Massachusetts State Hazard Mitigation and Climate Adaptation Plan

Chapter 9: Planning Process

September 2018

Prepared for:

Massachusetts Emergency Management Agency
400 Worcester Road (Route 9 East)
Framingham, MA 01702-5399

Massachusetts Executive Office of Energy and Environmental Affairs
100 Cambridge Street, Suite 900
Boston, MA 02114

Prepared by:

AECOM
250 Apollo Drive
Chelmsford, MA 01824
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Appendix E: Planning Process Supporting Documentation
# Acronyms and Abbreviations

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<thead>
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<th>Acronym</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>EOEEA</td>
<td>Executive Office of Energy and Environmental Affairs</td>
</tr>
<tr>
<td>FEMA</td>
<td>Federal Emergency Management Agency</td>
</tr>
<tr>
<td>MEMA</td>
<td>Massachusetts Emergency Management Agency</td>
</tr>
<tr>
<td>PMT</td>
<td>Project Management Team</td>
</tr>
<tr>
<td>SHMCAP</td>
<td>State Hazard Mitigation and Climate Adaptation Plan</td>
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</table>
9. Planning Process

This chapter provides a summary of the process used to develop this State Hazard Mitigation and Climate Adaptation Plan (SHMCAP), including how it was prepared and who was involved. It also describes the stakeholder outreach and engagement strategy that was developed and implemented for the SHMCAP, and provides an overview of the state agency vulnerability assessment process that was integrated into the plan. Note that state agency program integration is more fully addressed in Chapter 6: State Capability and Adaptive Capacity Analysis.

9.1 Overview

The Massachusetts Emergency Management Agency (MEMA) of the Executive Office of Public Safety and Security, in partnership with the Executive Office of Energy and Environmental Affairs (EOEEA), issued a Request for Response in December 2016 to secure a vendor to support development of an integrated SHMCAP. A consulting team led by AECOM won the competitive procurement and was hired by the Commonwealth in March 2017. Although there have been efforts at the municipal level to embed climate adaptation considerations into local hazard mitigation plans, the Commonwealth is the first state to officially integrate these two types of plans at a statewide level. This new planning framework will allow the Commonwealth to address climate change and natural hazards together in a comprehensive way, while charting a course that municipalities and other states can follow.
The AECOM consulting team was tasked to work closely with MEMA and EOEEA in preparation of a plan that is in full compliance with current Federal Emergency Management Agency (FEMA) planning requirements, per the following rules, regulations, and guidance:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288), as amended by the Disaster Mitigation Act of 2000
- Code of Federal Regulations – Title 44, Part 201 (§201.4 Standard State Mitigation Plans)
- FEMA State Mitigation Plan Review Guide (FP 302-094-2, March 2016)

This plan was also developed to be compliant with Executive Order 569 Establishing an Integrated Climate Change Strategy for the Commonwealth, which was issued by Governor Charlie Baker in September 2016. One of the Executive Order 569 requirements is to develop and publish a statewide Climate Adaptation Plan, which this SHMCAP satisfies.

Furthermore, the SHMCAP was prepared to satisfy applicable Emergency Management Accreditation Program standards, including Standard 4.1 Hazard Identification, Risk Assessment, and Consequence Analysis and Standard 4.2 Hazard Mitigation.

The Commonwealth’s planning process included the completion of seven key tasks over the course of approximately 18 months (March 2017 to September 2018), as illustrated on Figure 9-1. A detailed project schedule is included in Appendix E. The completion of each key task resulted in critical outcomes and products that collectively were incorporated into the SHMCAP. Several of these tasks are summarized and included as separate chapters of the plan, each of which is introduced and further described in Chapter 1: Introduction and Assurances.
One of the earliest tasks completed in support of the planning process was the creation of a Project Management Team (PMT) to help guide and inform the plan throughout its development. A SHMCAP kickoff meeting with the PMT and consulting team was held on March 30, 2017.

On March 30, 2017, the Commonwealth held a SHMCAP kickoff meeting with its consulting team to discuss the goals and objectives of the project; review roles and responsibilities of the Project Management Team (PMT) and other key stakeholders; and review the scope of work and overall project approach and schedule. Input received from this kickoff meeting was incorporated into the Final Project Work Plan, which served as a guide for the project and the overall planning process.
9.2 Project Management Team

One of the earliest tasks completed in support of the planning process was the creation of a PMT to help guide and inform the plan throughout its development. The PMT was co-chaired by the MEMA State Hazard Mitigation Officer and Massachusetts EOEEA Assistant Secretary of Climate Change, and it included representatives from numerous state agencies to allow representation of a variety of State interests and perspectives on hazard mitigation and climate adaptation. Throughout the planning process, PMT members were asked to provide their input and expertise, including any information, ideas, or resources that would contribute to the quality and effectiveness of the plan. A complete listing of all SHMCAP members is provided in Table 9-1.

In addition to helping shape and guide the development of the plan, the PMT members were invited and asked to provide support to the planning process through the following key roles and responsibilities:

- Attend multiple PMT meetings (in-person meetings, as well as conference calls).
- Support stakeholder outreach and engagement efforts.
- Identify opportunities to increase awareness and integrate the SHMCAP into other State planning efforts.
- Provide supporting data and information.
- Assist in the evaluation and prioritization of hazard mitigation and climate adaptation actions.
- Review and comment on draft plan deliverables.
- Endorse final draft plan prior to submission to FEMA.
A secure SHMCAP SharePoint site was established for the project. All PMT members were provided access to this site, which was used as a clearinghouse to facilitate data sharing and coordinate review of key draft project deliverables. Over the course of the project, biweekly project management conference calls were conducted between the PMT Co-Chairs and the consulting team to track the project schedule and deliverables, and identify PMT support needs, and weekly project status reports were submitted to the PMT Co-Chairs to document project progress and identify information needs.

### 9.3 Secretariat Climate Change Coordinators

In addition to the PMT, Secretariat “Climate Change Coordinators” were established early in the planning process, in response to Executive Order 569, to further facilitate strong inter-agency coordination and contributions to the SHMCAP. A Climate Change Coordinator was identified for each Executive Office that oversees the programs and services offered by the state agencies. Table 9-2 lists the Executive Offices and the respective Climate Change Coordinators.
### Table 9-2: Secretariat Climate Change Coordinators

<table>
<thead>
<tr>
<th>Executive Office</th>
<th>Climate Change Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Office of Administration and Finance</td>
<td>Jennifer Sullivan</td>
</tr>
<tr>
<td>Executive Office of Education</td>
<td>B. Kim</td>
</tr>
<tr>
<td>Executive Office of Energy and Environmental Affairs</td>
<td>Katie Theoharides</td>
</tr>
<tr>
<td>Executive Office of Health and Human Services</td>
<td>Michael Kelleher and Robert Jones</td>
</tr>
<tr>
<td>Executive Office of Housing and Economic Development</td>
<td>Genevieve McLaughlin</td>
</tr>
<tr>
<td>Executive Office of Labor and Workforce Development</td>
<td>William McKinney</td>
</tr>
<tr>
<td>Executive Office of Public Safety and Security</td>
<td>Brian Domoretsky and Shannon Sullivan</td>
</tr>
<tr>
<td>Massachusetts Department of Transportation</td>
<td>Katherine Fichter</td>
</tr>
<tr>
<td>Executive Office of Technology Services and Security</td>
<td>Laurie Pessah</td>
</tr>
</tbody>
</table>

The Climate Change Coordinators served as the primary conduits for information exchange with state agencies during the project, and aided in coordination of draft deliverable reviews and executive-level approvals for final plan content. They were also tasked with signing off on the state agency vulnerability assessments conducted as part of the SHMCAP (see Section 9.5 for additional information).

### 9.4 Stakeholder Outreach and Engagement

The SHMCAP planning process included a robust stakeholder outreach and engagement strategy that was designed to generate project interest and input from a variety of stakeholders, including and beyond State government (general public, local and regional government, nonprofit, private sector, academia, institutional, and others). These stakeholders represented various sectors across the Commonwealth, including emergency management, economic development, land use and development, housing, health and social services, infrastructure and utilities, and natural and cultural resources.

The stakeholder outreach and engagement strategy was designed to solicit meaningful input and feedback during the plan development process; and ultimately, a broad and diverse audience was involved in the creation of the Commonwealth’s first SHMCAP. A list of organizations, agencies, and other stakeholders involved and engaged in the planning process is provided in Appendix E. This strategy included specific opportunities and methods for stakeholders to participate at various points in the planning process. Table 9-3 summarizes several meetings, trainings, and workshops that were conducted as part of the stakeholder outreach and engagement strategy; and Figure 9-2 identifies the locations of these events across the Commonwealth. Appendix E provides additional supporting documentation, including a sample...
presentation and a detailed project schedule. The Commonwealth has retained supporting documentation of meeting sign-in sheets, notes, and other materials as a permanent record.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Date</th>
<th>Location</th>
<th>Description</th>
<th>Estimated Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stakeholder Workshop Series #1: SHMCAP Kickoff</td>
<td>August 2, 2017</td>
<td>Westborough, MA</td>
<td>Engaged stakeholders from several disciplines to provide an overview of the plan and to describe the planning process. Included plenary sessions, as well as small group engagement sessions where facilitators encouraged participants to identify issues and objectives that should be considered in the planning process.</td>
<td>158</td>
</tr>
<tr>
<td></td>
<td>August 25, 2017</td>
<td>Amherst, MA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Agency Vulnerability Assessment Training</td>
<td>October 25, 2017</td>
<td>Framingham, MA</td>
<td>Provided training to state agencies on completion of the vulnerability assessment survey that was prepared as part of the SHMCAP.</td>
<td>55</td>
</tr>
<tr>
<td>Earthquake Stakeholder Meeting</td>
<td>November 15, 2017</td>
<td>Weston, MA</td>
<td>Provided an overview of the SHMCAP earthquake risk assessment and discussion of possible mitigation actions.</td>
<td>11</td>
</tr>
<tr>
<td>Massachusetts Ecosystem Climate Adaptation Network (MassECAN) Conference</td>
<td>November 30, 2017</td>
<td>Westborough, MA</td>
<td>The MassECAN network was launched at this conference. Attendees participated in a module that provided natural resources feedback to be incorporated into the SHMCAP plan.</td>
<td>More than 100</td>
</tr>
<tr>
<td>Stakeholder Workshop Series #2: Summary of Draft Risk Assessment and Hazard Mitigation and Climate Adaptation Goal Development</td>
<td>January 9-11, 2018</td>
<td>Springfield, MA</td>
<td>Presented results of the Draft Risk Assessment and solicited input for development of goal statements for the SHMCAP Hazard Mitigation and Climate Adaptation Strategy.</td>
<td>112</td>
</tr>
<tr>
<td></td>
<td>Framingham, MA</td>
<td>Framingham, MA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Middleboro, MA</td>
<td>Middleboro, MA</td>
<td></td>
<td></td>
</tr>
<tr>
<td>State Agency Action and Strategy Development Workshop</td>
<td>April 5, 2018</td>
<td>Boston, MA</td>
<td>Presented a summary of draft results from the State Agency Vulnerability Assessments and State Capacity and Adaptive Capacity Analysis. Also presented the draft goal statements and solicited input on state agency actions to include in the SHMCAP.</td>
<td>67</td>
</tr>
<tr>
<td>Stakeholder Workshop Series #3: Hazard Mitigation and Climate Adaptation Action Development</td>
<td>April 9, 2018</td>
<td>Boston, MA</td>
<td>Presented the draft goal statements and solicited input on state agency actions to include in the SHMCAP.</td>
<td>125</td>
</tr>
<tr>
<td></td>
<td>April 12-13, 2018</td>
<td>Hopkinton, MA</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lanesborough, MA</td>
<td>Lanesborough, MA</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
**Activity** | **Date** | **Location** | **Description** | **Estimated Attendance**
--- | --- | --- | --- | ---
State Agency Vulnerability Assessment Training | May 15, 2018 | Boston, MA | Provided training to state agencies on completion of the vulnerability assessment survey that was prepared as part of the SHMCAP. | 15
In-Person State Agency Vulnerability Assessment Support | May 16-17, 2018 | Boston, MA | Offered in-person consultations with the SHMCAP consulting team to state agencies to answer questions and assist in completion of the online State Agency Vulnerability Assessment Survey and resulting report. | 9

**Figure 9-2: Geographic Locations of Key Stakeholder Outreach and Engagement Events**
In addition to capturing input and feedback on the SHMCAP, the Commonwealth’s stakeholder outreach and engagement strategy also sought to increase general awareness of the plan development process, and integrate it with other State planning efforts. This was done by sharing regular updates on the process with the Governor’s Office, state agencies, and state legislators, in addition to providing informative reports or presentations as opportunities were identified by the PMT. Table 9-4 summarizes events where formal SHMCAP presentations were made at a variety of other meetings and conferences across the state.

<table>
<thead>
<tr>
<th>Event</th>
<th>Date</th>
<th>Estimated Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Association for Industrial and Office Parks (NAIOP) Climate Change Panel</td>
<td>February 2017</td>
<td>More than 150</td>
</tr>
<tr>
<td>Endicott College Sustainability Conference</td>
<td>March 17, 2017</td>
<td>50</td>
</tr>
<tr>
<td>Cape Cod Climate Change Commission Meeting</td>
<td>March 22, 2017</td>
<td>10</td>
</tr>
<tr>
<td>Society of Civil Engineers Spring Meeting</td>
<td>March 25, 2017</td>
<td>More than 200</td>
</tr>
<tr>
<td>Woods Hole Research Institute Meeting</td>
<td>May 8, 2017</td>
<td>10</td>
</tr>
<tr>
<td>Northeast Climate Change Science Center Regional Meeting</td>
<td>May 16, 2017</td>
<td>More than 200</td>
</tr>
<tr>
<td>Massachusetts Silver Jackets Meeting</td>
<td>May 17, 2017</td>
<td>23</td>
</tr>
<tr>
<td>EOEEA Environmental Stakeholders Meeting</td>
<td>June 21, 2017</td>
<td>15</td>
</tr>
<tr>
<td>Using Green Infrastructure to Improve Drought Resilience Workshop</td>
<td>June 26, 2017</td>
<td>50</td>
</tr>
<tr>
<td>Climate Resiliency and Utilities Meeting (National Grid)</td>
<td>August 3, 2017</td>
<td>NA</td>
</tr>
<tr>
<td>Climate Week / Municipal Vulnerability Preparedness Announcement with Governor Baker</td>
<td>September 12, 2017</td>
<td>More than 150</td>
</tr>
<tr>
<td>EOEEA Environmental Stakeholders Meeting</td>
<td>October 12, 2017</td>
<td>NA</td>
</tr>
<tr>
<td>Massachusetts All Hazards Emergency Preparedness Conference</td>
<td>November 1, 2017</td>
<td>More than 100</td>
</tr>
<tr>
<td>Great Marsh Symposium</td>
<td>November 9, 2017</td>
<td>More than 150</td>
</tr>
<tr>
<td>Climate Change Council / City of Cambridge</td>
<td>November 28, 2017</td>
<td>NA</td>
</tr>
<tr>
<td>Environmental Business Council / University of Massachusetts Climate Change Adaptation Forum</td>
<td>January 17, 2018</td>
<td>More than 200</td>
</tr>
<tr>
<td>Massachusetts Bays Management Committee</td>
<td>January 24, 2018</td>
<td>25</td>
</tr>
<tr>
<td>Plymouth Southern Pine Barrens Meeting</td>
<td>March 19, 2018</td>
<td>25</td>
</tr>
<tr>
<td>Central Massachusetts Regional Planning Commission Spring Legislative Affairs Breakfast</td>
<td>May 18, 2018</td>
<td>NA</td>
</tr>
<tr>
<td>Martha’s Vineyard Coastal Conference</td>
<td>June 6, 2018</td>
<td>150</td>
</tr>
<tr>
<td>Mystic Watershed Steering Committee Meeting</td>
<td>June 14, 2018</td>
<td>30</td>
</tr>
</tbody>
</table>

The following sections provide detail on two key elements of the SHMCAP stakeholder outreach and engagement strategy: the project website, and the stakeholder workshop series.
9.4.1 Project Website

At the beginning of the planning process, the PMT worked closely with the consulting team to develop a project website, which was launched in May 2017 as https://resilientma.com/. The main objectives of the website included:

- Serve as the online home for all public-facing project-related materials.
- Communicate key project updates and important workshop dates to stakeholders.
- Broadcast draft deliverables available for public review and comment.
- Direct stakeholders to online surveys and worksheets developed to solicit input for the SHMCAP.
- Provide resources for state agencies completing a vulnerability assessment as part of the project.

The project website was publicized at all stakeholder events, and the web address was included in presentations and handout materials to enable easy access. It was well-received and frequently used by stakeholders to keep informed about the SHMCAP project progress. As of August 2018, the project website had received approximately 13,900 views from more than 3,900 visitors.

The project website will be closed at the end of the SHMCAP project in September 2018, and the final plan materials will be hosted on the Commonwealth’s resilient MA Climate Change Clearinghouse (http://www.resilientma.org/), which serves as a gateway to data and information relevant to climate change adaptation and mitigation and natural hazard...
mitigation across the state. The resilient MA website will be the home for the online version of the 2018 SHMCAP, as well as future updates to the plan.

9.4.2 Stakeholder Workshop Series

A key component of the 2018 SHMCAP stakeholder outreach and engagement program was the development and implementation of three stakeholder workshop series to inform stakeholders about the project and to solicit input at key stages of the planning process to inform the plan development. The workshops were designed and facilitated by the PMT and the consulting team, and were conducted at multiple locations across the Commonwealth to engage stakeholders from a variety of geographic areas and interest groups (see Table 9-3 and Figure 9-2). Descriptions of the three workshop series are provided in the following sections.

Stakeholder Workshop Series #1: SHMCAP Kickoff

The first stakeholder workshop series was conducted in August 2017 in Westborough, Massachusetts, and Amherst, Massachusetts, and served as the official public kickoff for the plan. This workshop series was organized to accomplish two main objectives over the course of a 3-hour workshop: (1) introduce stakeholders to the SHMCAP project and related efforts, and (2) obtain early stakeholder feedback on important issues to address in the plan. Matthew Beaton, EOEEA Secretary, provided introductory remarks, and the following topics were presented:

- Executive Order 569 Overview and Status Update (Katie Theoharides, EOEEA)
- Overview of the SHMCAP (Sarah White, MEMA)
- Climate Change Projections for Massachusetts (Ambarish Karmalkar and Richard Palmer, Northeast Climate Adaptation Science Center – University of Massachusetts Amherst)

Small group engagement sessions were then conducted on the following topics to obtain feedback and suggestions from the stakeholders:

- Group 1: State Capabilities and Adaptive Capacity – Identify important policies, programs, regulations, and other issues to review for the state capability and adaptive capacity analysis portion of the SHMCAP.
• Group 2: Extreme Weather Events and Other Hazards – Identify the major issues, as well as the data and information that managers and decision-makers need, and how these hazards interact with climate change.

• Group 3: Man-made Hazards – Discuss how to best account for man-made hazards in the SHMCAP.

• Group 4: Climate Change Variables (Temperature and Precipitation) – Obtain feedback on these key climate variables and parameters.

• Group 5: Inland Flooding and Precipitation – Identify the major issues and what data and information managers and decision-makers need for these variables.

• Group 6: Coastal Flooding and Sea Level Rise – Identify the major issues and what data and information managers and decision-makers need for these variables.

• Group 7: Public Health Stressors – Obtain input on how to incorporate public health risks into the SHMCAP.

• Group 8: Environmental Stressors – Obtain input on how to incorporate environmental stressors, such as toxics, invasive species, and habitat loss, into the SHMCAP; and examine the intersecting role of environmental stressors and climate change.

Stakeholder Workshop Series #2: Summary of Draft Risk Assessment and Hazard Mitigation and Climate Adaptation Goal Development

The second workshop series was held in three locations in January 2018: Springfield, Framingham, and Middleborough. The primary purpose of this workshop series was to seek input from stakeholders to aid in the development of goal statements for the SHMCAP’s hazard mitigation and climate adaptation strategy. Preliminary results of the risk assessment conducted for the plan were also presented to provide context for goal development. The workshop format included two breakout group sessions: the first identifying key concepts for goal statements; and the second developing the goal statements. For the first breakout group session, key concepts for goal statements were gathered in the following four categories (these categories represent FEMA’s hazard mitigation action categories):

1. Institutional Capacity, Plans and Regulations
2. Structure and Infrastructure
3. Natural Systems Protection
4. Education and Awareness Programs

Participants were organized into five stakeholder groups (aligning with the five main sectors evaluated in the SHMCAP’s risk assessment) according to their expertise:
1. Government
2. Built Environment
3. Natural Systems/Environment
4. Vulnerable Populations
5. Economy

Each stakeholder group developed key concepts for goal statements for the four action categories.

The second breakout group session mixed participants from the different stakeholder groups, which led to the development of goal statements in each of FEMA’s hazard mitigation action categories. In addition, “Parking Lot Bulletin Boards” were used, where participants could leave their ideas for specific strategies for mitigating threats from natural hazards and impacts of climate change to life safety, property, infrastructure, the economy, and cultural and natural resources.

Following the workshops, the consulting team and the PMT evaluated the proposed goal statements; and over several weeks, consolidated them into the five goal statements presented in this plan. Ideas were gathered from diverse geographic locations and from a diverse group of stakeholders.

**Stakeholder Workshop Series #3: Hazard Mitigation and Climate Adaptation Action Development**

The third workshop series was held in April 2018 in Boston, Hopkinton, and Lanesborough. The purpose of this series was to present updated findings on the risk assessment that was conducted as part of the SHMCAP, and to gather actions to meet the vision of the goal statements that were previously developed based on input from Stakeholder Workshop Series #2 and the PMT. Actions were developed in one breakout group session at each workshop using Action Proposal Worksheets and risk assessment conclusions to guide conversation. Information requested on the Action Proposal Worksheet included title and description of action, hazards addressed, potential cost and funding source, and lead state agency.
The Action Proposal Worksheet was also provided as a Google Form. The link to the online version of the worksheet was advertised with the workshops and made available on the project website as another method for stakeholders to contribute action ideas, even if they could not attend the workshops. Following this workshop series, content from the hard copies of completed worksheets was entered into the Google Form and downloaded to a master SHMCAP Proposed Actions Google Sheet. Ultimately, several hundred Action Proposal Worksheets were completed by state agencies and stakeholders across the Commonwealth.

A version of this workshop was conducted for state agencies in Boston on April 5, 2018, which was attended by almost 70 representatives from a variety of state agencies from different Executive Offices. In addition to the hazard mitigation and climate adaptation action development activity, findings from the state agency vulnerability assessment survey (Section 9.5) and an overview of the state capability and adaptive capacity analysis (Chapter 6) were presented.

9.5 State Agency Vulnerability Assessment Survey

Executive Order 569 directs the Executive Branch to lead by example to combat and prepare for the impacts of climate change. A key requirement of Executive Order 569 is completing state agency vulnerability assessments that will identify vulnerabilities to climate change and natural hazards. The assessments are intended to provide the basis for the development of agency-specific priority actions so that the Commonwealth can lead by example in strengthening its resiliency and preparedness to climate change and extreme events.

To aid in satisfying this requirement, a State Agency Vulnerability Assessment Survey Tool was developed as part of the SHMCAP project. The tool was designed by the consulting team in coordination with the PMT to help state agencies identify vulnerabilities to climate change and natural hazards, and it includes five key sections:

1. An overview of the agency’s mission, along with a summary of its critical assets, functions (i.e., programs or services), and population groups served;
2. Identification and agency confirmation of natural hazards and climate change impacts that will affect its critical items;

3. Assessment of the agency’s sensitivity to anticipated future climate conditions;

4. Assessment of the agency’s adaptive capacity to natural hazards and climate change; and

5. Assessment of the agency’s vulnerability to climate change and natural hazards.

The tool was in the form of an online survey, and incorporated a login function for security purposes.

In-person state agency vulnerability assessment survey training sessions were conducted by the PMT and consulting team on October 25, 2017 and May 15, 2018 in Framingham and Boston, respectively, to provide detailed instructions and a demonstration of how to use the survey tool. The training was recorded and shared online for subsequent use by state agencies. Additional opportunities for in-person and remote consultations with the consulting team were also offered to aid agencies in completion of their survey. Some agencies conducted their own internal workshops and trainings for staff as part of the process. Resources such as maps, climate change data, and a Microsoft Word version of the survey were provided to agencies to facilitate their assessments, and made available on the project website. The Microsoft Word version of the survey is provided in Appendix E.

The survey process required the Secretariat Climate Change Coordinators to identify and work with agency points-of-contact to facilitate survey distribution and to obtain a broad representation of answers from various divisions/offices. Each agency was also asked to review natural hazard and climate change primer material provided by the PMT and consulting team to become familiar with current/future climate change impacts, and to consider how these may impact their assets and mission. Following completion of each agency assessment, the respective Secretariat Climate Change Coordinators were asked to review the assessment for quality and completeness prior to submittal of the survey.

A predefined vulnerability assessment report was generated for each state agency that completed the online survey, using the responses that were submitted by the agency. These reports
summarize an agency’s mission; priority concerns regarding natural hazards and climate change; critical assets, functions, and population groups for an agency; capability and adaptive capacity related to hazard mitigation and climate change adaptation; and vulnerability scores for each critical item that was self-assessed to aid in prioritization of agency initiatives going forward.

Aligning the state agency vulnerability assessment requirement with development of the SHMCAP resulted in extensive coordination with most of the Commonwealth’s state agencies, and direct integration of the assessment results into several elements of the plan, including the government sector of the risk assessment, state capability and adaptive capacity analysis, and hazard mitigation and climate adaptation strategy.