required to outfit the RRC Go Kits. RRC Go Kits are located at the MEMA Headquarters in the Recovery Unit and at the MEMA Warehouse with the MEMA Logistics Unit. The MEMA Logistics Unit also provides an access and functional needs toolkit that is available upon request

Item Number	Item Description	Quantity Available	Quantity Used
	Blue Pen	60 each	<input type="checkbox"/>
	Desk Style Scissors	1 each	<input type="checkbox"/>
	Dry Erase Marker/Eraser Set	1 each	<input type="checkbox"/>
	13 x 16: Dry Erase Board	1 each	<input type="checkbox"/>
	Highlighters, Assorted Colors	36 each	<input type="checkbox"/>
	6x9" Steno Pad	12 each	<input type="checkbox"/>
	8x14" Clipboard	30 each	<input type="checkbox"/>
	Clear Tape	2 each	<input type="checkbox"/>
	Clear Tape Dispenser	1 each	<input type="checkbox"/>
	Desktop Stapler	1 each	<input type="checkbox"/>
	Jumbo Paperclips, Box of 100	2 each	<input type="checkbox"/>
	Rubber Bands, Assorted Sizes	1 each	<input type="checkbox"/>
	POST-IT 3x3" PAD	12 each	<input type="checkbox"/>
	Larger Binder Clips, Pk of 12	1 each	<input type="checkbox"/>
	Medium Binder Clips, Pk of 12	2 each	<input type="checkbox"/>
	2" Black and Yellow Safety Tape	3 each	<input type="checkbox"/>
	Duct Tape Roll	2 each	<input type="checkbox"/>
	6" Card and Sign Holder	2 each	<input type="checkbox"/>
	Instant Easel	5 each	<input type="checkbox"/>
	6 Outlet Power Strip	4 each	<input type="checkbox"/>
	50' Extension Cord	5 each	<input type="checkbox"/>
	Velcro 5/8 circle pack	1 each	<input type="checkbox"/>
	D-Cell Batteries	10 each	<input type="checkbox"/>
	LED Flashlight 2D-Cell	5 each	<input type="checkbox"/>
	Megaphone	1 each	<input type="checkbox"/>
	Ceramic Heater	2 each	<input type="checkbox"/>
	36" Tower Style Fan	2 each	<input type="checkbox"/>
	Tissues, 16pk	2 each	<input type="checkbox"/>
	Face Masks, 50pk	4 each	<input type="checkbox"/>

	Hand Sanitizer, 12pk	2 each	<input type="checkbox"/>
	Disinfectant Wipes, 80 count (4pk)	2 each	<input checked="" type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>
			<input type="checkbox"/>
			<input checked="" type="checkbox"/>

Access and Functional Needs Toolkit

Item Description	Quantity Available	Quantity Used	Notes
Amplified phone (with large keys)	1	<input type="checkbox"/>	
Personal Amplifier	2	<input type="checkbox"/>	
Noise cancelling headphones	5	<input type="checkbox"/>	Adult size – these are hearing protection style, not audio headphones
Noise cancelling headphones	5	<input type="checkbox"/>	Child size – these are hearing protection style, not audio headphones
Small Dry-Erase Board	2	<input type="checkbox"/>	11x14in. each
Dry Erase Marker Starter Set	2		
Power strip	2	<input type="checkbox"/>	6ft. each
Extension Power Cord	5	<input type="checkbox"/>	50ft. each
Steno Notepads	10	<input type="checkbox"/>	
Flashlight	3	<input type="checkbox"/>	
Pens	50	<input type="checkbox"/>	
Leatherman multi-Purpose Tool	3	<input type="checkbox"/>	
Communications Flip Books	10	<input type="checkbox"/>	8x11 sheets
Lighted magnifier	2	<input type="checkbox"/>	
		<input type="checkbox"/>	
		<input type="checkbox"/>	
		<input type="checkbox"/>	
		<input type="checkbox"/>	
		<input type="checkbox"/>	

Appendix F: RRC Site Assessment Survey

The Facility Walkthrough Checklist is a separate document and is incorporated here by reference.

Appendix G: RRC End of Day Briefing Report Guide

****Use this guide as a template for creating a briefing report. At minimum, the briefing report should include the hours of operation, organizations that participated, the number of disaster survivors served, VIPs/elected officials who visited and any other noteworthy events/updates. ****

Briefing Date: Click or tap to enter a date.

RRC Site Location

Location: _____

Operational Period: _____

RRC Operations Concluded? ☐Yes ☐No

Organizations/Agencies present at RRC:

Organization Name:	Assistance Provided:

Number of Survivors Served: _____

Comments:

Name of staff completing form: _____

Title: _____ Date Completed: Click or tap to enter a date.

Appendix H: Acronyms and Abbreviations

AAA	Area Agencies on Aging
AAR	After-Action Report
ADA	Americans with Disabilities Act
ADRC	Aging Disability Resource Consortia
AFN	Access and Functional Needs
AGE	Executive Office of Aging & Independence
ARC	American Red Cross
ASAP	Aging Services Access Points
CDA	Civil Defense Act
CEMP	Comprehensive Emergency Management Plan
CFR	Code of Federal Regulations
CISM	Critical Incident Stress Management
COA	Councils on Aging
COAD	Community Organizations Active in Disaster
DART	Disaster Animal Response Team
DCF	Massachusetts Department of Children and Families
DDS	Department of Developmental Services
DMH	Massachusetts Department of Mental Health
DOI	Division of Insurance
DPH	Massachusetts Department of Public Health
DRC	Disaster Recovery Center
DTA	Department of Transitional Assistance
DUA	Department of Unemployment Assistance
DYS	Department of Youth Services
EBT Card	Electronic Benefits Transfer Card
EOHLC	Executive Office of Housing and Livable Communities
EOVS	Executive Office of Veterans Services
EMAC	Emergency Management Assistance Compact

EMD	Emergency Management Director
EMS	Emergency Medical Services
ESC	Emotional and Spiritual Care
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise and Evaluation Program
IEMAC	International Emergency Management Assistance Compact
ILC	Independent Living Center
IPP	Integrated Preparedness Plan
LEP	Limited English Proficiency
NGO	Non-Governmental Organization
MA VOAD	Massachusetts Voluntary Organizations Active in Disaster
MCB	Massachusetts Commission for the Blind
MCDHH	Massachusetts Commission for the Deaf and Hard of Hearing
MEMA	Massachusetts Emergency Management Agency
MFAR	MEMA Field Activity Report
MOD	Massachusetts Office on Disability
MRC	Medical Reserve Corps.
MSP	Massachusetts State Police
ORI	Office of Immigrants and Refugees
OSC	Operations Section Chief
PAPPG	Public Assistance Program and Policy Guide
PC	Recovery Program Coordinator
PIO	Public Information Officer
PDD	Presidential Disaster Declaration
REOC	Regional Emergency Operations Center
RMV	Massachusetts Registry of Motor Vehicles
RRC	Recovery Resource Center
SA	Salvation Army
SEOC	State Emergency Operations Center
SNAP	Supplemental Nutrition Assistance Program
SMART	State of Massachusetts Animal Response Team

UCG	Unified Coordination Group
USC	U.S. Code
WebEOC	Web Emergency Operations Center
VPA	Volunteer Protection Act