

Franklin County Disaster Recovery Plan



Franklin County, Massachusetts

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GENERAL

Purpose

The purpose of the *Town of _____ Disaster Recovery Plan* is to provide for efficient coordination and policy guidance during the disaster recovery process. The recovery process includes the restoration of damaged or destroyed public facilities and infrastructure and the coordination of available services and assistance to citizens and businesses impacted by the disaster.

This plan provides an organizational framework, policy guidance, and methods for use during the recovery process. The plan provides for the assignment of responsibilities within the town's organizational structure and includes opportunities for participation by community members.

Perhaps the best advice during recovery is to make sure you have professional consultants available when you need them. For example, a standing agreement with an engineering firm for a few hours of consultation around wetlands permitting in an emergency situation could possibly prevent complications and lawsuits down the line. (A sample agreement may be found in Appendix L.)

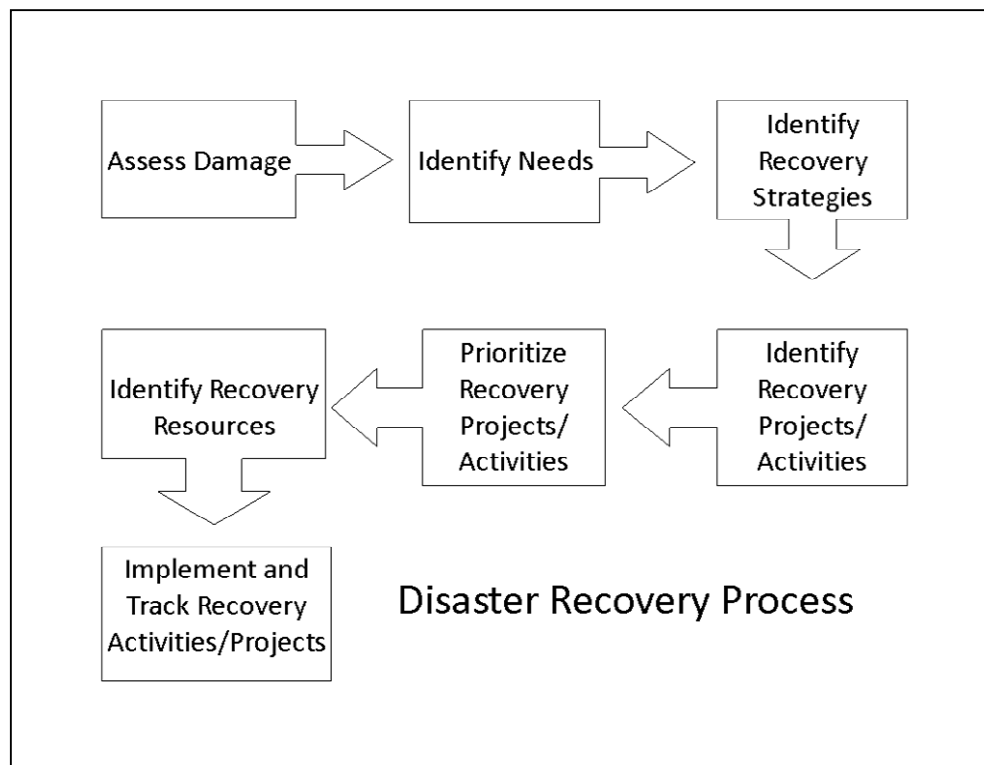


Figure 1: The Disaster Recovery Process¹

¹ *E210 Recovery from Disaster: The Local Government Role--Student Manual*. Emmitsburg, MD: FEMA, 2010. 2-13. Print.

Scope

The term “Recovery” generally refers to the process of returning town government services to normal, and the repair of infrastructure and restoration of economic vitality to the community. Depending on the disaster, this process may be short-term (a few days), long-term (years), or anywhere in between. The management of the recovery process is the responsibility of the local jurisdiction affected by a disaster.

This plan describes the activities that may be required to manage the recovery process. It defines the responsibilities of elected officials and town staff. It provides guidelines for the assessment of long term shelter and housing needs, community security, public information, public assistance, damage assessment, debris management, restoration of public facilities and services, and the coordination of public and private resources.

Recovery includes repair or reconstruction of communications infrastructure and damaged public facilities and infrastructure; facilitation of the restoration of residential and commercial structures; restoration of the community’s economic base by supporting business resumption and employment opportunities; and the identification and implementation of mitigation projects and programs to reduce future disaster damage such as land use and building codes.

This plan is based on information available at the time of its development. Resources, assistance programs, statutes, codes and regulations are subject to change and will impact the recovery process. Some deviation from this plan may be necessary to comply with current government standards and to meet the needs of the community.

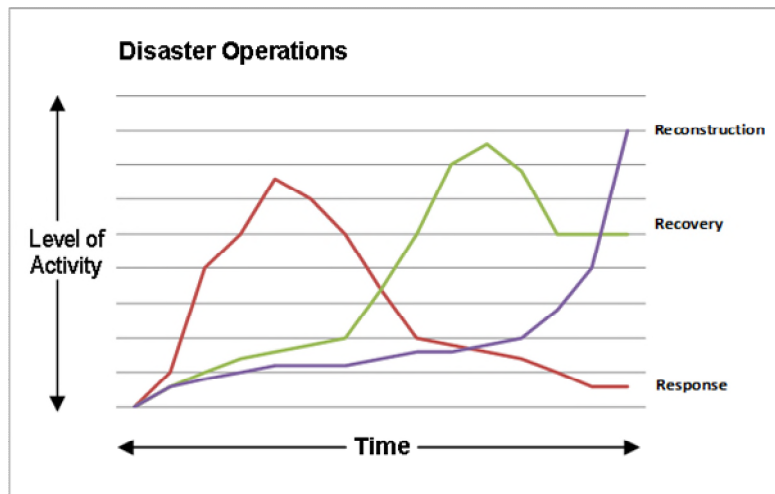


Figure 2: Disaster Operations²

Organization

The Town of _____ has a (Selectboard/town administrator) form of government. Within this structure, the (town administrator) has the primary responsibility for

² E210 Recovery from Disaster: The Local Government Role--Student Manual. Emmitsburg, MD: FEMA, 2010. 2-10. Print.

overseeing and managing the recovery process. The (Selectboard) will be responsible for policy actions including the institution of emergency provisions; appropriating funds as necessary; and meeting with visiting dignitaries. The town staff will be responsible for their usual duties, as well as recovery projects and programs as assigned by the (town administrator).

Coordination

Coordination of recovery activities is the key to the successful recovery of the community. The (Selectboard) may appoint a recovery coordinator to manage the town's recovery process and a Recovery Task Force made up of town staff and representatives from key organizations and community groups who have a vested interest in the community's recovery to assist in the recovery process and advise on matters related to recovery. The Recovery Task Force will be dynamic in nature, with involved personnel changing as projects and needs change. The duty of recovery coordinator may also be assigned to varying personnel as needed and appropriate. The (Emergency Management Director) will maintain a support/advisory role within the Recovery Task Force.

Relationship to Other Plans

Some recovery activities begin before disaster response activities are concluded. As such, the recovery plan is closely linked to the town's *Comprehensive Emergency Management Plan (CEMP)*, requiring coordination of activities and resources as the response phase of disaster operations begins to subside and recovery activities begin. As the recovery progresses, issues of rebuilding, redevelopment and mitigation will become important considerations. The town's *CEMP*, *Natural Hazard Mitigation Plan*, *Capital Improvement Plan*, *Comprehensive Response Plan for Animal Carcass Management in a Disaster*, (list other relevant plans) as well as existing plans for revitalization, will need to be reviewed and considered as part of the recovery process. Opportunities for community improvement should be considered while long-term recovery activities are being planned.

Concept of Recovery Operations

Recovery activities will be carried out using this *plan* as a guide. The town will follow state and federal regulations governing disaster assistance programs.

Restoration or "short-term recovery" will involve the restoration of critical services, such as communications, water/sewer, power, natural gas, data systems, and public health, medical, and safety services. After life, health, and safety objectives have been met, consideration should be given to the resumption of economic activity, since community recovery will rely on the health of the local economy.

The primary focus during recovery is to return the situation to pre-disaster condition as quickly as possible. However, opportunities to make long term improvements to the community, as well as mitigation opportunities, must be considered.

Recovery operations will continue long after the emergency response has concluded. In events such as floods and earthquakes the recovery process may take many years. This portion of the long term recovery process will be managed by the (town administrator/mayor) or a designated disaster recovery coordinator.

Because of the complexity and magnitude of recovery, planning and execution of long-term recovery should begin as soon as possible. Recovery may begin as soon as life safety objectives have been met and critical services have been restored.

Many recovery activities are operational in nature and begin while response operations are still underway. Coordination of these activities with first responder agencies will be required until all emergency response activities have concluded.

Disaster recovery will normally be coordinated from the town's Emergency Operations Center (EOC). The recovery coordinator is responsible for the overall coordination of disaster recovery operations, though successful recovery will rely on long-term and active participation by all sectors of the community.

Some recovery issues may involve other jurisdictions and agencies. In such circumstances, coordination with appropriate jurisdictions and agencies will be arranged through the disaster recovery coordinator.

Recovery from a disaster or emergency will likely involve assistance and support from state and federal government. Support includes recovery operations, restoration of public property and critical services, and assistance to citizens and businesses.

To ensure the maximum benefit from state and federal disaster recovery programs, town departments should carefully document all disaster-related costs. This may include costs associated with emergency work, restoration, and repair of damages. Towns should have knowledge of all application procedures and complete all paperwork in a timely fashion.

Plan Updates

This plan should be reviewed at frequent intervals in conjunction with related plans and regulations governing recovery activities. Changes in the community including demographics, development trends, mitigation strategies and state and federal guidelines should be reviewed for consideration when updating this plan.

RECOVERY AND RESTORATION POLICIES

This section provides a summary of town policies related to recovery and reconstruction. They are grouped into eight general functions:

- A. Residential, Commercial and Industrial Rehabilitation
- B. Public Sector Services
- C. Economic Recovery
- D. Land Use/Re-Use and Mitigation Activities
- E. Organization and Authority
- F. Psychological Rehabilitation
- G. Vital Records
- H. Public/Private Partnerships
- I. Traffic Mitigation

A. Residential, Commercial and Industrial Rehabilitation

IN ORDER TO GET BUSINESSES AND PEOPLE BACK TO WORK AS SOON AS POSSIBLE AFTER ANY DISASTER OR EMERGENCY, IT IS THE TOWN'S POLICY:

- That, when necessary, mutual aid resources will be utilized to assist in the building damage assessment effort.
- To coordinate the sheltering requirements for personnel from outside the town acquired as a result of mutual aid.
- That demolition, when necessary, is done as expeditiously as possible.
- That the building inspector and other departments or agencies as appropriate, provide systematic damage assessment inspections of structures on a priority basis.
- To inspect, gather information on, and provide systematic evaluation of natural and toxic hazards on a priority basis, in coordination with the damage assessment process.
- That temporary housing will be arranged for displaced residents, if possible in individual family units, as soon as possible and that such housing will be closed as soon as long-term housing becomes available.
- To provide incentives and priority use of appropriate town resources to persons applying for disaster assistance for interim housing.
- To encourage immediate repair for interim re-occupancy of damaged properties.
- To provide for security to sheltering, temporary distribution centers, and other emergency response facilities.
- To expedite post-event hazard mitigation activities mandated under the Stafford Act (Public Law 93-288, as amended) and related federal and state regulations and guidelines.
- That, to the maximum extent feasible, recovery and restoration alternatives best preserve and protect the environment and improve the environmental health and safety of the town.

B. Public Sector Services

IN ORDER TO CONTINUE TO PROVIDE RESIDENTS WITH NECESSARY PUBLIC SERVICES IN THE EVENT OF AN EMERGENCY OR DISASTER, IT IS THE TOWN'S POLICY:

- That a plan for the orderly restoration of services after a major disaster be developed.
- That during the recovery and restoration phase of a major disaster, town employees shall be fully utilized whenever possible.
- Temporary and contract employees will be utilized as necessary to aid in restoration of normal services.
- To develop and maintain an inventory of available public and private buildings that can be used to house town services in the event of a major disaster.
- To maintain a plan for assuring the availability of equipment and services needed in the recovery and restoration process.
- That a coordinated public information system be developed before the disaster response to include public service announcements, hotlines, automated call directors, and other communication media to keep town employees and the general public informed of ongoing recovery and restoration activities and town employees advised of their assignments and responsibilities.

- To attempt, based on available resources, to confine, care for and provide emergency care for lost and/or abandoned animals during disaster recovery to provide protection to residents endangered by animal related conditions.

C. Economic Recovery

IN ORDER TO ASSIST IN ANY NECESSARY ECONOMIC RECOVERY DUE TO EMERGENCIES OR DISASTERS AFFECTING THE ECONOMIC STABILITY OF THE MUNICIPALITY, IT IS THE TOWN'S POLICY:

- To provide cash flow to ensure essential services to maintain public health and safety are available for a period deemed necessary.
- To facilitate the establishment of essential commercial services and necessary utilities in locations near temporary shelters during loss of power.
- To work with utility companies, such as telephone and electric, to restore power to residents as quickly as possible.
- To join other government agencies and the private sector to return the public infrastructure and the town's services to pre-event levels or better.
- To assist citizens and private sector businesses in re-establishing normal activities and operations as quickly as possible.

D. Land Use, Re-Use and Mitigation Activities

IN ORDER TO PREVENT FUTURE DISASTERS OCCURRING DUE TO NATURAL HAZARDS, IT IS THE TOWN'S POLICY:

- To accelerate pre-event hazard mitigation activity through developing and refining information, policies, and regulations interrelating geologic hazards, structures and land use planning.
- To develop and maintain appropriate mitigation standards for new and existing town facilities and public improvements commensurate with the typical degree of hazards.
- To strengthen and enhance public education concerning natural hazards and land use/re-use issues in anticipation of a community-wide disaster.
- To identify and use existing laws and local implementation procedures for disaster recovery and restoration purposes, needs, and processes.
- That following a community-wide disaster, any plan revisions shall take into consideration the correction of deficiencies in infrastructure and improvements, both public and private. (Improvements could include non-conforming streets, inefficient street patterns, utilities, etc.)
- To reflect a proactive rather than reactive approach to restoration issues and opportunities through the implementation of the recovery and restoration plan, and if necessary, the creation and implementation of a post-event strategic plan to guide restoration efforts.
- To prepare a post-event redevelopment strategy which protects financial obligations related to existing redevelopment areas, seeks new financing for reconstruction and redevelopment, streamlines redevelopment expansion procedures and coordinates these with other town, county, state and federal entities.

E. Organization and Authority

IN ORDER TO PROVIDE AN ORGANIZED AND EFFICIENT RECOVERY, IT IS THE TOWN'S POLICY:

- That, to the extent possible, the town shall accomplish disaster recovery and restoration through the existing town organizational structure, which may be modified to address recovery and restoration concerns.
- That recovery and restoration activities will be guided by the operational concepts detailed in Emergency Support Function 14: Long-Term Community Recovery, of the town's *Comprehensive Emergency Management Plan*.
- That a Recovery Task Force be created as a multi-discipline advisory committee for the duration of the recovery and restoration process.
- That following a major disaster, every effort is made to restore normal operating and decision-making processes as quickly as possible and that, to the extent possible, recovery and restoration objectives be accomplished through standard operating procedures.
- That town recovery and restoration policy priorities be established prior to, and maintained during, the recovery process. These may include:
 - permit requirements for vulnerable areas (e.g. floodplains),
 - requirements for post-disaster building permits,
 - zoning for hazardous areas,
 - property acquisition bylaws,
 - local tax incentives, etc.
- To identify and integrate the actions and procedures of this plan with those of the *Natural Hazard Mitigation Plan* and the *Comprehensive Emergency Management Plan* through a four-year implementation program, overseen by the (town administrator) and/or appropriate town staff and coordinated through the annual budget process.

F. Psychological Rehabilitation

IN ORDER TO BEST ADDRESS ANY PSYCHOLOGICAL EFFECTS AN EMERGENCY OR DISASTER MAY HAVE HAD ON THE COMMUNITY, IT IS THE TOWN'S POLICY:

- To address the psychological aspects of the aftermath of a major disaster affecting both residents and town employees.
- To recognize that one of the most serious impacts of any disaster is the psychological trauma that disaster creates for public service and volunteer personnel who must respond to it and for the citizens who are directly and indirectly affected by it. The town's plans to prepare for, respond to, and recover from disasters shall include provisions to deal with disaster-related stress.
- That stress management should not be limited to intervention by mental health professionals after a disaster. Disaster-related stress can be alleviated to a significant degree by the pre-incident preparations which are made to cope with a disaster's occurrence. Because town employees represent a critical resource in disaster response and recovery, priority should be given to programs that help mitigate employees' post-traumatic stress.
- To maximize community and public resources available to deal with stress management in a major disaster by ensuring town employees are aware of pre-event training and counseling programs such as employee assistance programs.
- That, while priority must be given to efforts to prevent and deal with post-traumatic stress on the part of town employees and disaster volunteers, the town's long-term recovery

efforts will be significantly affected by the effects that post-traumatic stress has on the residents and the community as a whole.

G. Vital Records

IN ORDER TO PROTECT AND MAINTAIN THE TOWN'S VITAL RECORDS IN THE EVENT OF A DISASTER OR EMERGENCY, IT IS THE TOWN'S POLICY:

- To formulate and maintain a vital records protection and retention plan in order to provide protection of town documents and information required to continue essential operations in the event of a disaster and to resume normal operations after a disaster.

H. Public/Private Partnerships

IN ORDER TO PROVIDE THE MOST COMPLETE RESPONSE TO ANY DISASTER OR EMERGENCY, IT IS VITAL FOR THE TOWN TO DEVELOP AND MAINTAIN PUBLIC/PRIVATE PARTNERSHIPS, AND THEREFORE IT IS THE TOWN'S POLICY:

- To maintain ongoing contact with appropriate public and private agencies to improve cooperation among agencies and to ensure familiarity with the emergency response and recovery plans of various agencies.
- To develop, implement, and maintain, when necessary, mutual aid agreements for disaster services.
- To work with the Massachusetts Emergency Management Agency (MEMA) to facilitate recovery activities with public and private entities.
- To coordinate sheltering requirements with the American Red Cross, Citizen Corps programs, the (INSERT NAME) School District, and other appropriate entities.
- To work with appropriate local, state and federal entities to expedite the provision of financial and other assistance to residents whose homes have been damaged, and to business enterprises that have been damaged.
- To work with the private sector to expedite the restoration of residence, business, and industry in the post-disaster environment.
- To encourage and assist private sector entities in the development of response and recovery plans and programs.
- To plan for the availability of priority equipment and services needed in the recovery and restoration process; and to coordinate the sheltering requirements of specialized volunteer personnel acquired as a result of mutual aid from other jurisdictions.
- To work with appropriate local, state and federal entities to facilitate the restoration of roadways and utilities immediately following a disaster.
- To work with appropriate local, state, federal and private entities to ensure cash flow to provide essential services to maintain public health and safety for a period deemed necessary.
- To promote legislation addressing recovery and restoration from a major disaster and to work with other jurisdictions, where feasible, in promoting such legislation.
- To coordinate, where appropriate, with other town, state, and federal governments and the media to assure accurate and timely public information is disseminated.

I. Traffic Mitigation

IN ORDER TO PROVIDE STABLE AND CONSISTENT TRANSPORTATION FOR RESIDENTS DURING ANY DISASTER OR EMERGENCY, IT IS THE TOWN'S POLICY:

- That during the recovery and restoration phase of a major disaster, an emergency transportation network be implemented that would maintain public health and safety and aid in the economic recovery of the town.
- To facilitate emergency response of transit agencies and transit providers within the town during the recovery and restoration phase of a major disaster.
- To disseminate accurate and appropriate traffic and transportation information during the recovery and restoration phase of a major disaster.

PRE-DISASTER PLANNING AND MITIGATION

The most effective strategy for a successful recovery is to anticipate the resources needed in advance of the disaster and to plan for the most effective use of such resources. The town should review identified potential hazards and perform hazard vulnerability analyses in order to develop capabilities and determine the resources needed to facilitate recovery.

The town will participate in pre-disaster mitigation planning. The identification of mitigation opportunities and projects may provide for rebuilding opportunities during the recovery process that result in a more sustainable, disaster resistant community infrastructure.

The first step in pre-disaster planning is to identify what is likely to be damaged in probable disaster events. Once identified, a proposed mitigation project is reviewed for compliance with existing town plans, policies and regulations, and any pertinent state or federal laws. Mitigation project proposals should include discussion and consideration of the possible need for special legislation, levies, appropriations, emergency contingency funds, and intra-agency approvals.

Prior to a disaster, the recovery coordinator shall be responsible for developing recovery plans in coordination with appropriate staff and supporting agencies, training town department staff on recovery responsibilities, and assisting department staff in the development of recovery procedures.

RECOVERY PLANNING CHECK LIST

Following is a list of common recovery issues to be addressed as part of the recovery planning process. The disaster recovery coordinator and/or the Recovery Task Force will review issues as they come up on a case by case basis during the recovery period.

Pre-Recovery

- Establish recovery goals and objectives
- Develop procedures for public information and outreach
- Develop damage assessment procedures
- Develop building inspection procedures
- Identify the roles of community leadership
- Identify and define long and short term recovery activities
- Develop debris management guidelines
- Develop documentation procedures
- Identify resources and establish distribution management plans

- Develop communications strategy

Initial Recovery

- Activate Recovery Task Force
- Identify recovery priorities
- Assess public health needs
- Identify legal issues
- Address staff needs
- Address public safety issues
- Identify transportation issues
- Identify priorities for restoration of essential services

Long-Term Recovery

- Establish an Unmet Needs Committee
- Review land use and capital improvement plans to assist with redevelopment
- Assess short and long term housing needs
- Review financial issues and impacts
- Review hazard mitigation plans for recovery projects
- Address economic recovery issues

RESPONSIBILITIES DURING DISASTER RECOVERY

All levels of local government play a role during disaster recovery, ranging from those typically thought of as emergency personnel to those thought of as day-to-day administrators. Lists of each person's role in the recovery—"Job Action Sheets"—may be found in Appendix K.

ESTABLISHING POST-DISASTER RECOVERY GOALS

A primary goal in the early phases of the recovery process is to reestablish essential services to the community. This includes utilities, transportation and primary community services. It is imperative that actions are taken swiftly with resolve in order to retain community confidence and minimize economic disruption.

Identify the processes by which recovery decisions are made and integrated into the political process. If not already done, a disaster recovery coordinator should be appointed and a recovery task force should be established. Membership on the Recovery Task Force or its subcommittees should allow for integration of the public into the recovery decision process. Consider civic and economic interests, historic preservation, neighborhoods, and special needs populations as well as town departments and supporting agencies. A sample flow chart outlining the process of determining recovery priorities may be found in Appendix G.

Begin to consider the process of transitioning activities from response to recovery, including:

- Reassigning of staff to assist with short-term recovery activities
- Increasing administrative capacity and preparing staff to manage a large volume of information
- Setting short and long term recovery priorities

- Establishing public information priorities to keep the public informed of short- and long-term recovery efforts
- Resuming essential routine activities while enhancing the capability to manage and carryout recovery efforts

Determine the need for modification, streamlining, or expediting local government processes, permits, and procedures to expedite the recovery process.

RECOVERY TASK FORCE

Organization & Membership

The Recovery Task Force shall assist the (town administrator/mayor) in the successful recovery efforts of the town. A list of members to serve on the Recovery Task Force may be found in Appendix C. The Recovery Task Force is subject to the provisions of Massachusetts Open Meeting Law.

Outside agencies may also be included in the Recovery Task Force. This is done at the discretion of the town as determined by the specific situation and needs of the community. The Recovery Task Force may also include branches or subcommittees to focus on specific tasks and issues.

The (Appropriate Department Director) will serve as the disaster recovery coordinator and will serve as chairperson of the Recovery Task Force. The disaster recovery coordinator maintains overall responsibility for coordination of the recovery process and is responsible for coordinating the establishment of policies and procedures for effectively managing the recovery. The (town administrator/mayor) may designate an alternate disaster recovery coordinator as appropriate based on the type of disaster.

At the discretion of the (mayor/town administrator) additional individuals may be appointed to serve on the Recovery Task Force to support specific recovery projects.

Role of the Recovery Task Force

The Recovery Task Force provides coordination and oversight of the recovery and reconstruction process. The Recovery Task Force will serve as an advisory committee to local officials responsible for recovery activities. The Recovery Task Force will also help to identify mitigation opportunities, identify resources, and ensure maximum control over the recovery process. The group's responsibilities will include, but not be limited to:

- Preparing a redevelopment plan
- Developing procedures to carry out build-back policies
- Developing policies for redevelopment in areas sustaining repeated disaster damage
- Developing policies that promote mitigation from future damage
- Developing priorities for relocating and acquiring damaged properties
- Establishing communications and dialogue within the community
- Establishing priorities for community repair and restoration
- Working in collaboration with recovery partners to maximize recovery resources and efficiencies.

UNMET NEEDS COMMITTEE

Role of the Unmet Needs Committee

The Unmet Needs Committee promotes cooperation and coordination among local, state, federal, and voluntary agencies to address recovery needs of individuals and families. The Committee identifies and helps resolve disaster-related needs that have not been met by local, state, federal, or voluntary agency providers. The group's responsibilities will include, but not be limited to:

- Sharing information about community resources
- Receiving requests for assistance that come through participating agencies, meeting the agency's eligibility criteria
- Receiving requests for assistance that come through participating agencies, that do not meet the agency's eligibility criteria
- Jointly developing a plan to meet the needs of each case brought before it
- Voluntarily committing resources from participating agencies
- Securing a release of confidentiality signed by the client so case information may be shared.

Organization

At this time, discussions are occurring with the Franklin County Resource Network to act as an unmet needs committee on behalf of all Franklin County towns when the need arises. If that should not come to fruition, towns will consider creating their own committee. A list of suggested members for the Unmet Needs Committee may be found in Appendix D.

At the discretion of the (town administrator/mayor) additional individuals may be appointed to serve on the Unmet Needs Committee to support specific recovery projects.

DAMAGE ASSESSMENT

Direction and Control

Overall coordination of damage assessment activities rests with the (building inspector). The damage assessment process will include staff from all town departments capable of contributing to this effort.

Concept of Operations

The town will follow damage assessment procedures as described in the town's *Comprehensive Emergency Management Plan*.

Tracking Structures

As building classifications are received, the (building inspector) is responsible for mapping, charting, organizing, and filing evaluations in anticipation of future contact with citizens obtaining either demolition permits or repair permits. The assessment information is provided to the plan reviewers to assist them in the permit review process. It is anticipated that a large percentage of homes will be repaired as opposed to being demolished.

As detailed information regarding town infrastructure damage is collected, the (highway superintendent/director of public works) will compile the information and provide repair and/or reconstruction cost estimates.

It is recommended that the town request periodic prevailing wage rate sheets for minor isolated work (see Appendix L) at least once per year to have on hand for emergency construction projects. The schedules are good for twelve months and may prevent complaints filed with the Department of Labor or the Inspector General's Office.

Damage Assessment Policies

Local emergency management personnel and the Recovery Task Force will operate from the town emergency operations center until the recovery coordinator determines otherwise.

A preliminary damage assessment shall be carried out any time there is a potential for presidential declaration of a disaster or it is requested by state or federal officials. This information shall be provided to the (emergency management director) in order to support the governor's disaster declaration to the president.

The town shall provide support to local, state and federal officials in completion of damage survey reports in order to expedite the availability of public and individual assistance programs, which provide support in the overall recovery of the community.

Appeal Procedures

Property owners who disagree with occupancy classifications, determinations of non-conformity, and Zoning Board of Appeal decisions should be referred to Housing Court.

Absentee Property Owner Notification

The Town will make every reasonable effort to allow out-of-area property owners adequate time to arrange for repair or demolition of their property. If a damaged structure presents an immediate hazard to health and safety, the town reserves the right to demolish such structures after making a good-faith effort to notify the property owner. Such actions will be thoroughly documented by the building inspector and town attorney.

PUBLIC INFORMATION AND OUTREACH

Concept of Operations

The (town administrator/mayor) shall appoint a public information officer (PIO) to provide recovery information to the public on behalf of the town. The PIO will serve as the official spokesperson for the town and will have the authority to decide what information may be released after cooperation and coordination with other departments and agencies involved in the recovery effort.

If the need arises, the (emergency management director) will facilitate the formation of a joint information center (JIC). Media briefings will normally take place at (appropriate town location). In the event that this location is not functional or communications are inadequate, an alternate site will be identified and announced by the public information officer.

Any, or all, of the following methods may be utilized to relay information to the public:

- Print, radio, cable, and television media
- Town website
- Social networking websites
- Printed education/information materials
- Community bulletin boards
- Door-to-door contact
- Mass 2-1-1.

Printed education and information materials for distribution to the public are available through the (emergency management director). Sample pre-scripted public health and safety messages may be found in Appendix I.

The public will need to be informed on a variety of topics, including, but not limited to:

- General recovery information: intended to help the public through post-disaster processes, e.g. acquiring building permits, replacing lost documents, etc.
- Health and welfare: assisting citizens in locating family members
- Public safety information: providing details on passable roads, safe buildings, etc.
- Public health: providing information regarding sanitation, food safety, health hazards in the environment, etc.
- Where to get help: providing contact numbers for service agencies
- Recovery timelines for repairs and reconstruction projects and services
- Expectation management: reminding citizens that they are responsible for their own recovery.

A list of public information resources and contact information may be found in Appendix J.

Public Meetings

Public briefings shall be held on a regular basis at a pre-designated site. Representatives from other government agencies, as well as private assistance program leaders, may be invited by the public information officer to speak to specific questions regarding services or programs they provide. Briefings shall be scheduled at the discretion of the disaster recovery coordinator. Holding frequent briefings will help to discourage the spread of rumors.

The PIO should be fully briefed and well-prepared for difficult questions. Information provided should be clear, concise and factual.

Individuals Requiring Additional Assistance (IRAA)

There will be some individuals in town who will find it difficult to receive public information through traditional methods. Most events have a wide range of audiences to reach, including the non-English speaking, disabled, elderly, etc. These groups may be hesitant to reach out to town officials and, in some cases, may not be able to. Effort should be made to disseminate public information using as many methods as possible in order to try to reach as many demographics as possible. A list of agencies that work with IRAA on a regular basis, and that may be able to assist in information dissemination, may be found in Appendix H.

Press Tours

The public information officer (or designee) may provide press tours of the disaster site and recovery progress. Press tours and site access will be determined, at the discretion of the (mayor/town administrator and chief of police), dependent upon the situation and disaster event. Helicopter inspections of the disaster site may be granted at the discretion of the (mayor/town administrator and chief of police), in coordination with the Federal Aviation Administration.

Rumor Control

Following a disaster, clear and factual information is of utmost importance. In the absence of specific information, rumors will emerge. Uncontrolled rumors can disrupt a community and reduce the credibility of the town and other recovery agencies. Rumors or erroneous information must be responded to rapidly.

To help reduce the development of rumors the town may employ various means of providing information directly to the public. These may include, but are not limited to:

- Hotlines or help lines: dedicated telephone lines, staffed around the clock, to provide the most current information available
- Neighborhood flyers or newsletters, to be developed in coordination with the PIO: provided on a daily basis, a clear and concise “fact sheet”
- Use of an official Town Facebook page or Twitter feed.

Disaster Assistance Center

After a disaster declaration has been made by the president, state and Federal Emergency Management Agency (FEMA) officials will establish a disaster assistance center near the disaster area. Federal assistance is designed to supplement the efforts of state and local governments. FEMA, in conjunction with state officials, is responsible for administering and coordinating assistance to individuals and families, businesses, and local governments. FEMA will send a federal coordinating officer to coordinate federal disaster assistance efforts. This FEMA official will work closely with the state coordinating officer to assure effective implementation of assistance programs.

The disaster assistance center is a temporary operation established as soon as possible after the disaster where victims can apply for available services to meet disaster-related needs. It is a one-stop center at which disaster victims may access assistance from state and federal agencies as well as charitable organizations.

In the event a disaster assistance center is to be located in the area, the Massachusetts Emergency Management Agency (MEMA) will coordinate the establishment of the facility through the (emergency management director).

The types of assistance available at the disaster assistance center vary depending upon the needs created by the disaster. The assistance may include, but not be limited to:

- Food, clothing, and household goods
- Medical assistance
- Mental health counseling
- Repair assistance

- Individual and family grants
- Low-interest loans
- Clean up kits
- Legal assistance
- Food Stamps
- Disaster unemployment benefits
- Tax information assistance
- Insurance information
- Housing and relocation assistance
- Veterans Administration and Social Security benefit information
- Small Business Administration Loans
- Disaster repair and recovery information
- Disaster welfare information on missing or displaced persons.

A disaster assistance center may be located in a targeted neighborhood or other central location. Staff at the disaster assistance center may conduct outreach efforts to ensure that all victims in the town have been identified and offered assistance.

PUBLIC SAFETY

Maintenance of public safety during the recovery phase is a primary concern. Town departments will work together to address these issues.

Curfew

The (chief of police) may determine that a town-wide curfew is necessary to maintain public safety. A curfew may be required to help control looting, protect private property, and enhance general town security. If a curfew is imposed by the (mayor/town administrator), it will be enforced by the town police.

Reentry

In the event that some areas of the town are determined to be unsafe following completion of damage assessment activities, access to these areas will be restricted. Extent of access will be determined by the posted building safety classification. Town police will monitor and control access in and around dangerous areas.

Specific limits to access (number of people, amount of time on premises, allowable vehicles, presence of engineers and rescue personnel, etc.) will be determined based upon the situation and disaster event. These limits will be explained in writing to residents and building owners.

Arson Control

In an effort to discourage the crime of arson, the town will endeavor to provide enhanced security and timely removal of debris. The police department will coordinate and assist with a public education campaign regarding arson and insurance fraud.

Traffic Control

The police department will support the (highway/public works department) in the management of traffic control issues. Safe and passable routes through the town will be identified with detours

and signage. The (highway/public works department) will provide barricades to deny access to restricted areas and work to restore damaged signaling systems. The (highway/public works department) will coordinate as necessary with surrounding towns and massDOT.

The (highway/public works department) will make recommendations to the Recovery Task Force regarding priorities for the repair and/or reconstruction of town roads.

If deemed necessary by the chief of police, the town shall implement all emergency towing contracts and all vehicles will be immediately removed from the disaster area to pre-designated impound lots.

Vehicles tagged for police evidence by local or federal officials shall be held in place pending the completion of a police investigation. Once a vehicle is cleared by police it shall be immediately removed to a pre-designated impound lot. Within sixty days of impoundment, the police department shall attempt to notify vehicle owners to allow for inspection and insurance determination on the vehicle. Vehicles may be removed by the owner, or the owner may sign the vehicle over to a towing company for a fee to haul the vehicle to an approved dump or scrap site.

Unclaimed vehicles are defined as vehicles that have been stored at the impound lot for 120 or more days. The town shall dispose of all unclaimed vehicles as permitted by law.

DEBRIS MANAGEMENT

The clearance and disposal of debris is an important component of the recovery process. Well-coordinated debris removal is essential for successful restoration activities. Overall coordination of the debris removal process rests with the (highway/public works department). Refer to the *Franklin County Disaster Debris Management Plan* for more information.

PUBLIC HEALTH

The Board of Health (through its health agent and public health nurse,) will provide support to the town on various recovery issues relating to public health and safety threats.

Water Quality

The public water system of the town is regulated by the Massachusetts Department of Environmental Protection (DEP). In the event the water system is compromised, the Board of Health will be notified by DEP or the certified operator for the public water system and will work in collaboration with DEP to monitor the situation. Board of Health will provide timely information on risks and health and safety precautions to all area residents affected by the water supply contamination.

The Board of Health will also provide educational information and technical advice to private well owners whose systems may have been impacted, including establishments that serve as lodging for non-residents (i.e. hotels, motels, bed and breakfasts, inns, campgrounds).

Food Safety

If any food service establishments have been affected by the disaster, the (Board of Health/health agent) will consult with the Food Protection Program of the Massachusetts Department of Public Health (DPH) to ensure that food safety is not compromised during and following the event.

Contamination

The (Board of Health/health agent) will respond to and evaluate complaints of soil, ground water, and surface water contamination issues. The (Board/agent) will provide information and technical advice regarding clean-up of contaminated areas in coordination with the regional office of DEP.

Hazardous Materials

Typically, the fire department and state hazardous materials team will evaluate hazardous materials complaints, provide consultation and inspections regarding compliance with hazardous waste storage and disposal regulations. The (Board of Health/health agent), in conjunction with the Franklin County Solid Waste Management District, will provide survey and educational services to households and small businesses.

The (Board of Health/health agent) is not a first responder in hazardous materials incidents, but may work in coordination with the first responders in such events.

Vector Control

Certain disasters may lead to animals becoming transmitters of disease, for example, mosquitoes or rodents. The (Board of Health/health agent) will enforce existing regulations regarding vector control and proper disposal of garbage.

Animal Control and Mortality Management

The town's animal control officer will take the lead in the event that domestic animals, including pets, are affected by the disaster. All wildlife-related response will be coordinated by the Massachusetts Department of Fish and Game, Division of Fisheries and Wildlife.

In the event of significant non-disease related domestic animal mortality the (Board of Health/health agent) will enforce regulations regarding the proper disposal of animal carcasses and animal waste. Refer to the *Franklin County Comprehensive Response Plan for Animal Carcass Management in a Disaster* for more details. Consultation with the Massachusetts Department of Agricultural Resources and the USDA Regional Service Center is necessary. These agencies will take the lead if any communicable animal disease is suspected among farm animals.

Immunization

The (Board of Health/public health nurse) is the (lead agency/point person) to coordinate and provide immunizations and prophylaxis to control and/or prevent communicable disease. This will be done in consultation with DPH's Bureau of Communicable Disease Control, Division of Epidemiology and Immunization.

Testing

The (Board of Health/health agent) will coordinate with local healthcare providers and private and state laboratories to provide medical specimen collection and testing. Test results will determine the investigation and control measures needed to safeguard public health.

COMMUNICATIONS INFRASTRUCTURE

Telephone

The (town administrator/mayor) will determine the status of the town's communication systems and coordinate restoration as necessary.

Cell Phones

The town contracts with (_____) for cell phone service for town staff. The (town administrator/mayor) will coordinate with the provider to ensure restoration of service as needed.

Internet and Email Service

The town contracts with (_____) for email and internet service. The (town administrator/mayor) will coordinate with the provider to ensure restoration of service as needed.

ESSENTIAL SERVICE RESTORATION

Electricity

The town contracts with (_____) for electricity. The (town administrator/mayor) will coordinate with (_____) to facilitate timely restoration of services.

Water and Sewer

The (highway/public works) department maintains the town's water and sewer systems. Following initial damage assessment, the department will work to assess water quality, eliminate or isolate hazardous conditions, remove debris, and prioritize and begin repairs. If warranted by the situation, the department will organize emergency water distribution and install supplementary or temporary water sources, such as wells or tankers.

Gas/Heating Oil

The (natural gas/heating oil) provider for the town is (_____). The (highway/public works) department will coordinate with (_____) to facilitate timely restoration of services.

TRANSPORTATION

The (highway) department will coordinate and oversee restoration of the town's transportation infrastructure. The department will coordinate with adjacent towns and massDOT as needed to maintain principal roadway networks.

Roads and Bridges

Following initial damage assessment, the (highway) department will set priorities for restoration of the town's roadways. The department will coordinate with the (public works) department to

determine a schedule for debris removal and cleaning of major roadways. The (highway) department will strive to maintain street maintenance services in unaffected areas.

Lighting

The (highway/public works) department will inspect the town streetlight system, and work to restore service as necessary.

Traffic Signals and Signs

The (highway) department will work to repair and/or replace traffic control systems as necessary, prepare alternative traffic routing and traffic control plans, prepare alternate pedestrian routing and signage, and maintain rights-of-way for emergency vehicles.

BUILDING INSPECTION

Enforcement

Repair and reconstruction projects must be closely monitored. The town will pre-determine which permits will be required; and if permits or permit fees are to be waived, how long the waiver(s) will remain in effect. The town will provide regular and timely inspections of ongoing projects. The town may contract with private inspectors, licensed engineers, and/or inspectors from neighboring towns to provide services as necessary.

Building and Land Use Permitting

Following a disaster, the town has the opportunity to redevelop areas working toward compliance with comprehensive or master plans.

(Address land-use grandfathering; floodplain determinations; issuance of field permits; prioritization of inspections; fee collection and/or waivers; what code exemptions will be allowed; reconstruction criteria; etc.)

Non-Conforming Structures

Recovery from disaster provides the town with the opportunity to address non-conforming structures within the community. The town (will pre-determine a/has a pre-determined) policy on demolition or reconstruction of non-conforming structures. (State the policy here if it already exists.) Issues of zoning and variances must be addressed. These policies also must include a statement that structures must be rebuilt using current code standards.

Unsafe Structures

Through the damage assessment process, the town will identify which structures are deemed unsafe. The town (will determine/has determined) what level of damage warrants demolition as opposed to reconstruction. (State the policy here if it already exists.) Careful assessment of unsafe structures may lead to building code revisions to help mitigate damage from future disasters.

Contractor Monitoring

The (building inspector) will oversee monitoring of both local and out-of-area contractors working in the town. The town will attempt to exercise due diligence in the oversight of contractors, but improprieties may occur and citizens must be wary.

Construction Fraud

The (building inspector) will coordinate with the town PIO to provide public education materials to inform citizens of the best ways to retain a contractor and avoid corrupt or dishonest contractors. The Massachusetts Attorney General’s “Consumer Guide to Home Improvement,” which gives tips on how to avoid construction fraud, may be found at <http://www.mass.gov/ago/docs/consumer/homeimprovement-2010guide.pdf>.

REVIEW OF EXISTING PLANS

Land Use

The town reviews its (Land Use Plan) on an annual basis. It is also reviewed in coordination with the (x-year) review cycle of the town’s (Master Plan).

Capital Improvement

The town reviews and updates its *Capital Improvement Plan* on an (annual) basis.

Pre-Disaster Mitigation

The town reviews and updates its *Multi-Hazard Mitigation Plan* every (five) years. The town will incorporate mitigation actions into day-to-day operations as appropriate.

RESOURCE MANAGEMENT

The Town will create a resource list which should include, but not be limited to:

- Banks and financial institutions
- Clinics and medical providers
- Communications services
- Counseling and mental health providers
- Debris removal
- Food banks
- Fuel providers
- Generator sales and/or rentals
- Hardware retailers
- Heavy equipment contractors and/or rentals
- Media outlets
- Medical supply vendors
- Pharmacies
- Portable toilets
- Potable water
- Pumping services and/or rentals
- Real estate and housing agencies
- Refrigerated trailers
- Schools
- Structural engineers
- Truck rental companies
- Translators

- Utilities
- Veterinarians
- Welding equipment and supplies

The (town administrator/mayor) will work with vendors and service providers to establish working relationships and pre-determined contracts as deemed necessary.

Resource Distribution and Management

During recovery operations, town resources will be managed by the department that normally controls the specific resource. In a regional disaster, town departments must ensure their local resource needs are met before releasing resources to mutual aid partners.

EMERGENCY SHELTERING

Ultimately, local government will be held responsible for the safety of its citizens. When it comes to providing emergency shelter for those citizens, there are several agencies ready to provide assistance. Refer to the town's local or regional sheltering plan for details. When the need for sheltering stretches longer than a few days, it is time to consider providing short-term or long-term temporary housing.

SHORT-TERM HOUSING

Usable Housing Stock

The town will determine usable housing stock through the damage assessment process. Structures deemed safe for entry and habitation with minimal damage will be considered usable housing stock.

Additional Housing Sources

To provide temporary housing, the town will consider the use of motels, dormitories, and available rental units as possible housing sources. The town will work to establish relationships with the property owners to facilitate the use of these facilities as temporary housing.

Rentals

The town has (_____) apartment complexes. The (town administrator/mayor) will work to identify vacant rental units within the town and surrounding communities within a radius of (_____) miles.

Mobile Homes and Parks

The town has (_____) mobile home parks. Units within these parks, if undamaged, may be considered for use as temporary housing. These properties may also provide space for placement of rental trailers and/or mobile homes. M.G.L. c. 40A provides for temporary housing after a disaster.

Location of Temporary Housing Units

The use of tents and trailers on residential lots where damage has occurred will (not) be allowed. If a large number of trailers or tents need to be placed, they will be placed at (_____), which will serve as temporary shelter for (x) people and is located as near to public services such

as a grocery store, house of religion, jobs, medical care, human service agencies, and recovery centers as possible. The town will establish an end date for temporary units to be vacated.

Low-Income Housing

Finding temporary housing for low-income citizens may be difficult. The town must be ready to help citizens whose needs are not addressed by currently available government programs. The town will consider the creation of a housing task force to help address these issues.

Financial Assistance for Temporary Housing

If a presidential disaster declaration is made, FEMA and or HUD (U.S. Department of Housing and Urban Development) may assist residents in paying for temporary housing. The first resource for repair and replacement of housing is homeowners' insurance. When insurance is not available or insufficient, FEMA may provide a specified amount toward repair. If the home is destroyed or cannot be repaired quickly, FEMA or HUD will provide rental assistance to eligible disaster survivors. The maximum time period for rental assistance from these agencies is 18 months.

LONG-TERM HOUSING

In long-term housing recovery, the role of public funds is to fill gaps, to return survivors to pre-disaster housing conditions, and to address health and safety deficiencies.

Replacement of Existing Structures

The town may conduct a housing survey to help determine the long-term housing needs of the citizens. Not all destroyed housing will need to be replaced. Public assistance may be available for citizens to help repair or replace their damaged homes. The Planning Board and zoning enforcement officer will make recommendations regarding zoning, rebuilding, and new construction.

Mitigation measures should be considered prior to rebuilding damaged or destroyed homes. For example:

- Is the home in a flood plain? Perhaps the town should consider acquiring these properties and preserving them as open space.
- Will town mitigation activities include flood protection, such as flood walls, which will require the acquisition of homes for placement?

New Development

The town may consider placing moratoria on rebuilding and development to allow for studies of alternatives for land use and zoning.

Low-Income Citizens

The town may develop deferred-loan or other housing programs to aid low-income citizens.

Financial Assistance for Long-Term Housing

Homeowners' insurance, the National Flood Insurance Program, FEMA, and the Small Business Administration provide the bulk of financial assistance for residents who need to rebuild or relocate. Renters are eligible for their personal property losses, including automobiles.

Representatives from these organizations are usually available at the local disaster recovery center set up by FEMA.

Community Development Block Grant (CDBG) funds may also be granted by HUD to the town to supplement disaster needs unmet by other federal disaster assistance programs. If the town wishes to encourage housing reconstruction, it may want to use CDBG funds to close gaps in funding assistance when other programs don't provide enough for a homeowner to rebuild. These funds could be used as deferred loans that are forgiven after some milestone has been met.

LEGAL

Legal Counsel

The town attorney will be responsible for advising town officials and the Recovery Task Force on policies related to the legal aspects of recovery. The town attorney will review all contracts for recovery projects. The town attorney will also advise on such issues as mutual aid agreements, procurement practices, permitting, and equity of service for citizens.

Bylaw Development and Review

All town bylaws will be developed under the guidance of and reviewed by the town attorney to ensure consistency with local, state, and federal requirements.

FINANCIAL

Several individuals are responsible for continued fiscal management of town monetary resources and reserves even during a disaster. Items for those individuals to consider include:

- Tax base
- Revenue
- Project cost
- Funding sources
- Projected budget
- Public and private funding partnerships
- Donations.

Refer to the section on Responsibilities for details on which person is expected to conduct which task.

The Massachusetts Department of Revenue regulates deficit spending for emergency purposes (M.G.L. c. 44 § 31), short-term emergency borrowing (M.G.L. c. 44 § 8(9)) and long-term emergency borrowing (M.G.L. c. 44 § 8(9A)) to pay for recovery related expenses. Refer to the Department's Bulletin 2011-12B, issued in August 2011, for more information.

DOCUMENTATION AND RECORDS

The (town administrator/mayor) will establish accounting and documentation procedures to track all recovery activities including, but not limited to:

- Financial donations
- Guidelines for resource procurement

- Recordkeeping for expenditures
- Monitoring contract work
- Personnel time and attendance
- Local funding sources (e.g., re-budgeting, bonds, taxes, and tax adjustments).

Financial

The (town accountant) is responsible for maintaining all financial records of the town. Federal disaster assistance and/or reimbursement are contingent upon accurate documentation of local recovery expenditures. The (town accountant) will be responsible for determining documentation requirements for insurance claims as well as state and federal assistance programs.

Mutual Aid Agreements

In order to make emergency response and recovery more seamless and timely, the town will continue to participate in the state's three mutual aid laws:

- M.G.L. c. 40, §4J: Statewide Public Safety Mutual Aid Law
- M.G.L. c. 40, §4K: Statewide Public Works Mutual Aid Law
- M.G.L. c. 48, §59A: Fire Mutual Aid Law.

Project

Documentation of recovery projects will be done by the (town administrator/mayor) in coordination with the town department responsible for the specific project.

Vital Records Protection

The town maintains its records in accordance with Massachusetts Public Records Law, M.G.L. c. 4, §7(26), and follows the State General Records Retention Schedule for Agencies of Local Government. The Town has identified its essential records and these records are (describe record protection strategy: on-site protections, off-site or on-site secure storage, duplication and off-site storage.)

STAFF MANAGEMENT

Additional Staffing Needs

In order to meet recovery operations staffing needs, the town may supplement existing town staff with contract and/or temporary employees. The (human resources department) will be responsible for identifying staffing needs and sources for filling shortfalls. Additional personnel resources may be obtained through pre-existing mutual aid agreements with schools and labor organizations. Town departments will retain responsibility for day to day supervision of their work force, but shall coordinate personnel needs through the human resources department.

Temporary Assignments

During recovery operations, non-essential activities may be suspended. Personnel not assigned to essential duties may be reassigned to other departments in order to provide support services. Town employees required to work either overtime or out of class will be compensated in accordance with existing rules and bargaining unit agreements.

Time Off

The town will endeavor to arrange sufficient staffing levels to allow employees adequate time off for respite and to avoid extensive hours on duty.

Counseling and Stress Management

Increased stress at all levels of operations is to be expected. Additional responsibilities, increased workload, and personal concerns all contribute to employee stress during recovery operations. Town officials will make every effort to support town employees. The (human resources department) will be responsible for the coordination and implementation of stress management programs. Town employees will be encouraged to make use of the employee assistance program.

Recognition

Town officials will strive to recognize achievement and performance by town employees and volunteers. Recognition may be given verbally, in personal letters, certificates, news releases and/or public announcements. The town may also consider a recognition event for staff and volunteers.

Volunteers

Volunteers will provide an important staffing resource for the town. The (human resources department) will coordinate and oversee the registration of temporary volunteer workers. Volunteers will be provided with a prepared job classification questionnaire for each type of job needed and a written checklist of duties, and will be provided with relevant training for their assignments. Volunteer work hours will be documented and tracked for the duration of the recovery process.

FUNDING ASSISTANCE

There are several federal and state programs available to assist towns in their recovery efforts. All of these programs require thorough documentation of expenditures, so it is highly recommended to become familiar with them *before* a disaster strikes. While some of these programs are administered through state offices, there are no state-funded programs for disaster recovery assistance at this time.

Individual Assistance

FEMA will help residents recoup their housing losses after they have filed what expenses they can with their insurance company. They can also assist with unemployment payments if a resident is unable to work because of the disaster, disaster-related medical costs, funeral or burial costs, crisis counseling, and legal services. Taxpayers may also qualify for a deduction on their income tax return and may receive an expedited refund.³

Public Assistance

FEMA provides assistance for debris removal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of

³ <http://www.fema.gov/assistance/process/assistance.shtm>

certain private non-profit organizations. This funding is provided on a 25% match basis (75% FEMA:25% town). The 25% may be offset by state funding if legislation is passed to do so.⁴

Hazard Mitigation Grant Program (HMGP)

HMGP provides grants to states and local governments to implement long-term hazard mitigation measures after a major disaster declaration. The purpose of HMGP is to reduce the loss of life and property due to natural disasters and to enable mitigation measures to be implemented during the immediate recovery from a disaster. An example of this is the acquisition of properties in the floodplain and returning the land to open space to prevent future losses; or the upgrade of a culvert that overflows frequently to prevent future flooding of the road and adjacent properties. FEMA encourages making these improvements while repairing disaster damage in order to prevent future disaster damage.⁵

Natural Resources Conservation Service

The NRCS, a program of the United States Department of Agriculture, administers the Emergency Watershed Program (EWP). EWP's purpose is to undertake emergency measures for runoff retardation and soil erosion prevention to safeguard lives and property from floods, drought, and the products of erosion on a watershed whenever fire, flood, or any other natural occurrence is causing or has caused a sudden impairment of the watershed. It is not necessary for a national emergency to be declared for an area to be eligible for assistance.⁶

Small Business Association Loans

The U.S. Small Business Administration (SBA) can make federally subsidized loans to repair or replace homes, personal property, or businesses that sustained damages not covered by insurance. They can also make loans to provide capital to small businesses and to small agricultural cooperatives to assist them through the disaster recovery period.⁷

Community Development Block Grant Disaster Recovery Funds

The U.S. Department of Housing and Urban Development provides flexible grants to help communities recover from presidentially declared disasters, especially in low-income area, subject to availability of supplemental appropriations made by Congress. Grantees may use these funds for recovery efforts involving housing, economic development, infrastructure, and prevention of further damage to affected areas, if such use does not duplicate funding or services available from FEMA, the SBA, or the U.S. Army Corps of Engineers.⁸

Department of Transportation (massDOT)

The Federal Highway Administration administers the Emergency Relief (ER) program through massDOT that can be used to repair disaster-related damage on federal aid-eligible local roadways. Depending on the type of work, costs may be reimbursed from 80% for permanent repairs to 100% for some emergency work. Match requirements are the responsibility of the

⁴ <http://www.fema.gov/government/grant/pa/index.shtm>

⁵ <http://www.fema.gov/government/grant/hmgp/index.shtm>

⁶ <http://www.nrcs.usda.gov/wps/portal/nrcs/main/national/programs/financial/ewp>

⁷ http://www.fema.gov/assistance/process/sba_assistance.shtm

⁸

http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs/drsi

municipality. The minimum cost threshold for the program is \$5,000. FEMA does not provide public assistance to federal aid roadways, so this program may be the only funding source for work on such roadways. Municipalities must contact their district office to start the process (see Appendix E for contact information).

APPENDIX A – ACRONYMS

ARC	American Red Cross
CDBG	Community Development Block Grant
CEMP	Comprehensive Emergency Management Plan
DEP	Massachusetts Department of Environmental Protection
DPH	Massachusetts Department of Public Health
eCEMP	Electronic Comprehensive Emergency Management Plan
EMD	Emergency Management Director
ER	Emergency Relief
EWP	Emergency Watershed Program
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
HUD	U.S. Department of Housing and Urban Development
IRAA	Individuals Requiring Additional Assistance
JIC	Joint Information Center
massDOT	Massachusetts Department of Transportation
MEMA	Massachusetts Emergency Management Agency
MGL	Massachusetts General Law
NFIP	National Flood Insurance Program
NGO	Non-Governmental Organization
NRCS	National Resources Conservation Service
PIO	Public Information Officer
RTF	Recovery Task Force
SBA	Small Business Association
USDA	United States Department of Agriculture
VOAD	Voluntary Organizations Active in Disasters

APPENDIX B – GLOSSARY

<i>Geographic Information System</i>	A computer system capable of capturing, storing, analyzing, and displaying geographically referenced information; that is, data identified according to location. ⁹
<i>Hazard Vulnerability Analysis</i>	An analysis of the risks a community is likely to face. Analysis begins with an assessment of what hazards the community might face, which is then prioritized by the likelihood the hazard may occur. This tool should inform emergency management what mitigation measures should be put in place to protect the community from future hazards.
<i>Infrastructure</i>	Basic physical and organizational structures needed for the operation of a community, e.g. roads, water supply, sewer, electrical grids, telecommunications, etc.
<i>Joint Information Center</i>	An interagency entity established to coordinate and disseminate information for the public and media concerning an incident. JICs may be established locally, regionally, or nationally depending on the size and magnitude of the incident. ¹⁰
<i>Mitigation</i>	Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect. ¹¹
<i>Non-Conforming Structures</i>	Buildings that don't comply with current building or fire codes or zoning bylaws.
<i>Preliminary Damage Assessment</i>	<p>The PDA process is a mechanism used to determine the impact and magnitude of damage caused by a disaster. It summarizes resulting needs of individuals, businesses, public sector, and community as a whole.</p> <p>A preliminary damage assessment team reviews the types of damage or emergency costs incurred by the state, and the impact to critical facilities, such as:</p> <ul style="list-style-type: none"> • public utilities, • hospitals, • schools, and

⁹ "Geographic Information Systems." (*GIS*) Poster. U.S. Dept. of the Interior, U.S. Geological Survey, 22 Feb. 2007. Web. 01 Mar. 2012. <http://egsc.usgs.gov/isb/pubs/gis_poster/>.

¹⁰ "National Response Framework, Resource Center." *FEMA*. FEMA. Web. 01 Mar. 2012. <<http://www.fema.gov/emergency/nrf/glossary.htm>>.

¹¹ "National Response Framework, Resource Center." *FEMA*. FEMA. Web. 01 Mar. 2012. <<http://www.fema.gov/emergency/nrf/glossary.htm>>.

	<ul style="list-style-type: none"> • fire and police departments. <p>They will also look at:</p> <ul style="list-style-type: none"> • the effect on individuals and businesses, including the extent of the damage, • the number of people displaced, and • the threat to health and safety caused by the incident.¹²
<i>Preparedness</i>	<p>Actions that involve a combination of planning, resources, training, exercising, and organizing to build, sustain, and improve operational capabilities. Preparedness is the process of identifying the personnel, training, and equipment needed for a wide range of potential incidents, and developing jurisdiction-specific plans for delivering capabilities when needed for an incident.¹³</p>
<i>Presidential Disaster Declaration</i>	<p>Once a disaster has occurred, and the State has declared a state of emergency, the State will evaluate the recovery capabilities of the State and local governments. If it is determined that the damage is beyond their recovery capability, the governor will normally send a request letter to the President, directed through the Regional Director of the appropriate FEMA region. The President then makes the decision whether or not to declare a major disaster or emergency.</p> <p>After a presidential declaration has been made, FEMA will designate the area eligible for assistance and announce the types of assistance available. FEMA provides supplemental assistance for State and local government recovery expenses, and the Federal share will always be at least 75 percent of the eligible costs.¹⁴</p>
<i>Recovery</i>	<p>The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident</p>

¹² "Preliminary Damage Assessments." *FEMA*: FEMA, 11 Aug. 2010. Web. 01 Mar. 2012. <<http://www.fema.gov/rebuild/recover/pda.shtm>>.

¹³ "National Response Framework, Resource Center." *FEMA*. FEMA. Web. 01 Mar. 2012. <<http://www.fema.gov/emergency/nrf/glossary.htm>>.

¹⁴ "Presidential Disaster Declaration." *FEMA*. FEMA, 11 Aug. 2010. Web. 01 Mar. 2012. <http://www.fema.gov/government/grant/pa/pr_declaration.shtm>.

	reporting; and development of initiatives to mitigate the effects of future incidents. ¹⁵
<i>Response</i>	Immediate actions to save lives, protect property and the environment, and meet basic human needs. Response also includes the execution of emergency plans and actions to support short-term recovery. ¹⁶

¹⁵ "National Response Framework, Resource Center." *FEMA*. FEMA. Web. 01 Mar. 2012. <<http://www.fema.gov/emergency/nrf/glossary.htm>>.

¹⁶ "National Response Framework, Resource Center." *FEMA*. FEMA. Web. 01 Mar. 2012. <<http://www.fema.gov/emergency/nrf/glossary.htm>>.

APPENDIX C – RECOVERY TASK FORCE MEMBERS

- (Town administrator/Mayor)
- (Selectboard member)
- (Police chief)
- (Fire chief)
- (Planning department director/Planning board chair)
- (Human resources director)
- (Building inspector)
- (Treasurer)
- (Economic development director)
- (Emergency management director)
- (Health agent/Board of health chair)
- (Highway superintendent/Public works director)
- (Parks and Recreation director/chair)
- (Town accountant)
- (Conservation Commission member)
- (Assessor)
- (Town clerk)
- (School Committee representative/superintendent)
- Waste hauling companies
- Utility providers
- Public transit providers
- Hospital representatives

APPENDIX D - UNMET NEEDS COMMITTEE MEMBERS

- (American Red Cross)
- (United Way)
- (Housing assistance programs)
- (Faith-based organizations)
- (Salvation Army)
- (Food pantries)
- (Child care programs)
- (Business associations)
- (Chamber of Commerce)
- (Mental health professionals)
- (Mental retardation professionals)
- (Mass. Rehab)
- (Career center)
- (Public school officials)
- (Elder care providers)
- (Organizations that serve citizens for whom English is not their preferred language)
- (Homeless shelters)
- (Referral agencies (e.g. First Call for Help))

APPENDIX E - TOWN/STATE/FEDERAL RESOURCES AND CONTACT INFORMATION

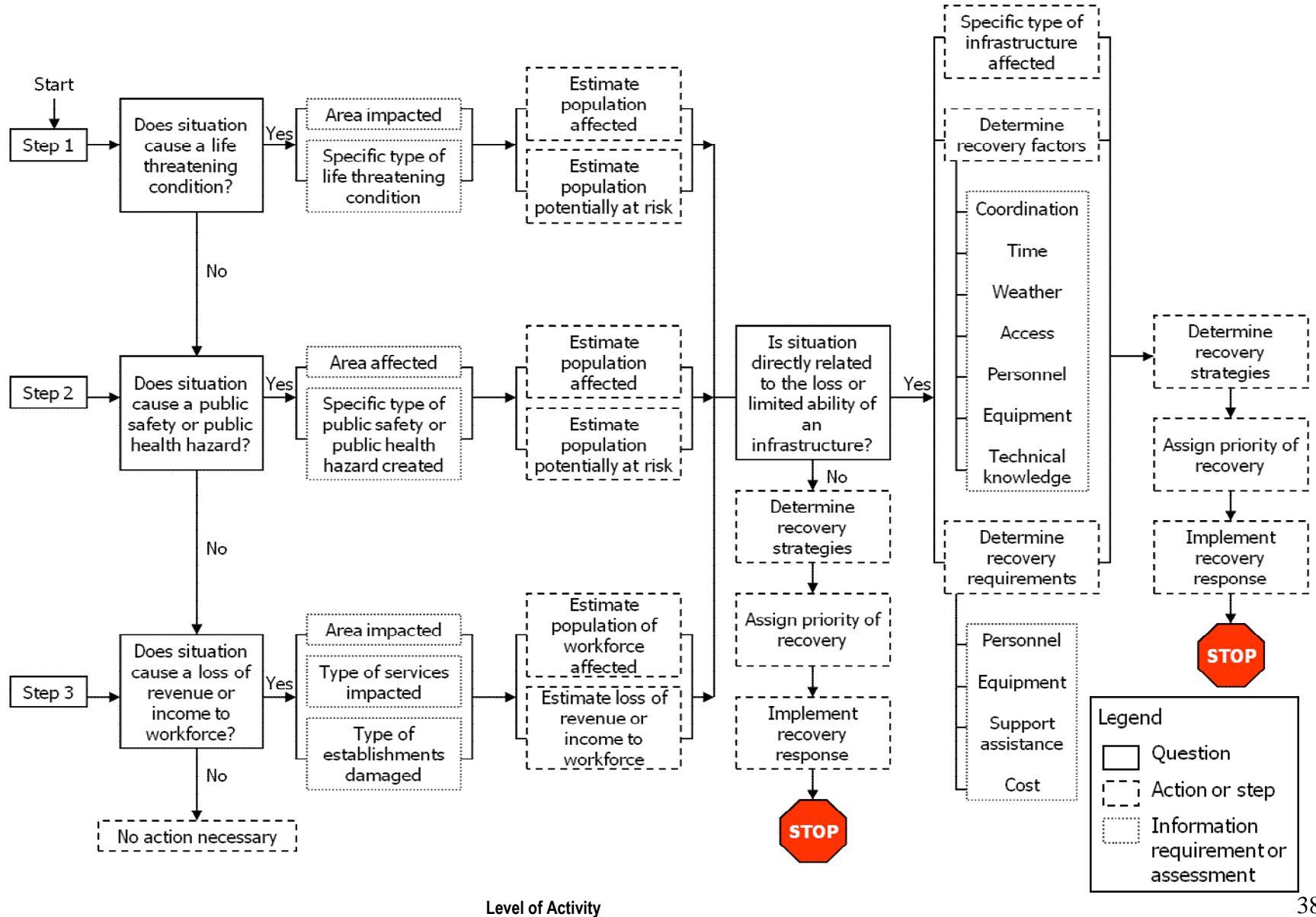
Agency	Contact Name	Contact Info
Federal Emergency Management Agency (FEMA)	John McGough, Public Assistance	Federal Emergency Management Agency 99 High Street, 5th Floor Boston, MA 02110 617-956-7506 john.mcgough@fema.dhs.gov www.fema.gov
Franklin Regional Transit Authority	Tina Cote, Executive Director	12 Olive St, Ste 1 Greenfield, MA 01301 413-774-2262 www.frta.org
Greenfield Business Association	Catherine Snyder, Coordinator	395 Main Street Greenfield, MA 01301 P.O. Box 898 Greenfield, MA 01302 413.774.2791 gba@franklincc.org
Massachusetts Department of Environmental Protection (DEP)	Michael Gorski, Regional Director	436 Dwight Street Springfield, MA 01103 413-784-1100 x2213 www.mass.gov/dep
Massachusetts Department of Housing and Community Development (DHCD)		100 Cambridge St, Ste 300 Boston, MA 02114 617-573-1100 www.mass.gov/hed/economic/eohed/dhcd
Massachusetts Department of Public Health (DPH)	Donald Snyder, Regional Emergency Preparedness Coordinator	Massachusetts DPH Regional Health Office 23 Service Center Rd Northampton, MA 01060 413-586-7525 Donald.Snyder@state.ma.us www.mass.gov/dph
Massachusetts Department of Revenue		617-887-MDOR 800-392-6089 (toll-free in Massachusetts) Local Service Division: 617-626-2300 www.mass.gov/dor/local-officials
Massachusetts Department of Transportation (MassDOT) – District I (Ashfield, Buckland, Charlemont, Colrain,	Peter Niles, District Highway Director	270 Main St Lenox, MA 01240 413-637-5700 www.massdot.state.ma.us/highway

Conway, Hawley, Heath, Monroe, Rowe, Shelburne)		
Massachusetts Department of Transportation (MassDOT) – District II (Bernardston, Deerfield, Erving, Gill, Greenfield, Leverett, Leyden, Montague, New Salem, Northfield, Orange, Shutesbury, Sunderland, Warwick, Wendell, Whately)	Albert Stegemann, District Highway Director	811 N King St Northampton, MA 01060 413-582-0599 Al.Stegemann@state.ma.us www.massdot.state.ma.us/highway
Massachusetts Emergency Management Agency (MEMA)	Lorraine Eddy, Public Assistance Coordinator	508-820-2055 Lorraine.Eddy@state.ma.us
Montague Business Association	Eileen Dowd, Steering Committee Member	Montague Business Association PO Box 485 Turners Falls, MA 01376-0485 www.montaguebusinessassociation.com
Natural Resource Conservation Service (NRCS)	Christine Clarke State Conservationist	451 West Street Amherst MA 01002-2953 413-253-4350 413-253-4375 christine.clarke@ma.usda.gov www.ma.nrcs.usda.gov
Shelburne Falls Business Association	Mary Vilbon, Executive Director	Shelburne Falls Area Business Association PO Box 42, 75 Bridge Street Shelburne Falls, Massachusetts 01370 413-625-2526 maryvilbon@shelburnefalls.com www.shelburnefalls.com
U.S. Small Business Association (SBA)		409 3 rd St, SW Washington, DC 20416 800-659-2955 disastercustomerservice@sba.gov http://www.sba.gov/

APPENDIX F - VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTERS (VOAD)

Agency	Contact Name	Contact Info
American Red Cross Pioneer Valley Chapter	Brenda Brouillette	506 Cottage St Springfield, MA 01104 Phone: 413-233-1005
Disaster Distress Helpline		800-985-5990 www.disasterdistress.samhsa.gov
Massachusetts Voluntary Organizations Active in Disaster Resource Guide	See link for list of voluntary organizations and contact information in Massachusetts	www.massVOAD.org
Salvation Army	Captain Dan Brunelle, Corps Officer	Greenfield Corps 72 Chapman St Greenfield, MA 01301 413-773-3154 Daniel.Brunelle@use.SalvationArmy.org

APPENDIX G - PRIORITIZING RECOVERY ACTIVITIES



APPENDIX H - AGENCIES WORKING WITH INDIVIDUALS REQUIRING ADDITIONAL ASSISTANCE (IRAA)

This appendix contains contacts and other information related to individuals who may require transportation assistance or other additional assistance.

Population	Agency	Address	Contact Name	Phone
Addiction, People Recovering From	The RECOVER Project	60 Federal St Greenfield, MA 01301	Linda Sarage	413-774-5489
Blind	Massachusetts Commission for the Blind	Springfield State Office Bldg 436 Dwight St, Ste 109 Springfield, MA 01103		800-332-2772
Community Meals	Franklin County Community Meals Program	PO Box 172 Greenfield, MA 01302-0172	Amy Clarke	413-772-1033
Deaf	Massachusetts Commission for the Deaf and Hard of Hearing	Springfield State Office Bldg 436 Dwight St, Ste 204 Springfield, MA 01103		413-788-6427
Developmental Disabilities	United Arc of Franklin and Hampshire Counties	111 Summer St Greenfield, MA 01301	Leslie Kinney	413-774-5558
Disabled	Mass Rehabilitation Commission	600 Washington St Boston, MA 02111		800-245-6543
Domestic Violence Survivors	New England Learning Center for Women in Transition (NELCWIT)	479 Main St Greenfield, MA 01301		413-772-0871
	The Salasin Project, The Consortium	68 Federal St Greenfield, MA 01301	Amy Nason	413-774-4307 x6
Elderly	Arbors	15 Meridian St Greenfield, MA 01301		413-774-4400

Population	Agency	Address	Contact Name	Phone
	Baystate Home Respiratory Service	489 Bernardston Rd Greenfield, MA 01301		413-773-2378
	Buckley Health Care	95 Laurel St Greenfield, MA 01301	Drew Payton	413-774-3143
	Charlene Manor	130 Colrain Rd Greenfield, MA 01301	Brian Rice	413-774-3724
	Franklin Adult Day Health Ctr	60 Wells St Greenfield, MA 01301		413-774-2275
	Franklin County Home Care	330 Montague City Rd, # 1 Turners Falls, MA 01376		413-773-5555
	Poet's Seat Nursing Home	359 High St Greenfield, MA 01301		413-774-6318
Elderly	Service Net	19 Prospect St Greenfield, MA 01301		413-772-3701
Food Pantries	Center for Self Reliance	1 ½ Osgood St Greenfield, MA 01301	Dino Schnelle	413-773-5029
	Franklin Area Survival Center	96 4 th St Turners Falls, MA 01376		413-863-9549
	West County Food Pantry	7 Main St Shelburne Falls, MA 01370	Dino Schnelle	413-773-5029
Homebound	Interim Health Care	101 Munson St Greenfield, MA 01301		413-774-3181
Homeless	DIAL/SELF Teen Services	196 Federal St Greenfield, MA 01301	Kate Allen	413-774-7054 x106
	Franklin County Stabilization Program, ServiceNet	239 Main St Greenfield, MA 01301	Richard Willhite	413-772-6100
	Housing Services, Community Action	106 Federal St Greenfield, MA 01301	Toni Hochstadt	413-475-1578
	Salvation Army	72 Chapman St Greenfield, MA 01301	Capt. Daniel Brunelle	413-773-3154
Language	Center for New Americans	20 Sanderson St.		413-772-0055

Population	Agency	Address	Contact Name	Phone
	University of Massachusetts Translation Center	19 Herter Hall University of Massachusetts Amherst, MA 01003-9312		877-77U-MASS
Mental Health	Child & Family Service, Center for Human Development	238 Main St, Ste 4 Greenfield, MA 01301	Alexandra Osterman	413-774-6252 x108
	Community Crisis Response Team, Community Action	277 Main St, Ste 401 Greenfield, MA 01301	Diana Bella	413-773-5090
	Massachusetts Department of Mental Health	13 Prospect St Greenfield, MA 01301	Tom Moriarty	413-772-5621
Other	Catholic Charities Agency	254 Bridge St Springfield, MA 01103	Marilyn Paul-Lewis	413-452-0818
	First Call for Help Referral Service, Community Action	106 Federal St Greenfield, MA 01301		413-475-1570
	First Call for Help Referral Service, Community Action	167 S Main St Orange, MA 01364		978-544-8091
	Montague Catholic Social Ministries	PO Box 792 Turners Falls, MA 01376-0792		413-863-4804

APPENDIX I - PRE-SCRIPTED PUBLIC INFORMATION MESSAGES

EAS Message # 1 Shelter in Place (residents)

“A hazardous material release has occurred at (site of emergency). The (Name) Fire Department is requesting all persons in the area(s) of (identify danger areas) to immediately take shelter indoors. Fire officials are requesting this protective action until such time that the danger is over.

Once indoors, residents should:

- Close and lock all exterior doors and windows
- Turn off all air conditioning/heating systems/fans
- Turn off clothes dryer and any venting fans from the kitchen, bathroom, etc.
- Insure that family pets are indoors and/or livestock are inside their barns with the doors and openings closed
- Stay inside until advised otherwise by emergency responders
- Please make sure your neighbors are aware of this bulletin
- Public safety personnel are requesting residents to use the telephone for emergency calls only
- Stay tuned to this TV or radio station for further information and instructions.”

EAS MESSAGE # 2 Shelter in Place (School population assurance)

“The (Name) school system is advising parents that students in the (name school(s)) are safely protected in their schools. Students will remain there until the emergency is over and it is safe for them to leave. (Name) school representatives will give instructions for parents and guardians as soon as it is safe via this station. The Fire Department is requesting parents not to call the school and not to attempt to drive to the school. Fire Department and public safety agencies request residents to follow their instructions. More information will be provided by the school(s) and fire personnel as soon as it becomes available.”

EAS MESSAGE # 3 Residential Evacuation

“A hazardous material release has occurred at (site of emergency). The (Name) Fire Department is requesting all persons in the area of (identify danger areas) to immediately evacuate the area. Fire officials are requesting residents to evacuate as soon as possible. Residents should leave via the following routes(s): (identify street/roads to use). Shelters have been opened at (identify shelters name/location). Residents needing emergency transportation should call (identify emergency transportation number). Please make sure your neighbors, home-bounds, latchkey kids, and mobility impaired neighbors you know are aware of this bulletin, and assist them if possible. Public safety officials are requesting residents to follow their instructions immediately and to drive safely. Tune to radio station (identify radio station) for information while driving.”

EAS MESSAGE # 4 **Evacuation (School population assurance)**

“The (Name) school system is advising parents that students in the (name school(s)) are being evacuated to (identify host schools) that are in a safe location. Students will remain there until the emergency is over and it is safe for them to leave. (Name) school representatives will to provide updated instructions for parents and guardians as soon as it is safe via this station. The (Name) Fire Department is requesting parents not to call the school and not to attempt to drive to the school. Fire Department and public safety agencies are requesting all residents to follow their instructions. More information will be provided by school and fire personnel as soon as it becomes available.”

EAS MESSAGE # 5 **Emergency Transportation Request**

“The (Name) Fire Department is requesting any person needing emergency transportation to call the following number: (identify emergency transportation number). Transportation is available to transport residents without their own transportation means to shelters that have been opened. This number is for emergency transportation requests only. Public safety officials are requesting residents to use the telephone for emergency calls only. Residents should stay tuned to this station for information and instructions.”

Sample ROUTE ALERTING MESSAGES

ROUTE ALERTING UNIT MESSAGE # 1 **Shelter-in-Place**

“This is the (Name) Police. A hazardous material emergency has occurred. Please stay indoors. Close all windows and shut all doors to keep outside air out of your home. Turn on your television and tune to channel(s) (identify channels(s)) to get more complete instructions. Please make sure that your neighbors are alerted.”

ROUTE ALERTING UNIT MESSAGE # 2 **Evacuation Order**

“This is the (Name) Police. An emergency evacuation has been declared. Evacuate to (identify shelter name/location) via (identify streets/roads). For emergency transportation please call (identify emergency transportation number). Please make sure your neighbors are alerted.”

APPENDIX J - PUBLIC INFORMATION RESOURCES AND CONTACT INFORMATION

TV, NEWSPAPER, AND RADIO ORGANIZATIONS	TELEPHONE NUMBERS	FAX NUMBERS
Advocate The	413-529-2840	413-529-2844
Amherst Community Television	413-256-3300	413-256-0038
Ashfield News	413-628-4753	
Athol Daily News	978-249-3535	
Athol Orange Community Television, Inc.	978-249-4470	978-249-6500
Greenfield Community Television, Inc.	413-774-4288	
Montague Community Television	413-863-9200	
Recorder, The	413-772-0261	413-772-2906
Shelburne Falls & West County News	413-625-4660	413-625-4661
Shelburne Falls Independent	413-625-8297	866-858-0388
Union-News/Sunday Republican	800-458-5877	
WAMC	800-323-9262	
WAQY	413-525-4141	413-525-4334
WCAT	978-544-2321	
WEIB	413-585-1112	413-585-9138
WFCR/WNNZ	413-545-0103	413-545-2546
WGBY (PBS TV)	800-781-9429	
WGGB (ABC 40 and Fox 6 TV)	413-733-4040	413-788-7640
WHAI	413-774-4301	413-773-5637
WHMP/WLZX	413-586-7400	413-585-0927
WHYN/WPKX	413-781-1011	413-734-4434
WIZZ	413-774-5757	413-625-8274
WJDF FM	978-544-5335	
WMAS	413-737-1414	413-737-1488
WRSI	413-586-7400	413-585-0927
WSHM (CBS 3 TV)	413-736-4333	
WWLP (Channel 22 TV)	413-377-2200	

APPENDIX K – Job Action Sheets

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Selectboard/Town Council

Mission: To maintain continuity of government and oversee the recovery and reconstruction process.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<input type="checkbox"/> Institute emergency provisions and policies recommended by staff <input type="checkbox"/> Determine permitting requirements <input type="checkbox"/> Secure funds to meet emergency needs <input type="checkbox"/> Secure funds for mitigation activities <input type="checkbox"/> Meet with visiting dignitaries <input type="checkbox"/> Provide visible leadership to the community <input type="checkbox"/> Proclaim emergency orders <input type="checkbox"/> Appoint public information officer(s) <input type="checkbox"/> Appoint disaster recovery coordinator <input type="checkbox"/> Assign and/or appoint members to the Recovery Task Force <input type="checkbox"/> Coordinate with the town's public information officer to provide public education materials to inform citizens of the best ways to retain a contractor and avoid corrupt or dishonest contractors		

Town Administrator/Mayor

Mission: To oversee recovery operations and programs.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<input type="checkbox"/> Meet with visiting dignitaries <input type="checkbox"/> Observe and respond to symptoms of stress within the community and town staff <input type="checkbox"/> Determine permitting requirements <input type="checkbox"/> Establish policies and procedures for emergency purchasing <input type="checkbox"/> Coordinate the restoration of computer and phone systems in town buildings <input type="checkbox"/> Assist town attorney in reviewing contracts for recovery purchasing and projects <input type="checkbox"/> Identify sources of funds to support recovery programs and projects, including public and private grant availability <input type="checkbox"/> Manage insurance claim filing <input type="checkbox"/> Initiate and manage employee notification and support programs <input type="checkbox"/> Identify staffing needs and sources for filling shortfalls <input type="checkbox"/> Coordinate employee assistance program and stress management programs		

Town Attorney

Mission: To assist in legal aspects of the recovery.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<input type="checkbox"/> Review contracts for recovery purchasing and projects <input type="checkbox"/> Advise on city policies related to the legal aspects of recovery <input type="checkbox"/> Review bylaws		

Recovery Task Force

Mission: To oversee the recovery and reconstruction process.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<input type="checkbox"/> Assist in the preparation of a post disaster redevelopment plan <input type="checkbox"/> Recommend bylaws, emergency provisions, and policies necessary to efficiently manage the recovery process <input type="checkbox"/> Develop policies that promote mitigation from future damage <input type="checkbox"/> Recommend economic recovery initiatives <input type="checkbox"/> Develop policies for redevelopment in areas sustaining repeated disaster damage <input type="checkbox"/> Develop procedures to carry out build-back policies <input type="checkbox"/> Develop policies for relocating and acquiring damaged properties <input type="checkbox"/> Provide geographic information system (GIS) mapping for ongoing tracking of damage assessments, mitigation, environmental issues, permits, and status of other recovery issues		

Department of Public Works/Highway Department

Mission: To oversee repairs and cleanup related to public works and roads.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<input type="checkbox"/> Manage debris removal process <input type="checkbox"/> Perform damage assessment of town infrastructure <input type="checkbox"/> Assist the Board of Health in establishing a post disaster recycling program <input type="checkbox"/> Coordinate restoration of services with contract utility providers <input type="checkbox"/> Manage mitigation and repair projects as appropriate <input type="checkbox"/> Perform minor repairs to town-owned utilities (if applicable) <input type="checkbox"/> Coordinate public works mutual aid activities <input type="checkbox"/> Manage contracts for major restoration and reconstruction of street and traffic control systems and town-owned utilities <input type="checkbox"/> Reestablish damaged or destroyed traffic control <input type="checkbox"/> Provide infrastructure records to public safety and health personnel, public works staff, recovery planners, design professionals, and demolition and construction contractors <input type="checkbox"/> Coordinate with federal and state agencies (e.g. DEP and DPH) regarding utility related environmental and health issues <input type="checkbox"/> Coordinate with adjacent towns and massDOT to maintain principal roadway networks <input type="checkbox"/> Prepare alternative traffic routing and traffic control plans <input type="checkbox"/> Coordinate with transit agencies to maintain public transportation <input type="checkbox"/> Coordinate with schools to maintain bus routes or reroute buses, if necessary		

Building Inspector

Mission: To coordinate damage assessment activities.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<ul style="list-style-type: none"> <input type="checkbox"/> Track structures for damage assessment, including mapping, charting, organizing, and filing evaluations <input type="checkbox"/> Assist the (highway superintendent/director of public works) in performing a damage assessment of town infrastructure <input type="checkbox"/> Manage the building and demolition permit process <input type="checkbox"/> Monitor local and out-of-area contractors working in town 		

Board of Health/Health Department

Mission: To provide assistance in health related areas to the recovery process.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<ul style="list-style-type: none"> <input type="checkbox"/> Work with transfer stations to establish post disaster recycling programs <input type="checkbox"/> Assist the (highway superintendent/director of public works) in coordinating with federal and state agencies (e.g. DEP and DPH) regarding utility related environmental and health issues <input type="checkbox"/> Coordinate temporary housing efforts <input type="checkbox"/> Coordinate assistance efforts for individuals requiring additional assistance (IRAA) <input type="checkbox"/> Work in collaboration with DEP to monitor water quality <input type="checkbox"/> Work with the PIO to distribute educational information and technical advice to users of contaminated public water supplies and owners of private wells <input type="checkbox"/> Work with DPH to ensure that food safety is not compromised at food service establishments <input type="checkbox"/> Respond to and evaluate complaints of soil, ground water, and surface water contamination issues. Provide information and technical advice regarding clean-up of contaminated areas in coordination with DEP <input type="checkbox"/> Work with the HazMat team to respond to hazardous materials complaints <input type="checkbox"/> Enforce existing regulations regarding vector control and proper disposal of garbage <input type="checkbox"/> Enforce existing regulations regarding the proper disposal of animal carcasses and animal waste <input type="checkbox"/> Coordinate and provide immunizations and prophylaxis to control and/or prevent communicable disease <input type="checkbox"/> Coordinate with local healthcare providers and private and state laboratories to provide medical specimen collection and testing 		

Finance Committee

Mission: To assist the Selectboard, Town Council, town administrator, and/or mayor with issues related to funding for the recovery.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<input type="checkbox"/> Assist the (Selectboard/Town Council) in securing funds to meet emergency needs <input type="checkbox"/> Assist the (Selectboard/Town Council) in securing funds for mitigation activities <input type="checkbox"/> Assist the (town administrator/mayor) in establishing policies and procedures for emergency purchasing <input type="checkbox"/> Assist the (town administrator/mayor) in reviewing contracts for recovery purchasing and projects <input type="checkbox"/> Assist the (town administrator/mayor) in identifying sources of funds to support recovery programs and projects, including public and private grant availability		

Treasurer

Mission: To manage costs and financial records related to the recovery.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<input type="checkbox"/> Compile disaster response and recovery related costs and maintain financial records		
<input type="checkbox"/> Manage donated funds in support of community recovery efforts		
<input type="checkbox"/> Manage insurance claim filing		

Accountant

Mission: To manage costs and financial records related to the recovery.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<input type="checkbox"/> Compile disaster response and recovery related costs and maintain financial records		
<input type="checkbox"/> Manage donated funds in support of community recovery efforts		

Human Resources/Personnel Department

Mission: To manage personnel needs for the recovery.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<input type="checkbox"/> Initiate and manage employee notification and support programs <input type="checkbox"/> Identify staffing needs and sources for filling shortfalls <input type="checkbox"/> Register temporary volunteer workers <input type="checkbox"/> Coordinate employee assistance program and stress management programs		

Police Department

Mission: To provide security and law enforcement during the recovery.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<input type="checkbox"/> Assist (highway superintendent/director of public works) in coordinating with adjacent towns and massDOT to maintain principal roadway networks <input type="checkbox"/> Work with the (highway superintendent/director of public works) to prepare alternative traffic routing and traffic control plans <input type="checkbox"/> Assist (highway superintendent/director of public works) in coordinating with transit agencies to maintain public transportation <input type="checkbox"/> Assist (highway superintendent/director of public works) in coordinating with schools to maintain bus routes or reroute buses, if necessary <input type="checkbox"/> Assist the (Board of Health/Health Department) in coordinating assistance efforts for individuals requiring additional assistance (IRAA) <input type="checkbox"/> Provide security for restricted access and evacuated areas <input type="checkbox"/> Work with the (Selectboard/Town Council) and (town administrator/mayor) to distribute emergency public information <input type="checkbox"/> Implement alternative patrol response plan <input type="checkbox"/> Reassign non-commissioned and volunteer staff for non-critical incident response <input type="checkbox"/> Coordinate public information campaign regarding fraud, looting awareness, child safety, and other post-disaster community crime issues <input type="checkbox"/> Liaison with other local and regional law enforcement agencies to coordinate enforcement and investigation of disaster-related criminal incidents <input type="checkbox"/> Create a proactive rapid response team to identify and resolve disaster-related public safety problems, e.g. traffic issues, theft of food and materials, etc. <input type="checkbox"/> Determine if a curfew is necessary		

Fire Department

Mission: To provide fire safety and general assistance during the recovery.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<input type="checkbox"/> Protect public from fire and fire risks <input type="checkbox"/> Assist the police department in distributing emergency public information		

Town Clerk

Mission: To manage municipal records.

Your Name:

Supervisor's Name:

Phone:

Phone:

Operation	Date	Initial
<input type="checkbox"/> Provide for the protection of vital records <input type="checkbox"/> Manage the recovery and restoration process for damaged records <input type="checkbox"/> Maintain records of the Recovery Task Force in accordance with state record retention laws		

APPENDIX L – EXAMPLE MOUs/MOAs

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Sheltering MOU

MEMORANDUM OF UNDERSTANDING BETWEEN [ORGANIZATION] AND THE Town OF [Town] IN THE EVENT OF A CATASTROPHIC INCIDENT

This voluntary Memorandum of Understanding (“MOU”) is entered into this __ day of _____, 20__ by [Organization] (the “Organization”) and the Town of [Town] (“Town”), a municipality formed under the laws of the Commonwealth of Massachusetts.

WHEREAS, the Town, like other parts of the nation, is susceptible to catastrophic disasters, both natural and man-made, including chemical or biological disasters, floods, droughts, hurricanes, winter storms, or disease outbreak, that may cause suffering to individuals and families that cannot be alleviated without assistance (a “Catastrophic Incident”);

WHEREAS, certain Catastrophic Incidents may exceed the resources of the town and leave the town unable to provide shelter to its residents;

WHEREAS, the Organization has certain facilities that may be used to provide shelter for victims and evacuees of a Catastrophic Incident (an “Emergency Shelter”);

WHEREAS, the purpose of this MOU is to establish a cooperative working relationship between the Organization and the Town for the Organization to provide Emergency Shelter in a Catastrophic Incident when the town has exhausted its ability to do so and when the provision of such Emergency Shelter shall not interfere with the Organization’s ability to meet its obligations to its students, faculty and staff;

Now, therefore, the Parties agree as follows:

1. **Notification and Coordination.** If the town determines that it is unable to shelter its residents and desires Emergency Shelter from the Organization, the Town shall contact the Organization’s Director of Security as soon as practicable after the declaration of a state of emergency. The Director of Security shall make the determination whether the provision of Emergency Shelter and will not interfere with the Organization’s ability to meet its obligations to its students, faculty and staff. If the Director of Security makes the determination that the provision of shelter is feasible, the Director of Security will work with the Town to coordinate the logistics of use of certain of the Organization’s facilities as Emergency Shelter. Such logistics include, but are not limited to, assessing the number of persons expected to occupy the Emergency Shelter and identifying specific locations where personnel, supplies, equipment or individuals will be placed during sheltering. With the exception of service animals, no animals or pets of any kind shall be sheltered in the Emergency Shelter.

2. **Responsibilities and Staffing.** The Town will be responsible for providing all equipment, including cots and blankets, that may be required to meet the needs of persons being sheltered at the Emergency Shelter and for providing trained personnel to equip, maintain, monitor and supervise the Emergency Shelter. The Town shall also be responsible for providing food and water to the individuals being housed in the Emergency Shelter, if available. The Organization will make its kitchen facilities available to the Town for food preparation under terms and conditions established by the Organization. The Town shall be responsible for assuring that there is adequate police and fire protection for the operation of the Emergency Shelter.

3. **Duty of Care.** The Town shall exercise reasonable care in the conduct of its activities at the Organization or the Emergency Shelter and agrees to replace or reimburse the Organization for the reasonable cost of any personal or real property, equipment or systems, or other items that may be damaged by the Town in the conduct of the operation of the Emergency Shelter. The Town and its staff will vacate the Organization and the Emergency Shelter on or before the date that the state of emergency is lifted. The Town shall also be responsible for returning the Emergency Shelter to the same condition as existed immediately prior to its use as an Emergency Shelter as soon as possible after the emergency has passed.

4. **Training.** The Organization will make available, at a mutually agreed upon time, its facilities for the purpose of planning and preparing for a response to a Catastrophic Incident, including mock drills and site specific trainings.

5. **Reimbursement of Costs.** All costs incurred by the Organization associated with the operation of the Emergency Shelter, including but not limited to the costs of personnel, utilities, materials, food, or supplies provided by the Organization and used by the Town, will be documented by the Organization and reimbursed by the Town within 60 days of the Organization's submission of such documentation.

6. **Hold Harmless, Indemnification, and Releases:** The Town agrees to defend, hold harmless and indemnify the Organization for any liability of the Organization, its employees, agents, trustees, officials, successors and assigns because of bodily injury, death, and/or property damage from the negligence of the Town, its employees, agents, or volunteers during the operation of the Emergency Shelter. The Organization and its employees, agents, trustees, officials, successors and assigns shall not be responsible for any damage to or theft of property, including but not limited to personal property, of the Town, its employees, agents, or volunteers, or of any person sheltered in the Emergency Shelter. The Town shall require that all of its employees, agents, volunteers and all persons being sheltered in the Emergency Shelter execute a general release of liability to the Organization, in a form acceptable to the Organization, prior to the use of the Organization's facilities as an Emergency Shelter.

7. **Termination of MOU.** Any party may withdraw from this MOU at any time by sending a written notice to that effect to the other party. Upon receipt of a notice of termination, the MOU shall immediately be terminated.

IN WITNESS WHEREOF, the duly authorized representatives of the parties have executed this MOU as of the date and year written above.

Organization

By: _____ Witness _____

Town

By: _____ Witness _____

Sample Engineering Agreement

This agreement is intended to be put in place prior to a disaster and kept on hand. It provides a set fee for engineering services in case you need to quickly call for an engineering consult during your initial recovery period. You will need to contact an engineering firm to request a Fee Schedule and a copy of their insurance certificate, both of which should be attached to this agreement.

USE TOWN Letterhead

AGREEMENT FOR SERVICES

This agreement dated [enter date] is by and between the Town of _____, Massachusetts hereby referred to as “the Town” and [enter consultant’s name], located at [enter Address and Phone Number], hereby referred to as Consultant.

Responsibility of consultant: The Consultant will provide on-call engineering consulting services to the Town in the event of an emergency situation requiring engineering expertise. The Consultant shall make services available to the Town in a timely and professional fashion utilizing properly licensed and experienced Staff.

Schedule: The term of this agreement is effective for Three Years from the date above.

Responsibility of the Town: The Town shall make available to the Consultant information pertinent to the issue / project in a timely fashion and shall designate an authorized Town representative to liaison with the Consultant.

Payments to the Consultant: The cost of these services under this contract shall in no event exceed the attached Fee Schedule. The Fee Schedule may be updated after the end of each year of the Contract.

Invoices must be submitted within 15 days of the end of the project period. Contractor shall invoice at the end of the project in a lump sum. Invoice should document dates of services and a description of services rendered. The Town expects the consultant will provide his or her own professional supplies and materials. Any supplies and/or materials purchased as a direct cost to this project outside this agreement will become the property of the Town and must have prior approval. The Town is not subject to sales tax. A Federal W-9 Form must be submitted with the signed contract. The form can be found at <http://www.irs.gov/pub/irs-pdf/fw9.pdf>. Payments may be delayed if the W-9 form is not submitted.

Upon satisfactory review of work, payments will be made as soon as possible and no later than 30 days.

Ownership of Work Product: All materials and creative work developed under this contract shall be the property of the Town and therefore also in the public domain, as per funding requirements, upon completion or termination of this contract.

Indemnity: The Consultant shall indemnify, save harmless and exempt the Town, its officers, agents and employees from and against any and all suits, actions, legal proceedings, claims,

demands, costs, and attorney's fees incident to any work done in performance of this Contract, arising out of a willful or negligent act or omission of the Consultant, its officers, agents and employees. The Consultant shall not be liable for suits, actions, legal proceedings, claims, demands, damages, costs or attorney's fees arising out of a willful or negligent act or omission of Town, its officers, agents or employees.

By entering into this Agreement the Town has not waived any governmental immunity or limitation of damages which may be extended to them by operation of law.

Insurance: The Consultant shall provide evidence of Errors and Omissions Insurance or Professional Liability Insurance in the amount of \$1,000,000 or more and Commercial Automobile Insurance in the amount of \$1,000,000 or more and keep Insurance Certificates up to date with the Town over the course of the Agreement period.

Confidentiality: The Consultant will protect the privacy of, and respect the confidentiality of information gained during the course of the Work, consistent with applicable federal and state regulations including M.G.L. C.66, Section 10, regarding access to public records.

Amendments: This agreement may be amended provided such amendment is mutually agreeable and committed to in writing by the signatories hereto.

Termination: This agreement may be terminated by either party for any reason with fifteen (15) days written notice, setting forth the reasons for termination.

For the Town of _____

Consultant:

By: _____
Selectboard

By: _____

Selectboard

Date: _____

Selectboard

Date: _____

Periodic Prevailing Wage Rate Sheets for Minor Isolated Work

Below is an explanation of how to obtain Isolated Repair Prevailing Wage Schedules—blanket schedules to keep on hand to use when there is a quick project that needs to be done. These schedules should be given to any contractor doing work on building or public works starting at the first dollar of work.

The Massachusetts Division of Occupational Safety (DOS) is the agency that administers the prevailing wage statute (M.G.L. c. 149, §§26-27F) for public works construction in the Commonwealth. As part of its statutory mandate, DOS determines the applicability of the statute to particular projects and issues prevailing wage rates for those projects.

DOS weighs several factors in making its applicability determinations for public construction projects. Among the factors not considered, however, are the total cost or the emergency nature of the project. As such, many small and/or emergency repair projects are subject to the payment of prevailing wage.

DOS recognizes, however, that it may not be practical for public awarding authorities to submit prevailing wage rate requests in advance of each and every one of these separate incidental projects. For example, a municipality should be able to quickly attend to a broken window or a down boiler without running afoul of the prevailing wage law. For this reason, DOS will issue periodic prevailing wage rate sheets for minor work not associated with a larger project.

These sheets are issued as a convenience and as a means of easing compliance burdens, but do not absolve public awarding authorities from the obligation to submit separate timely rate requests for other planned projects. For example, the periodic rate sheets must not be included in bid packages prepared by awarding authorities. In addition, the rates will be effective only for the period specified (either six (6) or twelve (12) months).

To receive a periodic rate sheet for the minor isolated work you may encounter over the next six to twelve months, please submit a Prevailing Wage Rate Request online at www.mass.gov/dos/pwrequest, or by mail to: DOS-Prevailing Wage Program, 19 Staniford Street, 2nd Floor, Boston, MA, 02114.

For questions about this policy, general questions about the prevailing wage law, or inquiries about your specific upcoming project, please call DOS at (617) 626-6953.