HURRICANE SANDY REBUILDING STRATEGY

PROGRESS REPORT

FALL 2014

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EXECUTIVE SUMMARY

On October 29, 2012, Hurricane Sandy made landfall in one of the most densely populated regions in the nation. The collisions of multiple weather systems, including Hurricane Sandy, proved to be devastating, killing at least 159 people and damaging more than 650,000 homes. In response to the size and magnitude of the storm and the rebuilding challenges facing the region, the Hurricane Sandy Rebuilding Task Force (Task Force) was created to address long-term rebuilding needs immediately after the storm hit.

After months of engagement with local leaders and community groups and in direct coordination with our partners across the Federal Government, the Task Force released its Rebuilding Strategy in August 2013, which established recommendations to help guide the tens of billions of dollars in funding from the Disaster Relief Appropriations Act of 2013, commonly referred to as the Sandy Supplemental that continue to flow to the region. The 69 recommendations address not only recovery efforts in the Sandy region but also future disasters that have national policy implications.

To ensure that federal efforts continued to be driven to completion even after the sunset of the Task Force on September 30, 2013, the Rebuilding Strategy also included a plan for monitoring progress. The plan identified specific owners for each recommendation, and pledged continued interagency coordination at both the staff level and at the cabinet- level to encourage agency accountability and communication on the recovery process.

Progress Status Summary:

- **50** recommendations complete
- **19** recommendations in progress

The publication date of this document, October 29, 2014, marks the second anniversary of the storm, and just over one year since the Task Force sunset. Over the course of last thirteen months, more than 300 staff across 23 federal agencies and Executive Offices have worked to implement the recommendations, to help communities recover, enhance resilience to future storms, and fulfill the Task Force commitments to the President and the region.

This report provides an update on the collective progress made to implement the Rebuilding Strategy recommendations. At the time of publication—just 14 months after the Rebuilding Strategy was published —50 (fully 72%) of the recommendations have been completed. By the end of calendar year 2014, an additional seven recommendations will have been completed (82% of the total). The remaining 12 recommendations will be completed in 2015 and beyond, and the majority of these are long-term projects by design and will require extensive interagency coordination and systems development.

Indeed much of the impact of the work that is described herein goes well beyond the completion of individual recommendations. More than one-third of the recommendations established new processes or improved upon existing processes to fundamentally shift how the Federal Government responds to disasters and climate change. Many recommendations specifically call for the institutionalization of best practices learned from Sandy. Further, the work described in this report does not represent an exhaustive list of Sandy-related activities, as agencies have worked in a variety of other ways to support the recovery since immediately following the storm.

Two years later, there is still challenging work ahead, both to fully recover in communities across the region and to implement the remaining recommendations. But as a result of unprecedented collaboration and coordination across the Federal Government, many of the barriers to recovery identified by State and local partners have been addressed or mitigated. This report provides a public update on the progress to date in accomplishing the goals laid out in the Rebuilding Strategy.

BACKGROUND

On August 19, 2013, the Hurricane Sandy Rebuilding Task Force released its Rebuilding Strategy for the Sandy impacted region. The Rebuilding Strategy included a long-term plan for rebuilding that guides Sandy Supplemental spending to drive regional coordination and make communities more resilient to future disasters. The Rebuilding Strategy also aligns Federal, State and local policies to achieve seven goals that are important to the long-term rebuilding of the region in the most economically efficient, ecologically robust, and innovative ways possible.

The Rebuilding Strategy identified 69 specific recommendations across these broad goals as well as specific member agencies and executive offices to lead the implementation of each goal:

- Promoting resilient rebuilding through innovative ideas and a thorough understanding of current and future risk (Recommendations 1-3)
- Ensuring a regionally coordinated, resilient approach to infrastructure investment (Recommendations 4-25)
- Restoring and strengthening homes and providing families with safe, affordable housing options (Recommendations 26-34)
- Supporting small businesses and revitalizing local economies (Recommendations 35-50)
- Addressing insurance challenges, understanding, and affordability (Recommendations 51-56)
- Building state and local capacity to plan for and implement long-term recovery and rebuilding (Recommendations 57-61)
- Improving data sharing between Federal, State, and local officials (Recommendations 62-67)
- Data sharing and accountability: the PMO (Recommendations 68-69)

Since the publication of the Rebuilding Strategy, these agencies have continued to work closely together to move the recommendations forward and deliver on their commitments to the Sandy impacted region and the President.

This report includes an update on the implementation of the seven Rebuilding Strategy goals and an additional section on the internal efforts to improve data sharing and accountability through the Sandy Program Management Office (PMO). This report is organized by each of the Rebuilding Strategy goals and the PMO and includes updates on each of the 69 recommendations grouped within those goals. Each section of this report includes background information from the original Rebuilding Strategy, identifies the relevant leading agencies for each recommendation[1], recommendation status, and includes updates on each of the recommendations by highlighting areas of progress made since the publication of the Rebuilding Strategy through October 2014. To learn more about the Task Force or the Sandy Supplemental, to read the original Rebuilding Strategy, or to see the status of the Sandy Supplemental funding, please visit the following websites:

1 *While the Rebuilding Strategy identified specific agencies (such as the Department of Housing and Urban Development) to lead implementation, in some cases these leads have changed, or more specific subcomponents of or offices within an agency (such as the Office of Community Planning and Development) have been identified. Further, for some recommendations, the Rebuilding Strategy also identified contributing or supporting agencies. This progress report primarily reflects the latest Lead and Supporting Agencies only, but does not necessarily include all contributing agencies.*

- Executive Order 13632, establishing the Hurricane Sandy Rebuilding Task Force: http://www.gpo.gov/fdsys/pkg/DCPD-201200936/pdf/DCPD-201200936.pdf
- Disaster Relief Appropriations Act, 2013, or "Sandy Supplemental," which provided $50 billion in disaster relief funding to federal agencies: http://www.gpo.gov/fdsys/pkg/PLAW-113publ2/pdf/PLAW-113publ2.pdf
- The Hurricane Sandy Rebuilding Strategy, published by the Task Force on August 19, 2013: http://portal.hud.gov/hudportal/documents/huddoc?id=HSRebuildingStrategy.pdf
- Recovery.gov Hurricane Sandy maps, for the latest status of Sandy Supplemental funds by state: http://www.recovery.gov/Sandy/whereisthemoneygoing/maps/Pages/HudPmo.aspx

Cameron Blaylock, "Rebuild by Design Stage II Presentations."

PROMOTING RESILIENT REBUILDING THROUGH INNOVATIVE IDEAS AND A THOROUGH UNDERSTANDING OF CURRENT AND FUTURE RISK[2]

It is increasingly important to take advantage of the latest data and technology to measure and manage risk. Flood risk maps need to incorporate what scientists know about the pace and impact of climate change on sea level and other environmental factors. At the same time, the demographics of at-risk communities—which change quickly and dramatically due to rapid urbanization and shifting work patterns—must be understood. In the Sandy region, and across the country, communities once thought to be safe from risk are now beginning to recognize they face greater vulnerability to extreme weather and other natural disasters than previously imagined.

A robust recovery must use good data and science to inform decision making. Evidence-based information, risk-based analysis, and robust cost-benefit analyses could help governments, businesses, and homeowners better invest in measures that increase resilience on the national, regional, and local levels. The National Climate Assessment represents the most recent science on climate-related impacts that highlight knowledge for improved policy decisions.

Lead and Supporting Agencies

White House Council on Environmental Quality (CEQ)

Department of Transportation (DOT)

Federal Emergency Management Agency (FEMA)

Department of Health and Human Services (HHS)

Department of Housing and Urban Development (HUD)

Mitigation Framework Leadership Group (MitFLG)

National Oceanic and Atmospheric Administration (NOAA)

National Security Council (NSC)

Hurricane Sandy Rebuilding Task Force (Task Force)

United States Army Corps of Engineers (USACE)

U.S. Global Change Research Program (USGCRP)

Recommendations in this policy area include:

1. Facilitate the incorporation of future risk assessment, such as sea level rise, into rebuilding efforts with the development of a sea-level rise tool.

2. Develop a minimum flood risk reduction standard for major Federal investment that takes into account data on current and future flood risk.

2 *Resilience is the ability to anticipate, prepare for, and adapt to changing conditions and withstand, respond to, and recover rapidly from disruptions. Disruptions can include deliberate attacks, accidents, potential threats, and naturally occurring incidents.*

Recommendations in this policy area include:

3. Create a design competition to develop innovative resilient design solutions that address the Sandy-affected region's most pressing vulnerabilities.

RECOMMENDATION #1

Facilitate the incorporation of future risk assessment, such as sea level rise, into rebuilding efforts with the development of a sea-level rise tool.

Recommendation Status: Completed
Completion Date: June 20, 2013

Task Force

CEQ; FEMA; NOAA; USACE; USGCRP

Narrative Update

Recognizing the need to better utilize existing datasets and climate-related decision support tools, the Federal Government introduced a suite of future flood risk tools to ensure that risk is minimized, to the greatest extent possible, in making future investments. NOAA, FEMA, CEQ, USGCRP, and USACE worked together, integrating datasets and expertise to produce tools accessible to local decision makers. These tools include an interactive web-based map and a sea-level rise calculator with localized data. The mapping tool combines peer-reviewed global sea-level rise (SLR) scenarios (including those published by the New York Panel on Climate Change) with existing FEMA National Flood Insurance Program (NFIP) maps to estimate where the 100-year floodplain boundaries are expected to be in the future. The SLR calculator allows the user to project future 100-year flood elevations resulting from relative (i.e., regional) sea-level rise. These tools will help local planners, floodplain managers, engineers, and others identify risks and safeguard long-term investments in the region.

In October 2013, NOAA and USACE in partnership with FEMA, CEQ, and USGCRP, completed a resiliency recommendation by releasing the sea-level rise viewer which offers access to data and information about the risks of sea level rise, storm surge, and flooding along the coastal United States. The interactive web-based map has the potential to help individuals, business owners, and community planners build, retrofit, or rebuild in a more resilient way. Many users have visited the SLR tool website and maps. FEMA has also initiated pilot mapping projects to include SLR in the best available flood risk maps.

In April 2013, the Task Force announced that all Sandy-related rebuilding projects funded by the supplemental spending bill must meet a single uniform flood risk reduction standard. The standard is informed by the best science and best practices including assessments taken following Hurricane Sandy and brings the federal standard into alignment with many State and local standards already in place. It also takes into account the increased risk the region is facing from extreme weather events, sea level rise and other impacts of climate change and applies to the rebuilding of structures that were substantially damaged and will be repaired or rebuilt with federal funding. As a result, the new standard requires residential, commercial, or infrastructure projects that are applying for federal dollars to account for increased flood risk resulting from a variety of factors by elevating or otherwise flood-proofing to one foot above the elevation recommended by the most recent available federal flood guidance. Please see Recommendation 2 for more information on the flood risk reduction standard.

What this means for communities

The SLR map and calculator and the uniform flood risk reduction standard will **help business owners and community planners to build and rebuild more resiliently and safeguard long-term investments** by incorporating more comprehensive flood risk information into their decision making.

For More Information

- Sea level rise tool for Hurricane Sandy recovery: http://www.globalchange.gov/what-we-do/assessment/coastal-resilience-resourcesFIOS1—SBA pairs small businesses with much-needed resources
- Sea level rise and coastal flooding impacts viewer: http://www.csc.noaa.gov/digitalcoast/tools/slrviewer

RECOMMENDATION #2

Develop a minimum flood risk reduction standard for major Federal investment that takes into account data on current flood risk.

Recommendation Status: Completed
Completion Date: April 4, 2013

Lead and Supporting Agencies

Task Force
MitFLG; NSC staff

Narrative Update

On April 4, 2013, then HUD Secretary Shaun Donovan joined then DOT Secretary Ray LaHood to announce a minimum flood risk reduction standard that protects investments in Sandy-affected communities. This minimum flood risk standard addresses the increased flood risk that rising sea levels and more intense storms—the result of climate change, urbanization, and other factors—pose in the 21st century. This standard, which is in line with standards that many State and local jurisdictions have adopted, requires all major rebuilding projects that rely on Sandy-related federal funding to be elevated or otherwise flood-proofed according to the best available FEMA guidance plus one additional foot of freeboard. Where State or local building codes or standards already require minimum elevations, the higher of the competing minimums would apply.

The programs which received funding in the supplemental bill and will be impacted by this standard include: HUD's Community Development Block Grant Disaster Recovery (CDBG-DR) program; HHS' construction and reconstruction projects funded by Social Services Block Grants and Head Start; FEMA's Hazard Mitigation Grant Program and Public Assistance Program; EPA's State Revolving Fund (SRF) programs; and the DOT Federal Transit Administration's (FTA) Emergency Relief Program, as well as some Federal Railroad Administration (FRA) and Federal Highway Administration (FHWA) projects.

Beyond the implementation of this recommendation for Sandy, federal departments and agencies will need to continue to consider and address how climate change affects their mission, programs, and operations in line with Executive Order 13514: "Federal Leadership in Environmental, Energy, and Economic Performance." EO 13514, led to the development of Federal Climate Change Adaptation plans. In addition, in June 2013, President Obama's Climate Action Plan directed agencies to expand the application of this flood standard nationwide to develop a consistent set of standards using regional climate data. The interagency Mitigation Framework Leadership Group (MitFLG) in coordination with National Security Council staff is currently leading this effort.

In addition, as noted in Recommendation 1, a partnership of federal agencies has made available a number of tools to help the public calculate and map the anticipated impacts of sea level rise.

What this means for communities

The uniform flood risk standard, which is informed by the latest science and best practices including assessments taken following Hurricane Sandy and which aligns with many State and local standards already in place, **promotes resilient rebuilding and helps reduce the risk to investments in Sandy-affected communities from future disasters**.

For More Information

- Guidance on how to apply the Flood Risk Reduction Standard for Sandy rebuilding projects: http://www.wbdg.org/ccb/ARMYCOE/COEECB/ecb_2013_33.pdf
- Executive Order 13514 - Federal Leadership in Environmental, Energy and Economic Performance: http://www.whitehouse.gov/administration/eop/ceq/sustainability
- The President's Climate Action Plan: http://www.whitehouse.gov/sites/default/files/image/president27sclimateactionplan.pdf

RECOMMENDATION #3

Create a design competition to develop innovative resilient design solutions that address the Sandy-affected region's most pressing vulnerabilities.

Recommendation Status: Completed

Completion Date: June 2, 2014

Lead and Supporting Agencies

HUD

Narrative Update

Rebuild by Design was an extraordinary competition that, through an intensely collaborative process, created proposals to build innovative and resilient infrastructure projects using both public and private resources. This past spring, ten teams that were comprised of designers, architects, landscape architects, water-experts, engineers, scientists, and academics from all over the world showcased their final designs. According to the Urban Institute's evaluation that came out in early September, Rebuild by Design has set a new standard for large-scale disaster response and infrastructure projects, and the competition was named as the first of CNN's top 10 innovative ideas of 2013.

By conducting the first stage research process as a collective effort, Rebuild by Design was able to address a range of subject areas and geographic scales. The consortium of experts across the ten teams brought expertise in different disciplines, including climate science, hydrology, engineering, policy, and design. Teams created finely-tuned analyses of particular local sites, and the cumulative effect of this work was a truly comprehensive regional analysis. Working in collaboration with many stakeholders, and incorporating research and analysis, designers were uniquely positioned to re-imagine how we adapt to the new realities of climate change. By using a deliberate design process as a model, Rebuild by Design attracted world-class talent in interdisciplinary teams and connected them with local and regional talent so that the teams could first develop a deep understanding of the region's needs, vulnerabilities and interdependencies before crafting solutions. The process tied design development to regional understanding and local coalitions in a way that ensured cross-stakeholder learning. The integration of public, philanthropic, private sector, and community knowledge and resources made this a truly unique and impactful process.

The core of Rebuild by Design tactics was indeed the high level of community engagement and partnership. All ten teams engaged coalitions of local stakeholders in the Sandy-affected area, including residents, nonprofit organizations, business owners, government, and elected officials, which gave them a detailed understanding of the community's needs and vulnerabilities. The tireless work by each team on the ground nurtured a heightened awareness of climate change among community members and stakeholders and developed their knowledge and capacity to take a more hands-on role in advocating for and creating resilient responses to natural disasters.

On June 2, 2014, the HUD Secretary announced the winning competition proposals together with the corresponding awards of CDBG-DR funding to assist in implementation of the proposals. A total of $930 million was awarded to State and local government for six winning proposals and one finalist proposal. Funded proposals include:

CDBG-DR Grantees	Projects	Rebuild by Design Funding
State of New Jersey	Meadowlands	$150 million
	Weehawken/Hoboken/Jersey City	$230 million
State of New York	Nassau County	$125 million
	Staten Island	$60 million
New York City	Manhattan/Lower East Side	$335 million
	South Bronx/Hunts Point	$20 million
State of Connecticut	Bridgeport	$10 million

State and local grantees will amend their HUD CDBG-DR Action Plans to incorporate the funded projects and continue with the planning and design work that is needed to fully develop each project. In addition, the substantial public-sector commitment of funding toward reducing risk in highly vulnerable places serves as a foundation for bringing greater private-sector funding to the table to leverage these investments.

What this means for communities

The Rebuild by Design competition contributes to the understanding of the Sandy-impacted region's interdependencies and how **investments can best be targeted to mitigate risk**, provides funding for six innovative project proposals that will **make communities more resilient**, and serves as a foundation for gaining additional private-sector funding to these projects.

For More Information

- Rebuild by Design competition and the winning proposals: www.rebuildbydesign.org

MTA Photos, "Greenpoint Tubes - Fix & Fortified," Flickr.com/Phots/mtaphotos/sets

ENSURING A REGIONALLY COORDINATED, RESILIENT APPROACH TO INFRASTRUCTURE INVESTMENT[3]

The damage from Hurricane Sandy to infrastructure in the impacted region was unprecedented in scope and cost. The damage from impacts to infrastructure is not only in the cost of repair and replacement, but in the severe and cascading impacts on assets and systems, and natural resources that form the framework of our communities. The damage from Hurricane Sandy to physical infrastructure in New York, New Jersey, and other impacted states is measured in tens of billions of dollars. Separate from physical damage, EQECAT, a catastrophe risk modeling company, estimates the region lost between $30 billion and $50 billion in economic activity due to extensive power outages, liquid fuel shortages, and near-total shutdown of the region's transportation system.

Impacts to infrastructure are especially hard on the most vulnerable in our communities as they have few options when needed services are not available. The goals of the Rebuilding Strategy were to ensure the rebuilding efforts were coordinated, timely, and effective and to encourage investment in systems, assets and nature-based protective features to help the region withstand and quickly recover from future disasters.

3 *Key Definitions:*

- *Energy investment refers to assets, rather than investment in the grid, and their resilient power systems, which includes combined heat and power systems (CHP), microgrids, renewable energy sources, and backup generation.*
- *Storm surge associated with Hurricane Sandy caused dune and beach erosion, island breaching, and transport and deposition of sediment inland (i.e., overwash) in coastal communities from New England to Florida. Coastal flooding also caused significant erosion to existing natural infrastructure, inundation of wetland habitats, removal of or erosion to coastal dunes, destruction of coastal lakes, and new inlet creation.*
- *Green and Gray Infrastructure are terms used to differentiate between the integration of natural systems and processes (such as wetlands) or engineered systems that mimic natural systems (such as artificial reefs) which are known as "green infrastructure" and more traditional built systems (such as concrete culverts and flood walls) which are known as "gray infrastructure."*

Lead and Supporting Agencies

White House Council on Environmental Quality (CEQ)

Department of Homeland Security (DHS)

Department of Energy (DOE)

Department of the Interior (DOI)

Department of Justice (DOJ)

Department of Transportation (DOT)

Environmental Protection Agency (EPA)

Federal Communications Commission (FCC)

Federal Emergency Management Agency (FEMA)

Federal Highway Administration (FHWA)

Federal Transit Administration (FTA)

Department of Housing and Urban Development (HUD)

Infrastructure Steering Committee established by Executive Order 13604

Mitigation Framework Leadership Group (MitFLG)

National Institute of Standards and Technology (NIST)

National Oceanic and Atmospheric Administration (NOAA)

National Protection and Programs Directorate (NPPD)

National Security Council (NSC)

National Telecommunications and Information Administration (NTIA)

White House Office of Management and Budget (OMB)

White House Office of Science and Technology (OSTP)

Recovery Support Leadership Group (RSFLG)

Sandy Recovery Office (SRO)

US Army Corps of Engineers (USACE)

Department of Agriculture (USDA)

Recommendations in this policy area include:

4. Apply Infrastructure Resilience Guidelines to all Federal infrastructure investments and projects for Sandy recovery.
5. Consider applying the Infrastructure Resilience Guidelines nationally.
6. Federal, State, and local agencies should continue to coordinate Sandy recovery infrastructure resilience projects.
7. Institutionalize regional approaches to resilience planning in the NDRF and the National Mitigation Framework.
8. Establish a Sandy Regional Infrastructure Permitting and Review Team that leverages the Executive Order 13604 framework for Sandy projects.

Recommendations in this policy area include:

9. Leverage the Executive Order 13604 framework to identify opportunities to expedite and improve other types of review processes through programmatic agreement or consultation where appropriate.

10. Disaster recovery efforts should account for the temporary staffing needs of Federal agencies and State and local governments who conduct reviews and permitting of Federal disaster recovery projects.

11. Provide technical assistance to States and localities to help optimize Sandy recovery infrastructure funding, share best practices, leverage resources, advance sustainability, and meet the needs of vulnerable communities.

12. Ensure that Sandy recovery energy investments are resilient.

13. Mitigate future impacts to the liquid fuels supply chain like those experienced during the Sandy recovery.

14. Encourage Federal and State cooperation to improve electric grid policies and standards.

15. Mobilize the private sector and non-profit community to develop innovative solutions that support and integrate whole community efforts for disaster relief.

16. Develop a resilient power strategy for wireless and data communications infrastructure and consumer equipment.

17. Expedite flow of Sandy transportation funding to needed repairs.

18. Align Sandy transportation funding expenditures with national policy goals.

19. Consider green infrastructure options in all Sandy infrastructure investments.

20. Improve the understanding and decision-making tools for green infrastructure through projects funded by the Sandy Supplemental.

21. Create opportunities for innovations in green infrastructure technology and design using Sandy funding, particularly in vulnerable communities.

22. Develop a consistent approach to valuing the benefits of green approaches to infrastructure development and develop tools, data, and best practices to advance the broad integration of green infrastructure.

23. Ensure Sandy recovery water infrastructure investments are timely, resilient, sustainable, and effective.

24. Ensure Sandy recovery water infrastructure projects are coordinated with other infrastructure investments.

Recommendations in this policy area include:

25. States and localities should adopt and enforce the most current version of the IBC and the IRC.

RECOMMENDATION #4

Apply Infrastructure Resilience Guidelines to all Federal infrastructure investments for Sandy recovery.

Recommendation Status: Completed ✔
Completion Date: July 8, 2014

Lead and Supporting Agencies

MitFLG; RSFLG; SRO
DOI; DOT; EPA; NOAA

Narrative Update

The Infrastructure Resilience Guidelines (or Guidelines) encourage the adoption of certain core approaches—such as incorporating changing climate impacts and development patterns into a comprehensive risk analysis, making risk-based decisions, and evaluating approaches and techniques throughout the lifecycle of the infrastructure—that are designed to facilitate planning for and investing in more resilient infrastructure. The guidelines are:

- **Comprehensive analysis** – Agencies are encouraged to utilize forward looking, science-based analysis to assess risk across the broadest range of impacts.
- **Transparent and inclusive decision processes** – Agencies strengthen relationships with their Federal, State and local partners as well as private sector partners.
- **Regional resilience** – Agencies promote a regional approach to resilience in order to minimize cascading impacts from dependencies and interdependencies.
- **Long-term efficacy and fiscal sustainability** – Agencies help ensure that there are plans in place to maintain investments in a resilient way over the full asset life cycle.
- **Environmentally sustainable and innovative solutions** – Agencies consider ways to promote innovative solutions and incorporate natural infrastructure or environmentally sustainable options.
- **Targeted financial incentives** – Agencies can drive effectiveness, innovation and creativity by rewarding it with investment.
- **Adherence to resilience performance standards** – Agencies support the development of resilience performance standards similar to those already being used for energy efficiency (e.g., EnergyStar) and green buildings (e.g., U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) standards).

This recommendation speaks specifically to the application of these Guidelines for Sandy recovery projects, while Recommendation 5 calls for a potentially expanded role of the Guidelines across all Federal infrastructure investments.

To the extent allowable by law and regulation, and appropriate to the specific program, agencies used the Guidelines to direct funding for Sandy recovery efforts, which resulted in the prioritization of resilience efforts within activities utilizing Sandy recovery funds. Examples include the requirement that HUD's CDBG-DR grantees incorporate the Guidelines into their Action Plans for infrastructure projects, and the evaluation criteria used by the DOI's habitat restoration grants. DOT (FTA) incorporated the Guidelines into the Competitive Resilience Transit ER Notification of Funds Availability (NOFA), and NOAA incorporated the Guidelines into its Coastal Impact Assistance Program, which is providing the tools and information needed to support recovery planning efforts. EPA also incorporated the Guidelines into its program guidance for the Sandy SRF allocations. Finally, the Sandy Recovery Improvement Act of 2013 amended the Stafford Act to authorize alternative procedures for FEMA's Public Assistance Program to increase flexibility for PA applicants, which has resulted in the incorporation of additional resilience measures for a number of projects.

With the critical foundational work of applying Infrastructure Guidelines for Sandy funding completed, ongoing monitoring of their implementation is led by the Sandy Regional Infrastructure Resilience Coordination (SRIRC) Group. The SRIRC Group (established under Recommendation 6) supports the coordination of infrastructure planning and project development across geographic and infrastructure sectors. The SRIRC Group is working on a regional infrastructure project matrix that will be used to ensure maximum alignment with the Infrastructure Resilience Guidelines.

What this means for communities

The PMO Toolkit will allow agencies to **quickly establish a PMO in response to future disasters** or other large, cross-agency supplemental appropriations, providing for the centralized tracking of spending and performance data to increase transparency for **taxpayers and accountability for federal agencies**.

For More Information

- DOI's Resilience Criteria: http://www.nfwf.org/hurricanesandy/Pages/2013rfp.aspx#.VE5MvyLF_QI
- DOT (FTA): http://www.fta.dot.gov/map21_15025.html
- EPA Sandy SRF Guidance: http://www.epa.gov/sandy/pdf/memorandum_awardof_cap_grants_funds_appropriatedbypl113-2.pdf
- HUD Second Round CDBG-DR Allocation Notice: http://www.gpo.gov/fdsys/pkg/FR-2013-11-18/pdf/2013-27506.pdf
- NOAA Costal Impact Assistance Program Guidlines: http://coast.noaa.gov/funding/archive.html?redirect=301ocm

RECOMMENDATION #5

Consider applying the Infrastructure Resilience Guidelines nationally.

Recommendation Status: In progress
Anticipated Completion Date: November 2014

Lead and Supporting Agencies

DHS (NPPD); NSC
CEQ; DOE; DOT; FEMA; HUD; NIST; OMB

Narrative Update

The Infrastructure Resilience Guidelines encourage the adoption of certain core approaches—such as incorporating changing climate impacts and development patterns into a risk analysis, making risk-based decisions, and evaluating approaches and techniques throughout the lifecycle of the infrastructure—that are designed to facilitate planning for and investing in more resilient infrastructure.

- **Comprehensive analysis** – Agencies are encouraged to utilize forward looking, science-based analysis to assess risk across the broadest range of impacts.
- **Transparent and inclusive decision processes** – Agencies strengthen relationships with their Federal, State and local partners as well as private sector partners.
- **Regional resilience** – Agencies promote a regional approach to resilience in order to minimize cascading impacts from dependencies and interdependencies.
- **Long-term efficacy and fiscal sustainability** – Agencies help ensure that there are plans in place to maintain investments in a resilient way over the full asset life cycle.
- **Environmentally sustainable and innovative solutions** – Agencies consider ways to promote innovative solutions and incorporate natural infrastructure or environmentally sustainable options.
- **Targeted financial incentives** – Agencies can drive effectiveness, innovation and creativity by rewarding it with investment.
- **Adherence to resilience performance standards** – Agencies support the development of resilience performance standards similar to those already being used for energy efficiency (e.g., EnergyStar) and green buildings (e.g., LEED standards).

While Recommendation 4 speaks to the adoption of the Guidelines for Sandy, this recommendation is a longer-term policy recommendation that is being led by DHS and NSC. This recommendation will assess the value and feasibility of applying the Guidelines nationally and through a coordinated effort with existing policy guidance on resilience, and the implementation of this recommendation will support the development of a new generation of resilient infrastructure.

DHS and NSC staff convened an interagency process to assess the value and feasibility of expanding the use of the Guidelines developed for the Sandy recovery efforts. The process kicked off in May 2014 with the Rand Corporation leading an independent evaluation of the Guidelines. The purpose of the study is to evaluate how the Guidelines have been implemented in the Sandy-impacted region and highlight lessons learned from the process of implementation.

The insights from the study will not only help the Federal Government understand the impact of Recommendation 4, but they will also be used to determine whether and how to incorporate the Guidlines into existing grant structures and direct federal investments into infrastructure. From June to August 2014, the research team conducted a series of interviews with a diverse sample of agencies. Preliminary findings suggest that for several departments and agencies already focused on incorporating resilience, the Guidelines reinforce their existing work, and many believe the Guidelines represent strong principles for rebuilding infrastructure even outside of a recovery context.

The team finalized its research and delivered their recommendations to the policy process in early October 2014. In addition, the team expects to publicly release the research and recommendations on the Guidelines in winter 2014. The analysis will result in a recommendation to policy makers regarding the applicability of the Guidelines beyond just the Sandy recovery efforts. These recommendations address how the Federal Government should go about applying the Guidelines nationally for recovery efforts, whether the Guidelines should be applied more broadly than just recovery (e.g. new federal investment in infrastructure), and how they can be institutionalized within relevant federal programs.

While the recommendation itself will be considered complete once the interagency policy committee makes its formal recommendation in November, it is expected the implementation work will be ongoing. If the policy process agrees to adopt the Guidelines nationally for disaster recovery as well as non-disaster related efforts, agencies would need to develop tools, processes, and guidance to institutionalize the principles.

What this means for communities

If recommended, broader implementation of the Guidelines could benefit communities across the nation by ensuring that our **nation's infrastructure systems** are **more resilient**, more **financially sustainable**, and **better coordinated.**

RECOMMENDATION #6

Federal, State, and local agencies should continue to coordinate Sandy recovery infrastructure resilience projects.

Recommendation Status: Completed

Completion Date: October 15, 2014

Lead and Supporting Agencies

HUD; SRO

Narrative Update

As contemplated in the Rebuilding Strategy, the SRIRC Group was established as a standing working group of federal officials in the affected region and officials from the States of Connecticut, New Jersey, and New York, the City of New York, and the Port Authority of New York and New Jersey as grantees of federal funds for infrastructure projects. The SRIRC Group enables coordinated planning, federal review and permitting, and implementation of federally-supported infrastructure projects to increase regional resilience through general and technical review of projects, discussion, and recommendation of resilient scope enhancements, and identification and facilitation of potential implementation challenges. These efforts integrate consideration of Infrastructure Resilience Guidelines adopted per Recommendation 4, Sandy Regional Team for Federal Review and Permitting established per Recommendation 8, and coordinated federal water infrastructure investments per Recommendation 24.

This group began meeting in January 2014. Participants agreed to share and review information assembled into a database of planned and proposed infrastructure projects in the Sandy-affected region that would potentially be supported with federal funds. Based on review of that database, the SRIRC Group identified focus areas for initial coordination efforts, representing the areas with the greatest opportunities to enhance regional resilience through federal investments. The SRIRC Group then authorized Technical Coordination Teams (TCTs), each dedicated to one focus area. The project database has been expanded steadily to include more recently announced federal grants, and will soon begin to include non-federally funded infrastructure projects that may be related to or complimentary to federal projects as identified in TCT meetings.

The TCTs, which are made up of Federal, State, and local officials, focus on the following sectors and relevant geographies:

- Coastal Flood Management (Connecticut, Hoboken/Jersey City/Weehawken, Long Island, Meadowlands, New York City)
- Energy (Liquid Fuels, Transit Microgrid)
- Transportation
- Wastewater Treatment
- Water Supply

The TCTs were launched during two days of workshops to address common principles, regional resilience considerations as well as focus area specific matters. They adopted specific mission statements and are conducting ongoing meetings to coordinate projects within their focus areas. As review of projects and focus areas progress within each TCT, it is expected that this focused coordination will result in enhancements to project scopes, and improved coordination, resulting in better projects for communities.

The work to establish the regional coordination effort is complete, but the coordination will continue until all federally-funded Sandy infrastructure projects have been approved and are in construction. Recommendation 7 considers the institutionalization of this enhanced coordination for future disaster recovery projects.

What this means for communities

Federal, State, and local agencies are coordinating Sandy recovery infrastructure projects **more effectively** than ever to **enhance the resilience of infrastructure throughout** the Sandy-impacted region.

RECOMMENDATION #7

Institutionalize regional approaches to resilience planning in the National Disaster Recovery Framework (NDRF) and the National Mitigation Framework.

Recommendation Status: Completed

Completion Date: October 29, 2014

Lead and Supporting Agencies

MitFLG; RSFLG

Narrative Update

The Sandy recovery has provided a unique opportunity to improve and focus interagency coordination for disaster recovery and resilience assistance on a regional basis; indeed, one of the key elements of the Infrastructure Resilience Guidelines (Recommendation 4) is a regional approach to resilience. Further, the SRIRC Group and TCTs (Recommendation 6) have actively worked together to align resources and subject matter expertise all the way down to the project level, and the SRO has documented lessons learned and best practices from this experience. The New York area federal regional administrators have begun to meet routinely to ensure coordination mechanisms are in place for future disasters, and FEMA has provided each of its regional administrators with the documented best practices and guidance for undertaking similar coordination initiatives in their regions.

While the NDRF and National Mitigation Framework already include broad mandates to support regional cooperation and coordination, these documents include a high level, conceptual consideration of regional coordination. In an effort to truly institutionalize the practice of regional coordination, the RSFLG and MitFLG have developed a plan for accomplishing this incorporation of the lessons from Sandy by incorporating regional coordination best practices into Standard Operating Procedures (SOPs) documents, guidance, performance plans, and training for key disaster staff.

These principles have already been applied outside of the Sandy region, including for recovery from the drought in the Southwest United States, as well as in the recovery efforts of the State of Colorado from severe flooding in 2013 in and around Boulder County.

Moving forward, and as additional experiences from future disasters are documented, the RSFLG and MitFLG will update relevant existing operational, guidance, and training documents to include the best practices and principles from regional coordination experiences across the country.

What this means for communities
Improved regional coordination for disaster recovery and resilience **will ensure communities experience streamlined and coordinated assistance from supporting federal agencies.** This is particularly important for communities with recovery and resilience issues that cross jurisdictional boundaries.

For More Information

- National Disaster Recovery Framework: http://www.fema.gov/national-disaster-recovery-framework
- National Mitigation Framework: http://www.fema.gov/national-mitigation-framework

RECOMMENDATION #8

Establish a Sandy Regional Infrastructure Permitting and Review Team that leverages the Executive Order 13604 framework for Sandy projects.

Recommendation Status: Completed

Completion Date: February 7, 2014

Lead and Supporting Agencies

HUD
FEMA

Narrative Update

Executive Order 13604 led to the establishment of regional teams to ensure that Federal and State permitting officials have an open channel of communication about projects once they have been selected. To build on this effort, the Task Force worked with partner agencies to develop a parallel SRIRC Group, which is responsible for facilitating early and ongoing coordination, prompt identification and resolution of issues, and alignment of Federal and State processes where appropriate.

As a result of this recommendation, the Lead and Supporting Agencies have nominated dedicated environmental and historic preservation staff to join the Sandy Regional Team for Federal Review and Permitting, which commenced monthly meetings in September 2013. Since September, the team has established standard processes for developing and managing project schedules related to federal review and permitting activities necessary for any Sandy-related infrastructure projects. The team also drafted an Integrated Project Plan (IPP) template for use on initial projects in the Sandy Regional Team portfolio.

The Sandy Regional Federal Review and Permitting (FRP) Team has been incorporated among the standing teams of the SRIRC Group, which was established by Recommendation 6. The FRP Team and monthly meetings will now be owned by the SRIRC structure. As such, all of the projects addressed by the SRIRC's Technical Coordination Teams that involve significant permitting and review issues can be handled by the FRP Team, including projects such as the Bay Park Sewage Treatment Plant and projects that result from the Rebuild by Design Competition. The FRP Team will work to ensure that these projects are expeditiously reviewed and adjudicated as appropriate to ensure a more robust, resilient recovery in the Sandy-affected region. This recommendation, while complete, will require ongoing interagency engagement.

What this means for communities

The Sandy Regional Team for Federal Review and Permitting will **expedite the review and permitting process** for Sandy-related infrastructure projects while enhancing environmental and community outcomes, **ensuring a more rapid and robust recovery** in the Sandy-impacted region.

For More Information

- Executive Order 13604: http://www.gpo.gov/fdsys/pkg/FR-2012-03-28/pdf/2012-7636.pdf

RECOMMENDATION #9

Leverage the Executive Order 13604 framework to identify opportunities to expedite and improve other types of review processes through programmatic agreement or consultation where appropriate.

Recommendation Status: In progress
Anticipated Completion Date: March 2015

Lead and Supporting Agencies

Infrastructure Steering Committee established by Executive Order 13604
CEQ; DOT; OMB

Narrative Update

The term programmatic approaches refers to specific types of blanket agreements for routine projects with minimal impacts that can reduce the time and increase consistency of some legally required review processes. The Rebuilding Strategy cited several examples of ways that programmatic approaches had benefited projects in the Sandy region, and recommended expanded use of these approaches through the Infrastructure Steering Committee (Steering Committee) established under Executive Order 13604: Improving Performance of Federal Permitting and Review of Infrastructure Projects.

In May 2014, the Steering Committee finalized its Implementation Plan for the Presidential Memorandum on Modernizing Infrastructure Permitting (Plan). The Plan identifies four strategies and 15 reforms with 96 near-term and long-term milestones that the Federal Government will implement to meet the goals of the Presidential Memorandum to significantly reduce permitting times and improve outcomes for communities and the environment. These actions will further institutionalize best practices and lessons learned in this area and will modernize federal regulations, policies, procedures, and guidance for the review and permitting of major infrastructure projects. Among these reforms is a specific call to expand the use of programmatic approaches for routine activities and those with minimal impacts, which is consistent with Recommendation 9.

To date, work completed to expand the use of programmatic approaches includes analysis of existing programmatic agreements and identification of experts in the use of programmatic approaches. Completion of this recommendation is expected by March 2015, through the identification specific opportunities for new programmatic approaches and the creation of a set of templates and prototypes to facilitate the development of new or expanded programmatic approaches for sectors where they are not widely used.

What this means for communities

By identifying ways to expedite and improve upon existing federal review processes for infrastructure projects, the **communities will benefit from more efficient delivery of critical recovery projects.**

For More Information

- EO 13604—Improving Performance of Federal Permitting and Review of Infrastructure Projects: http://www.gpo.gov/fdsys/pkg/DCPD-201200202/pdf/DCPD-201200202.pdf
- Implementation Plan for the Presidential Memorandum on Modernizing Infrastructure Permitting: http://www.permits.performance.gov/pm-implementation-plan-2014.pdf

RECOMMENDATION #10

Disaster recovery efforts should account for the temporary staffing needs of Federal agencies and State and local governments who conduct reviews and permitting of Federal disaster recovery projects.

Recommendation Status: Completed

Completion Date: October 29, 2014

Lead and Supporting Agencies

CEQ; OMB

Narrative Update

Federal agencies that provide funding for recovery projects following a Presidentially-declared disaster generally must comply with certain review and permitting requirements prior to authorizing the State, local, or tribal recipients' use of federal dollars. This recommendation recognized that steady-state agency staffing levels may be ill-equipped to render timely review and permit decisions during post-disaster operations.

This recommendation led to a review and analysis of existing federal legal authorities which allow for: the temporary transfer of staffing resources between federal agencies and between Federal and State, local, and tribal governments; the funding of permit review costs by project applicants; and the use of federal project funds to provide staffing assistance at resource and regulatory agencies. These authorities have the potential to provide more flexibility to address federal agency resources as they respond to increased review and permitting workflow during disaster recovery operations.

An overview of these authorities was developed to provide agency decision-makers with tools to shift resources to ensure federal disaster recovery projects are approved expeditiously. This review of authorities identified certain programs applicable to all federal agencies, while other programs' applicability is limited to certain agencies. Some of the programs of limited applicability have become widely adopted within the agencies authorized to use them and their expansion to other agencies may deserve consideration. This information was captured and identified for policy-makers to consider during the development of future disaster relief legislation.

The review and analysis performed for this recommendation was captured in an overview of existing authorities that will be made available to Federal, State, and local agencies through the Unified Federal Review website for use in planning for the needs of future disaster recovery efforts. As the Unified Federal Review is periodically reviewed and updated, the analysis performed for this recommendation will also be reviewed and updated.

What this means for communities
Temporary staffing for disaster recovery projects **would significantly improve the Federal Government's capacity to support more efficient disaster recovery in communities across the country.**

For More Information

- Unified Federal Review website: http://www.fema.gov/environmental-historic-preservation/unified-federal-environmental-and-historic-preservation-review

RECOMMENDATION #11

Provide technical assistance to States and localities to help optimize Sandy recovery infrastructure funding, share best practices, leverage resources, advance sustainability, and meet the needs of vulnerable communities.

Recommendation Status: Completed

Completion Date: August 29, 2014

Lead and Supporting Agencies

DOE; DOT; HUD

Narrative Update

On July 17, 2014, President Obama announced a government-wide initiative to increase infrastructure investment and economic growth by engaging with and providing technical assistance to State and local governments and private sector investors to encourage collaboration, expand the market for public-private partnerships (PPPs), and put federal credit programs to greater use. Starting with the transportation sector, this initiative will harness the potential of private capital to complement government funding.

By establishing a new Build America Transportation Investment Center at DOT, the agency is able to serve as a one-stop shop for State and local governments, public and private developers and investors seeking to utilize innovative financing strategies for transportation infrastructure projects. While many projects may not be a fit for the Center, major projects able to benefit from private sector investment are encouraged to engage the Center to learn more about how federal credit programs and supporting tools can deliver or improve transportation and infrastructure.

In addition to managing other transportation infrastructure projects in the region, DOT will commit hundreds of millions of dollars to support the region's power system, in a collaborative move that complements DOE's launch of two key Microgrid projects providing technical assistance to two communities in New Jersey:

- Hoboken NJ Microgrid Project: In June, 2013, the Energy Department announced partnering with the New Jersey Board of Public Utilities, City of Hoboken and Public Service Electric & Gas Company (PSE&G) to help assess and develop strategies for improving the reliability and resiliency of the local electric grid in Hoboken. The collaboration helped Hoboken in its efforts to rebuild and upgrade its electricity infrastructure by delivering a strategic design that identifies priority energy needs and energy system functions for various outage durations, evaluates potential system improvements, and estimates cost.

- New Jersey Transit Microgrid Project: In August, 2013, the Energy Department announced partnering with the State of New Jersey, NJ Transit and the New Jersey Board of Public Utilities to assess NJ Transit's energy needs and help develop a conceptual design of an advanced microgrid system. Under this partnership, the Department's Sandia National Laboratories assisted NJ Transit in its efforts to enhance the reliability and resiliency of electricity services to its rail and system operations.

To operationalize these pursuits, DOT has awarded NJ Transit $409,764,814 to create a natural gas/solar power

generation and distribution system as backup to the regional power network, allowing the regional transit systems to function in the event of a blackout caused by a disaster. This project will directly benefit NJ Transit and Amtrak, and the FTA will be overseeing the initiative.

Additionally, as referenced in Recommendation 6, one of the focus areas for the Energy Technical Coordination Team (TCT) under the SRIRC initiative is Microgrids.

HUD also worked closely with New Jersey, New York, and New York City to identify innovative ways to use CDBG-DR funding to support and leverage infrastructure investments. Funding is being used in New Jersey's Energy Strong program, the New York Rising infrastructure program, and in funding PlaNYC projects in New York City. HUD's grant programs can support resilience efforts funded by FEMA, DOT, and other federal agencies or leverage private sector investment in publically-owned infrastructure.

What this means for communities

These closely-coordinated efforts by federal agencies in partnership with States, local communities, and tribes as well as the private sector will **help identify additional resources and strategies to build a more resilient region and nation.**

For More Information

- DOT's Build America: http://www.dot.gov/buildamerica
- HUD's CDBG-DR Program: https://www.hudexchange.info/cdbg-dr/

RECOMMENDATION #12

Ensure that Sandy recovery energy investments are resilient.

Recommendation Status: Completed ✔
Completion Date: July 7, 2014

Lead and Supporting Agencies

DOE
DHS; DOT; FEMA; HUD; States

Narrative Update

DOE, in partnership with FEMA, HUD, DHS and DOT, worked with the impacted states to ensure Sandy Recovery investments were focused on high quality energy resilient infrastructure development and created long lasting public-private financial mechanisms to execute these initiatives. These efforts highlight a continued commitment by Federal and State governments to promote dynamic and smart power systems that ensure critical infrastructure can operate even in the face of natural disasters. While these efforts focused on providing policy, finance, and engineering technical assistance to New York and New Jersey all efforts have been documented to enable broader application and market acceptance. The flagship projects under Recommendation 12 include NJ TransitGrid, Hoboken Microgrid, New Jersey Resilience Energy Bank, and NY Prize Competition.

NJ TransitGrid – DOE has worked closely with the State of New Jersey and other public and private partners to create the technical design and business model for NJ TRANSITGRID. This project is a first-of-a-kind microgrid capable of supplying reliable power to several major multimode terminals in the state including Manhattan. This project will also provide resilient electric traction power to allow trains on critical transit corridors to continue to operate even when the grid fails. The State of New Jersey received $410 million from DOT to execute this initiative along with four other infrastructure resilience projects associated with NJ TRANSIT for a total of $1.27 billion.

Hoboken Microgrid – DOE also partnered with the New Jersey Board of Public Utilities, City of Hoboken, and Public Service Electric & Gas Company (PSE&G) to help assess and develop strategies and designs for improving the reliability and resiliency of the local electric grid in Hoboken, NJ.

New Jersey Energy Resilience Bank (ERB) – DOE provided technical assistance to the State of New Jersey to design and structure a financial entity called the New Jersey Energy Resilience Bank (ERB). The ERB was designed to leverage federal dollars, state funding, and private sector capital providing New Jersey the resources they need to provide resilient power to their critical facilities such as water and wastewater facilities, schools and hospitals, police and fire stations. On February 3, 2014 New Jersey announced its intent to establish the ERB capitalizing on $210 million in federal CDBG-DR funds provided by the Sandy Supplemental. When initiated, the ERB will be the first Bank of its kind in the nation, focusing exclusively on addressing energy vulnerabilities by developing dynamic resilient energy infrastructure. As part of this effort, DOE also created

a project screening survey tool to help build a pipeline of energy resilience projects and ensure eligibility for funds.

NY Prize Competition – DOE worked with NY on the development of a project pipeline and program structure for the NY Green Bank NY Prize Competition. This competition will provide approximately $40 million to support 10 projects at the community level to deploy 20 megawatts of community microgrids in critical locations. The Prize Competition is in collaboration with the Community Redevelopment Zone, which is providing half of the funding for this effort from the Sandy Supplemental.

What this means for communities
These resilient energy financing mechanisms will result in **more reliable and resilient infrastructure systems** for communities affected by disaster.

For More Information

- NJ Transit Grid: http://www.njtransit.com/tm/tm_servlet.srv?hdnPageAction=PressReleaseTo&PRESS_RELEASE_ID=2884
- Hoboken Microgrid: http://www.hobokennj.org/2013/06/city-of-hoboken-us-department-of-energy-nj-board-of-public-utilities-pseg-partner-to-develop-resilient-electric-grid/
- New Jersey Energy Resilience Bank (ERB): http://www.njeda.com/web/Aspx_pg/Templates/Press_Rls.aspx?topid=721&Doc_Id=2342&ParentDocID=163
- NY Green Bank: http://greenbank.ny.gov/

RECOMMENDATION #13

Mitigate future impacts to the liquid fuels supply chain experienced during the Sandy recovery.

Recommendation Status: Completed

Completion Date: July 7, 2014

Lead and Supporting Agencies

DOE

FEMA; HUD; NSC

Narrative Update

The Task Force worked with State and local officials in New York and New Jersey as well as with other federal agencies and industry partners to find ways to improve the resilience for the fuel supply chain during and following disasters in the region. DOE, in coordination with the American Petroleum Institute, select interagency partners, and the NSC, developed a process model of the liquid fuels industry to better understand the complexity of the entire system as well as identify key players and components. This model is being used to streamline communication flow between the fuels industry and DOE as well as to identify potential choke points in the system.

DOE met with State and local governments and asset owners to discuss recommended hardening actions. Both New York and New Jersey required many fueling stations (particularly those close to evacuation routes) to be prepared to connect backup generators within 24 hours in times of a fuels emergency. In both instances, DOE collaborated with the States. The New York State Energy Research and Development Authority also set up a reserve of about 70,000 barrels of gasoline stored in Suffolk County for emergency use.[4]

What this means for communities

Collaboration among DOE, State and local officials, and industry partners will help **mitigate the effect of future disasters on the fuel supply** and minimize post-disaster shortages for consumers.

4 *The State of New York is in the process of establishing a 100,000 barrel reserve spread across nine regions covering the entire state.*

RECOMMENDATION #14

Encourage Federal and State cooperation to improve electrical grid policies and standards

Recommendation Status: Completed

Completion Date: September 1, 2014

Lead and Supporting Agencies

DOE

Narrative Update

DOE carries out an ongoing program of Technical Assistance, on an as-requested basis, to State public utility commissions, State legislatures, regional and State associations, Governors' offices and Tribes to help them develop informed policies and plans related to electricity topics. This program continues to encourage the development of regional institutions, regional collaboration, and regional thinking on issues related to modernization of the grid and other electricity topics. The interaction with the New Jersey Board of Public Utilities and the organization of the "Future of the Grid" workshops are two recent examples of this type of work.

DOE met with the New Jersey Board of Public Utilities (BPU) on May 24, 2013 to present information on the capabilities of smart grid technology and strategies for future investments. Smart grid technologies can play a role in improving reliability and resilience. The meeting occurred as New Jersey BPU was considering options to support grid modernization.

In addition, DOE, in partnership with the Gridwise Alliance, hosted four regional workshops and a fifth, national Summit on "The Future of the Grid—Evolving to Meet America's Needs." The purpose of the workshops was to develop an industry-driven vision of our nation's electricity grid and the operational needs and challenges. These workshops included thought leaders from all stakeholder groups utilities, regulators, State government officials, renewable energy providers, supplies and industry innovators to facilitate a rich discussion to help define the needed capabilities, the changing role of grid operators, the new technologies and financial models required to drive investment, and the policy and regulatory barriers to realizing the vision. Regional reports were written for each of the workshops.

What this means for communities
Improvements in **grid reliability and resilience** will mean fewer post-disaster power outages for consumers and communities.

- Public Service Enterprise Group Energy Strong Program: https://www.pseg.com/info/media/newsreleases/2014/2014-05-01a.jsp

RECOMMENDATION #15

Mobilize the private sector and non-profit community to develop innovative solutions that support and integrate whole community efforts for disaster relief.

Recommendation Status: Completed
Completion Date: July 29, 2014

Lead and Supporting Agencies

FEMA; OSTP

Narrative Update

The White House Innovation for Disaster Response and Recovery Initiative was launched by the Administration in the wake of Hurricane Sandy to find the most effective ways technology can empower survivors; first responders; and local, State, tribal, territorial, and Federal governments with critical information and resources. To help address the challenges that severe weather and other disasters can pose to our communities, the White House hosted the Innovation for Disaster Response and Recovery Initiative Demo Day on July 29th, 2014. This event brought together technologists, entrepreneurs, and members of the disaster response community to showcase tools that will make a tangible impact in the lives of survivors of large-scale emergencies.

Building on the innovations highlighted as part of the President's Hurricane Briefing in May 2014, these innovations aim to enable, empower, and strengthen these survivors and their communities in the wake of a disaster. In line with the Administration's goal of better preparing and supporting survivors and communities following a disaster, public and private entities are demonstrating a host of new initiatives, tools, and services at the White House, including the following examples:

- TaskRabbit announced a new mobile web interface, the TaskRabbit "Needs for First Responders," which provides a safe and efficient marketplace to connect local service providers with those who need assistance. Using the interface, pre-vetted volunteers called "taskers" can respond in real time to posted requests for help from authorized during a disaster.
- Microsoft added the Yammer survivor network to its disaster-response program's portfolio of rapidly deployable solutions for use in the wake of a disaster. Yammer's deployment aims to connect and provide a support network for survivors and responders as they recover and rebuild.
- The Weather Company is building a localized alerting platform that will enable State, local, and private authorities to manage and distribute alerts that will go out via The Weather Channel and existing local distribution points, incorporating National Weather Service and existing Integrated Public Alert and Warning System alerts.
- Twilio open-sourced their Rapid Response Kit for developers to stand up effective communications solutions during an emergency response without any telecommunications expertise. The kit delivers nine tools, including SMS-powered volunteer signups and flexible push and pull conference calling, that

developers can customize.

- Google extended its Crisis Map, an open source and freely available web mapping tool, to include crowd-sourcing capabilities. Users can now contribute information and updates, such as whether a gas station has fuel available, in the wake of a disaster. In addition, a number of electric utilities and technology companies—including Duke Energy, BGE, ComEd, PECO, SDG&E, Southern California Edison, National Grid, and iFactor Consulting—have agreed to publish power outage and restoration data openly, so Crisis Map and other websites can use and display the information.
- The City of San Francisco and IDEO launched the City72 Toolkit, an open-source, ready-to-use software package to enable communities to customize and build their own preparedness platforms. Johnson County, Kansas is using the toolkit to launch their own JoCo72.

What this means for communities

Innovative solutions that leverage the private sector and non-profit community **more effectively empower disaster survivors and improve the ability of first responders** to conduct response and recovery activities.

For More Information

- White House Innovation for Disaster Response and Recovery Initiative Demo Day: http://www.whitehouse.gov/blog/2014/07/07/announcing-white-house-innovation-disaster-response-and-recovery-initiative-demo-day
- Fact Sheet: for Demo Day: http://www.whitehouse.gov/sites/default/files/microsites/ostp/white_house_innovation_for_disaster_response_-_2014-july29_0.pdf
- Blog Post on Demo Day: http://www.whitehouse.gov/blog/2014/08/04/more-1500-people-participate-white-house-innovation-disaster-response-and-recovery-d

RECOMMENDATION #16

Develop a resilient power strategy for wireless and data communications infrastructure and consumer equipment.

Recommendation Status: Completed

Completion Date: September 12, 2014

Lead and Supporting Agencies

DOE; NTIA

DOE and NTIA co-chaired the Sandy 16 working group, with relevant participants from DHS's Office of Emergency Communications, the Federal Communications Commission (FCC), and FEMA.

Narrative Update

DOE and the National Telecommunications and Information Administration (NTIA) within the Department of Commerce co-chaired this Working Group. The Working Group was charged with implementing Recommendation 16 of the Rebuilding Strategy, seeking to address issues for a resilient power strategy for wireless and data communications infrastructure and consumer equipment. The group included relevant participants from the FCC, FEMA, and the DHS's Office of Emergency Communications. The group met informally with industry and government stakeholder groups to identify near-term actions that the Federal Government can take to improve these issues.

The twelve-member group, representing diverse federal agencies, met with experts, heard presentations, had in-depth discussions, and informally collaborated with industry and government stakeholder groups. Based on these inputs, the working group developed a strategy including a series of recommendations related to increasing consumer outreach and public awareness regarding back-up power for consumer and wireless data communications equipment.

- That FEMA increase efforts to raise consumer awareness on the need for emergency back-up power.
- That the FCC continue to promote the extensive work of the Communications, Security, Reliability and Interoperability Council (CSRIC) and the Technological Advisory Council (TAC) in the areas of energy, communications and consumer resiliency in its continuing work with these two federal advisory committees

In addition, DOE focused on actions that can be taken through the communication and energy functions of the National Response Framework, which addresses disaster response activities as the NDRF does for recovery, and actions DOE can take to help facilitate better coordination between the private sector stakeholders and local and State officials. They include:

- Continual meetings coordinating the two Emergency Support Functions (ESFs). Strengthening the partnership between ESF #2 and #12 emergency operations is an important priority. To help ensure better coordination at the federal level, ESF #2 could participate as a team member in ESF 12's Energy Response

Organization during a response event. In addition, the two ESFs also could hold quarterly meetings with regional coordinators during steady state to maintain close relationships and improve information sharing processes. As part of this engagement each ESF could capitalize on its industry relationships to identify best practices for ensuring crucial information is shared across the communications and energy sectors during an emergency, particularly at the regional level.

- Pathways for ESFs #2 and #12 private-sector emergency communication. ESFs #2 and #12 could continue to serve as a pathway to connect power and telecommunications companies during response, especially at the regional level. Since each ESF has built close relationships with its respective industry partners, they can serve as conduits of crucial information and connections across the sectors.
- Emergency Power Facility Assessment Tool (EPFAT) by critical telecommunication facilities. ESFs #2 and #12 could encourage participation by the energy and telecommunications industries in the EPFAT. This tool is maintained by the USACE and allows for facilities to preregister their generator requirements to support a more rapid deployment of USACE provided generators to critical facilities at the time of a disaster.

What this means for communities

This strategy will **increase public awareness** about back-up power for consumer and wireless data communications equipment and **will** enhance vital coordination among the energy and communications sectors, the States, and Federal Government before, during and after an event.

For More Information

- FCC Technological Advisory Council: Communications Resiliency Working Group: "Post-PSTN Communications Resiliency" (presented Dec. 2013) ("TAC White Paper"): http://www.fcc.gov/encyclopedia/technological-advisory-council
- CSRIC Working Group 10 A: "CPE Powering-Consumer Outreach, Final Report-CPE Powering" (June 2014): http://transition.fcc.gov/pshs/advisory/csric4/CSRIC_IV_WG--10A_Final-Report_061814.pdf
- "Working To Ensure Americans Remain Connected When Disaster Strikes" (May 30, 2014): http://www.ntia.doc.gov/blog/2014/working-ensure-americans-remain-connected-when-disaster-strikes
- "FCC/FEMA Tips for Communicating During an Emergency" (May 23, 2014): http://transition.fcc.gov/cgb/consumerfacts/emergency-communications-tips.pdf
- CTIA, ''Emergency Preparation: Wireless Tips,": http://www.ctia.org/your-wireless-life/consumer-tips/tips/emergency-preparation-wireless-tips

RECOMMENDATION #17

Expedite flow of Sandy transportation funding to needed repairs.

Recommendation Status: Completed

Completion Date: September 22, 2014

Lead Agencies

DOT (FTA)
FEMA; FHWA

Narrative Update

Immediately following the storm, DOT worked closely with State transportation agencies and transit operators in the region to ensure that funding delivered quickly to address needed repairs. With an assessor on the ground in the days immediately after the storm's impact, FTA worked closely with the large affected transit agencies to determine the extent of the damage, the estimated costs of needed repairs, and to ensure that the design for the repair work improved the resilience of the systems against future storms.

Coordination between the Federal Highway Administration (FHWA) and the States was initiated immediately after the storm even before funding was available. In addition, FEMA funded, under its Public Assistance program, emergency repairs to airports, port and harbor facilities, and other publicly owned transportation systems not covered by the FTA or FHWA emergency relief programs.

As a result of these efforts to address the speed of recovery and the need for accuracy and accountability, FTA allocated $2 billion within the first 60 days of the authorization's enactment, and FHWA was able to release close to $500 million in emergency relief funds by March 2013.

Further, the Sandy Resiliency NOFA, published December 26, 2013, solicited $3 billion in funds for States, local governmental authorities, tribal governments, and other FTA recipients impacted by Hurricane Sandy. Funding was made available for projects incorporating resiliency, defined as projects "designed and built to address current and future vulnerabilities to a public transportation facility or system due to future occurrence or recurrence of emergencies or major disasters that are likely to occur in the geographic area in which the public transportation system is located; or projected changes in development patterns, demographics, or climate change and extreme weather patterns." Emphasis was placed on a project's ability to protect the most essential and vulnerable infrastructure, as well as effective collaboration and coordination among local and regional governments. The project evaluation process was rigorous, involving specialists from FTA, FHWA, FRA, and FEMA. FTA received 61 proposals seeking a total of $6.6 billion.

Funding was made available rapidly, allowing time for outreach, webinars, and technical assistance for applicants. The application period closed on March 28, 2014, and selections were announced on September 22, 2014. 40 projects were competitively selected to receive $3.59 billion to help public transportation systems in the areas affected by Hurricane Sandy. Approximately 90 percent of funds will be invested in resilience projects primarily in New York and New Jersey, where transit systems sustained the worst of the storm damage.

What this means for communities

DOT-FTA provided **expedited grants for repair to transportation impacted by Sandy**, while also supporting grant projects that feature resiliency elements.

For More Information

- Sandy Resiliency NOFA: http://www.fta.dot.gov/grants/13077_15783.html
- FAQs on FTA Sandy funding: http://www.fta.dot.gov/15138_15718.html
- Press Release for winning resilience projects: http://www.dot.gov/briefing-room/transportation-secretary-foxx-announces-nearly-36-billion-make-transit-systems-more
- List and description of resilience projects: http://www.fta.dot.gov/15138_16147.html

RECOMMENDATION #18

Align Sandy transportation funding expenditures with national policy goals.

Recommendation Status: Completed

Completion Date: September 22, 2014

Lead and Supporting Agencies

DOT (FTA)

Narrative Update

Sandy transportation funding has been aligned with national policy goals articulated in the Rebuilding Strategy such as the Flood Risk Reduction Standard, and Infrastructure Resilience Guidelines by incorporating language in the FTA Competitive Resiliency NOFA, mandatory pre-application webinars, outreach, and required training for potential grantees. Initial preliminary reviews of applications received confirm that DOT outreach efforts to inform and train communities about policy alignment in Sandy funding have been successfully adopted into planning processes for federal Sandy transportation grants.

In order to align national policy goals involving resiliency and recovery with Sandy funding, the FTA NOFA incorporated guidelines from the rebuilding strategy, including requiring a benefits cost analysis from applicants for consideration of funding. Applicants were also required to participate in training webinars and outreach opportunities, to ensure transparency and improve capacity.

What this means for communities

The region's transportation systems can continue to serve their **critical function** in the face of future disasters and **become even more resilient** to the impacts of climate change.

For More Information

- Sandy Resiliency NOFA: http://www.fta.dot.gov/grants/13077_15783.html
- FAQs on FTA Sandy funding: http://www.fta.dot.gov/15138_15718.html

RECOMMENDATION #19

Consider green options in all Sandy infrastructure investments.

Recommendation Status: Completed

Completion Date: July 7, 2014

Lead and Supporting Agencies

DOI; EPA; FEMA; HUD; NOAA; USACE; USDA
CEQ; DHS

Narrative Update

The Task Force developed a set of Infrastructure Resilience Guidelines (Recommendation 4) in Sandy recovery to ensure that federal infrastructure investments and support innovation, environmental sustainability, and resilience particularly in light of a changing climate. Rather than rebuilding damaged infrastructure to pre-disaster standards, the Guidelines promote construction of sustainable and resilient infrastructure that will be better able to resist future disasters. This recommendation focuses on identifying ways that agencies can encourage the integration of green infrastructure[5] approaches in infrastructure investments in the Sandy-impacted region. Green infrastructure takes advantage of the services and defenses provided by natural land and water systems such as wetlands, natural areas, vegetated sand dunes, and forests. Protecting, retaining, and enhancing these natural defenses should be considered as part of any coastal resilience strategy.

Sandy recovery work and the Sandy Supplemental have led to significant progress in green infrastructure research and implementation. Numerous agencies and groups also are sharing lessons learned to update and further advance green infrastructure implementation at the local level. These projects provide a set of best practices and examples for other communities facing similar issues. The sharing of successful strategies is one of the goals of this effort as it adds to national resilience.

In response to the Guidelines for federal infrastructure investment in Sandy recovery, agencies have worked to integrate existing training and technical assistance activities to ensure that recovery projects align with resilience and green infrastructure goals. For example, through Sandy Supplemental funding, technical training and assistance was provided to impacted New Jersey communities by incorporating geospatial and analytical tools into regional planning efforts, and by developing a statewide geospatial climate adaptation and resilience planning tool.

Technical trainings and roundtable events also were held on varied issues facing Long Island's recovery including storm water management, water resources, flood insurance rates etc., and decision support tools were provided to address hazard mitigation and adaptation measures.

The narrative summaries for Recommendation 20 and 21 provide additional details and examples of green infrastructure investments in Sandy recovery.

5 *Green infrastructure is defined as the integration of natural systems and processes, or engineered systems that mimic natural systems and processes, into investments in resilient infrastructure.*

What this means for communities

Green infrastructure investments have proven successful at providing coastal protection to storms and recurring floods. In the Sandy-affected region, green infrastructure, where appropriate and beneficial, has been shown to **reduce flood damages**, while also contributing to the health and quality of life of the community.

For More Information

- Online data and tools repository for green infrastructure implementation and valuation will be available by January 2015 through the CEQ-led green infrastructure working group referenced in Recommendation 22.

RECOMMENDATION #20

Improve the understanding and decision-making tools for green infrastructure through projects funded by the Sandy Supplemental.

Recommendation Status: Completed
Completion Date: July 7, 2014

Lead and Supporting Agencies

DOI; EPA; FEMA; HUD; NOAA; USACE; USDA
CEQ; DHS

Narrative Update

The Task Force worked with Federal agencies and the private sector to ensure that communities interested in pursuing green infrastructure solutions have access to tools that can assist them in evaluating how green infrastructure can be integrated into their recovery strategy or future risk reduction strategies. The lead agencies made a range of tools available to State and local partners, including modeling capabilities, decision support tools, case studies, and best management practices. This recommendation focused on projects that support green infrastructure implementation directly, and on research or monitoring to inform green infrastructure decisions. Interagency sharing through this recommendation further helped identify critical information and decision support needs and limit duplicative efforts.

The Sandy Supplemental further provided risk mitigation/resiliency funds for projects that address gaps in response and preparedness capabilities and the need for baseline information for investment decisions. For example, Supplemental programs that provide funding for green infrastructure include $175 million for external DOI's Coastal Resilience projects, nearly $200 million in internal DOI resilience investments, and $1.7 million for NOAA's Coastal Resilience Networks, as well as significant funding from HUD's CDBG-DR grants for Rebuild by Design and other projects. Work that began under this recommendation now continues under Recommendation 22, to understand the tradeoffs and economic value associated with restoration after a major event, and to develop common metrics for evaluating the effectiveness of restoration efforts for increasing resiliency. Ultimately, the agencies are sharing lessons learned, identifying key information and knowledge gaps toward a more complete understanding of the return on investment for green infrastructure approaches. The agencies also continue to use existing data and tools to work with the region, States and local areas to reduce communities' vulnerability to growing risks from coastal storms, sea level rise, flooding, erosion and associated threats through strengthening natural ecosystems that provide additional benefits (e.g., habitat for fish and wildlife). Some of these projects include:

- NOAA is funding an economic assessment to estimate the value of the additional benefits (ecosystem services) beyond storm protection to allow for better-informed investment by Federal, State, and local decision-makers in reducing risks to the shoreline and building greater coastal resilience.
- EPA participates in the Bay Park Wastewater Treatment Plant Inter-Agency Working Group to ensure that water quality standards are met and federal funds leveraged to achieve resiliency and water quality goals.

- USACE is developing the North Atlantic Coast Comprehensive Study (NACCS). Through the extensive coordination and collaboration with Federal, State, and local agencies and partners conducted for the NACCS, USACE is developing a compendium of Natural and Nature Based Features that can contribute to coastal storm risk management benefits.

The narrative summaries for Recommendations 19 and 21 provide additional details and examples of green infrastructure investments in Sandy recovery.

What this means for communities

The projects and research into green infrastructure costs and benefits funded by the Sandy Supplemental will provide a range of modeling capabilities, decision support tools, case studies, and best management practices to Federal, State and local partners, **giving communities the support they need to make informed decisions on green infrastructure investments**.

For More Information

- Online data and tools repository for green infrastructure implementation and valuation will be available by January 2015 through the CEQ-led green infrastructure working group referenced in Recommendation 22.

RECOMMENDATION #21

Create opportunities for innovations in green infrastructure technology and design using Sandy funding, particularly in vulnerable communities.

Recommendation Status: Completed

Completion Date: July 7, 2014

Lead and Supporting Agencies

DOI; EPA; FEMA; HUD; NOAA; USACE; USDA
CEQ; DHS;DOJ

Narrative Update

The focus of this recommendation is on encouraging and developing novel green infrastructure approaches, and supporting innovation in technology and design. The multiple agencies involved in this recommendation utilized Sandy Supplemental funding to promote green infrastructure in many innovative ways, including:

- DOI's Coastal Resilience/Green Infrastructure projects are designed to stabilize vulnerable shorelines via dissipation of wave energy and slowing erosion processes to ensure that these habitats continue to provide ecosystem services. DOI's funding commitment of $100 million was matched with funding from DOJ and donations from Bank of America and Wells Fargo and $72 million from grantee partners, making the entire grant program more than $175 million. These projects will restore an estimated 6,634 acres of wetlands and marshes, 225 acres of beach, 364 acres of riparian buffers, and 16 miles of streams, and also open 287 miles of streams to fish passage and restore 147 acres of flood plain.
- NOAA held a competition of $1.7 million for the Coastal Resilience Networks (CRest) grant program for communities impacted by Hurricane Sandy. Six projects were selected in two focus areas, Hazard Resilient Communities and Resilient Coastlines, and will help their communities or regions recover from the storm, as well as increase preparedness and resilience for future hazard events.
- FEMA has engaged local organizations at the grassroots level regarding green infrastructure options for potential resiliency projects. FEMA has created a large network of local partners with green infrastructure project opportunities that need planning and funding for implementation, and connected nongovernmental organizations with financial and educational resources. FEMA has also coordinated the supply of 80 trees to a nonprofit organization in the Rockaways for a green infrastructure project led by local residents.

- In November 2013, HUD published a NOFA in the Federal Register announcing the release of the second tranche of CDBG-DR funds for the five most impacted Sandy states and New York City. The NOFA specified that *covered projects* (infrastructure projects greater than $50 million with more than $10 million in CDBG-DR funding) must include "*A description of how the Covered Project(s) will align with the commitment expressed in the President's Climate Action Plan to 'identify and evaluate additional approaches to improve our natural defenses against extreme weather, protect biodiversity, and conserve natural resources in the face of a changing climate.'*"
- USDA Recovery funds are being invested in projects that will make facilities more resilient and better able to withstand future storms and rising sea levels in order to mitigate future damages. USDA-administered projects address issues including Emergency Food Assistance, Emergency Watershed Protection, Emergency Forest Restoration, Emergency Conservation, and Capitol Improvement and Maintenance.

The narrative summaries for Recommendations 19 and 20 provide additional details and examples of green infrastructure investments in Sandy recovery.

What this means for communities

Agencies are using Sandy Supplemental funding to **support innovative green infrastructure projects** that will make the impacted region and its **vulnerable communities more resilient to future disasters**.

For More Information

- NOAA's CRest grant program: http://coast.noaa.gov/funding/archive.html?redirect=301ocm
- HUD's Second Tranche NOFA: http://www.gpo.gov/fdsys/pkg/FR-2013-11-18/pdf/FR-2013-11-18.pdf

RECOMMENDATION #22

Develop a consistent approach to valuing the benefits of green approaches to infrastructure development and develop tools, data, and best practices to advance the broad integration of green infrastructure.

Recommendation Status: In progress
Anticipated Completion Date: April 2015

Lead and Supporting Agencies

CEQ
DOI; EPA; NOAA; OSTP; USACE; USDA

Narrative Update

While there is growing interest in using green infrastructure and combinations of green and gray infrastructure, there are gaps in our knowledge of the specific benefits of natural infrastructure that make it challenging to incorporate nature-based solutions into policy and decision making. Agency experts worked through this recommendation to identify fundamental needs to advance adoption of these approaches, which include: additional research into ecosystem services and benefits provided by green infrastructure; common methodologies for quantification and valuation of these benefits, including market and non-market return on investment; and strategies for overcoming barriers in considering the benefits of green infrastructure in decision support processes and tools. Work under Recommendation 22 will continue to advance the understanding and quantification of ecosystem services and benefits provided to communities through green infrastructure; encourage federal agencies to adopt robust, common methods in valuing these benefits; and share tools, data and training resources with State, tribal, and local decision-makers who play a key role to making land use choices in coastal areas.

In early-to mid-2014, CEQ convened an interagency group on valuation and evaluation of green infrastructure performance to provide input into barriers, needs, and opportunities in advancing the practice of valuing the benefits of green approaches to infrastructure development. The workgroup noted the lack of a single source of credible information on green infrastructure from the Federal Government. To address this need, the workgroup compiled nearly 100 online green infrastructure tools and resources that can be shared with decision-makers at all levels of government. These tools and resources will be posted on a web portal, expected to be launched by January 2015.

The workgroup also identified a number of additional deliverables to pursue, including:

- **A Federal Policy Guidance Memo** – The Executive Office of the President is developing federal guidance to bring high level visibility and support for the use of ecosystem service assessment methods where appropriate and practicable. The memo would apply to analysis of all federal programs and policies; decisions for federal investments; and programmatic and planning activities. This will be accomplished by spring 2015.

- **Research Agenda** – Based on the Sandy 22 workgroup recommendation, the White House Office of Science Technology and Policy is convening federal agencies to: 1) identify knowledge gaps that impede the recognition, quantification, and valuation of benefits provided by green infrastructure in coastal areas; 2) identify knowledge gaps that impede the integration of green infrastructure into coastal climate resilience planning and response; and 3) develop a federal research agenda that outlines specific needs and opportunities for addressing these gaps. The agenda will help coordinate federal efforts to develop common and robust methodologies that support the integration of green infrastructure into decision-making processes and will be complete in early 2015.
- **Standardized Performance Monitoring and Evaluation** – While the research agenda is being developed, CEQ is issuing direction to agencies encouraging performance assessment for all new green infrastructure projects. Policy direction in this area provides the impetus for agencies to begin the necessary steps to incorporate an evaluation component into project plans, while efforts such as the work DOI has initiated to evaluate the performance of their Sandy recovery projects, the ecosystem services research agenda described above, and other relevant agency initiatives, will provide information on which metrics could be used in performance evaluations. Together these Administration efforts will ultimately help the Federal Government standardize approaches and overcome data gaps.

For More Information

- NOAA Coastal Services Center; Introducing green Infrastructure for Coastal Resilience: http://www.csc.noaa.gov/digitalcoast/training/green
- EPA's Green Infrastructure for Climate Resiliency: http://water.epa.gov/infrastructure/greeninfrastructure/climate_res.cfm
- Systems Approach to Geomorphic Engineering: http://www.ccrm.vims.edu/sage/
- Report to the President Sustaining Environmental Capital: Protecting Society and the Economy: http://www.whitehouse.gov/sites/default/files/microsites/ostp/pcast_sustaining_environmental_capital_report.pdf

RECOMMENDATION #23

Ensure Sandy recovery water infrastructure investments are timely, resilient, sustainable, and effective.

Recommendation Status: In progress
Anticipated Completion Date: January 2015

Lead and Supporting Agencies

EPA; USACE
DOE; DOI; FEMA; HUD; NOAA

Narrative Update

The Sandy Supplemental provided funds for the USACE to undertake a Comprehensive Study of the flood risks of vulnerable coastal populations in areas that were affected by Hurricane Sandy in the North Atlantic and provided the EPA funds for New York and New Jersey State Revolving Fund (SRF) loans and grants to strengthen resiliency of drinking and wastewater systems impacted by Hurricane Sandy. The overall goal of the Comprehensive Study is to develop a flood risk reduction framework that will support the long-term sustainability of the coastal ecosystem and communities and reduce the economic costs and risks associated with large-scale flood and storm events. This framework may be used by various agencies and stakeholders at all levels to further develop and support resilient coastal communities and robust, sustainable coastal landscape systems, considering future sea level rise and other climate change scenarios. One of the main findings of this study is that coastal storm damage risk reduction is a shared responsibility of all levels of government and stakeholders. In addition, resilience and sustainability must consider a combination of risk reduction measures including structural, non-structural, policy/programmatic and natural and nature-based features. The partnership study team is on schedule to complete this study and submit the final report to Congress in January 2015, as required by the Sandy Supplemental.

The The Supplemental also required the Corps to develop two interim reports to provide an assessment of authorized Corps projects (constructed and under construction) for reducing flooding and storm risks in the affected area and identifying the Corps' previously authorized but unconstructed projects and projects under study for reducing flood and storm damage risks. In addition, the Sandy Supplemental required the "evaluation of the performance of existing projects constructed by the Corps and impacted by Hurricane Sandy for the purposes of determining their effectiveness and making recommendations for improvements thereto". The information and findings from these reports were reviewed and incorporated into the Comprehensive Study. The Interim Reports #1 and #2 were completed on March 11, 2013 and May 30, 2013, respectively, and the Performance Evaluation Study was completed on November 6, 2013.

The Sandy Supplemental provided $570 million in funding the SRFs to be used in combination with other Federal and State dollars to strengthen water infrastructure systems' resilience, and reduce flooding risks. Starting in 2013 when EPA issued SRF guidance to the States, EPA and the States worked in multi-agency, multi-disciplinary, water infrastructure teams and developed engineering, financial, and systems plans. These plans

included incorporating green infrastructure into water and wastewater treatment when possible, designing to the new FEMA flood levels, recalculating vulnerabilities due to climate change, incorporating local community groups in project planning and using the knowledge from 40 years of experience from Clean Water Act permitting and regulatory processes. In 2014, New York and New Jersey discussed plans in public meetings and held in-depth training sessions with potential project planners.

On September 24, 2014, EPA awarded $229 million to NJ and $340 million to NY for improvements to wastewater and drinking water treatment facilities impacted by Hurricane Sandy. The funds will be used on projects that reduce the risks of flood damage and that increase the resiliency of wastewater and drinking water facilities to withstand the effects of severe storms. Projects must be for resiliency purposes and "reduce flood damage risks and vulnerability or enhance resiliency to rapid hydrologic change or a natural disaster at water or wastewater facilities.

What this means for communities

USACE's Comprehensive Study will provide a framework for stakeholders to support sustainable coastal landscape systems, and EPA guidance to States resulted in plans to incorporate green infrastructure into water and wastewater treatment where possible**, strengthening water infrastructure systems' resilience and reducing flooding risks.**

For More Information

- North Atlantic Coast Comprehensive Study: http://www.nad.usace.army.mil/CompStudy
- EPA Sandy SRF Guidance: http://www.epa.gov/sandy/pdf/memorandum_awardof_cap_grants_funds_appropriatedbypl113-2.pdf

RECOMMENDATION #24

Ensure Sandy recovery water infrastructure projects are coordinated with other infrastructure investments.

Recommendation Status: Completed

Completion Date: October 15, 2014

Lead and Supporting Agencies

HUD; SRO
EPA

Narrative Update

As noted above, Recommendation 6 of the Rebuilding Strategy contemplates the SRIRC Group, which was established as a standing working group of government officials in the affected region representing federal agencies as well as grantees of federal funds for infrastructure projects. The SRIRC Group coordinates the planning, federal review and permitting, and implementation of federally-supported infrastructure projects to increase regional resilience. These efforts have included the review, discussion, and consideration of federally-funded water infrastructure projects within several of the TCTs authorized by the SRIRC Group, including: (1) Coastal Flood Management, including New York City and Long Island; (2) Wastewater Treatment; and (3) Water Supply.

These TCTs were launched during two days of workshops to address common principles, regional resilience considerations as well as focus area specific matters. They adopted specific mission statements and are conducting ongoing meetings to coordinate projects within their focus areas. For example, the Bay Park Wastewater Treatment Plant was the subject of numerous interagency discussions regarding its scope, multiple sources of federal funding, and environmental review, involving EPA, FEMA, and HUD. The process culminated in FEMA's Finding of No Significant Impact in July 2014. Additional measures at the facility are the potential subject of future TCT discussions.

As review of water infrastructure projects progress, it is expected that this focused coordination will result in enhancements to project scopes, and improved coordination – resulting in better projects for communities.

The work to establish the regional coordination effort is complete, but the coordination will continue until all federally-funded Sandy infrastructure projects have been approved and are able to begin construction. Recommendation 7 considers the institutionalization of this enhanced coordination for future disaster recovery projects.

What this means for communities

Federal, State, and local agencies are coordinating Sandy recovery water infrastructure resilience projects **more effectively** than ever to **enhance the resilience of infrastructure throughout** the Sandy-impacted region.

RECOMMENDATION #25

States and localities should adopt and enforce the most current version of the International Building Code (IBC) and the International Residential Building Code (IRC).

Recommendation Status: In progress

Anticipated Completion Date: July 2015

Lead and Supporting Agencies

MitFLG

Narrative Update

Ultimately, implementing the most current version of these or other model codes into buildings and other structures means that communities can be better protected from all types of hazards and disasters. Better protection and building to these codes will reduce risk, improve building safety, decrease damage, and reduce injuries during future disasters.

Building code officials recognize the need for adoption and consistent enforcement of modern, up-to-date building codes addressing the design and construction of building systems through requirements emphasizing performance. The IBC and IRC are designed to meet these needs through model code regulations that safeguard public health and safety. Comprehensive building codes establish minimum regulations for building systems using prescriptive and performance-related provisions. They are founded on broad-based principles that make possible the use of new construction techniques, materials, and designs.

The technical provisions of model codes are developed by a consortium of experts, practitioners, and stakeholders from both the public and private sector. It is important for the jurisdictions having authority to adopt the newest versions of the model building codes without delay (1) to provide the most current science and thinking on resilience into all new and rebuilt structures, and (2) to ensure the building code in use is up to date with current construction practices. Furthermore, jurisdictions adopting these model codes must (1) ensure they are incorporated into a legal building regulation enacted by the jurisdictions adopting them, and (2) address all local issues and geographic vulnerabilities in the code the jurisdiction adopts.

Per the recommendation of the Task Force, the MitFLG agreed to serve as the interagency coordinating body. The MitFLG has established a Building Code Adoption & Enforcement Strategy Workgroup, composed of subject matter experts from interested departments and agencies.

The goal of the Building Code Adoption & Enforcement Strategy Workgroup is to develop a comprehensive approach and standard mechanisms for all federal agencies with authorities and responsibilities related to building code compliance and enforcement to encourage and/or aid State and local communities in the nationwide adoption of the most recent IBC, IRC, and other codes that will increase resilience.

What this means for communities
Adopting the most current version of the IBC and the IRC means that **communities will be better protected** from all types of disasters through **increased building safety**

For More Information

The current and effective IBC and IRC are available online:

- All International Codes: http://publicecodes.cyberregs.com/icod/
- International Building Code: http://publicecodes.cyberregs.com/icod/ibc/index.htm
- International Residential Building Code: http://publicecodes.cyberregs.com/icod/irc/index.htm

Cameron Blaylock, "Bridgeport Site Visit."

RESTORING AND STRENGTHENING HOMES AND PROVIDING FAMILIES WITH SAFE, AFFORDABLE HOUSING OPTIONS

From the public housing projects in Queens and Brooklyn that remained for days without light and heat to the beach front towns along the Jersey shore where surging tides plowed houses from their foundations and left them buried in sand, the storm upended tens of thousands of lives across the New York and New Jersey region. Sandy rendered individual homes and entire neighborhoods uninhabitable and, in some cases, unrecognizable. Because the region has a high population density, relatively expensive housing market, and low housing inventory, responding to the housing needs of affected residents raised challenges different from those faced in disasters such as Katrina, Ike, and Rita. Affordable, temporary housing units in close proximity to storm-affected neighborhoods were in short supply, which forced Federal, State and local authorities to employ an array of policy tools to provide displaced individuals with a place to stay. Some of these tools had been used in past disasters, but many were significantly adapted or developed in real time to respond to Sandy.

Lead and Supporting Agencies

Department of Homeland Security (DHS)

Environmental Protection Agency (EPA)

Federal Emergency Management Agency (FEMA)

Federal Housing Authority (FHA)

Federal Housing Finance Agency (FHFA)

Federal Insurance Office (FIO)

Department of Health and Human Services (HHS)

Department of Housing and Urban Development (HUD)

Occupational Safety and Health Administration (OSHA)

Department of Treasury (Treasury)

Recommendations in this policy area include:

26. For future disasters that affect high-density and high cost areas, shelter-in-place programs like New York City's Rapid Repair and FEMA's Sheltering and Temporary Essential Power (STEP) programs should be implemented to reduce the number of people displaced from their homes who would otherwise require short term housing. Evaluate the effectiveness of STEP and compare outcomes to other forms of temporary emergency sheltering implemented in response to Sandy. In addition, evaluate the New York, New Jersey, and New York City implementation of sheltering in place programs.

Recommendations in this policy area include:

27. HUD should expedite future allocations from the remaining CDBG-DR funds for Sandy recovery and other eligible disasters, as well as other allocations (if appropriated) for future disasters. HUD should continue to provide consistent and appropriate standards for the use of CDBG-DR funding. In addition, HUD should encourage grantees to use toolkits and other existing resources to expedite program implementation.

28. Require grantees to use CDBG-DR funding to support public and HUD-assisted multi-family housing as well as subsidized and tax credit-assisted affordable housing with recovery and risk mitigation efforts.

29. Align the foreclosure prevention policies of the FHA and the FHFA – including policies on moratoria, forbearance, and refinancing.

30. HUD should explore ways to assist State and local governments to develop model affordable housing programs that leverage funding from the public, private, and philanthropic sectors for affordable housing development and preservation in Sandy-affected areas, as well as in other regions that could potentially be affected by future disasters.

31. Encourage and promote the Insurance Institute for Business and Home Safety (IBHS) FORTIFIED home programs/ Resilience STAR development standards.

32. Help identify opportunities for state and local housing programs to leverage funds and create public-private partnerships.

33. FEMA, EPA, HUD, and HHS should issue consolidated guidance on remediation of indoor air pollutants (e.g. mold, lead, radon, and asbestos) that can pose health hazards for workers and residents in the Sandy-affected region. In addition, these agencies should recommend or establish region and housing stock specific toolkits related to indoor air pollutants for States and localities responding to disasters. Tribal, State, and local governments should include the remediation of these indoor environmental pollutants in their rebuilding construction/rehabilitation programs.

34. Bring together the Housing RSF and Emergency Support Function six partner agencies to review and integrate existing housing plans, as well as existing statutes, regulations, and policies for potential changes (statutory, regulatory or policy) to improve the delivery of housing solutions for future disasters.

RECOMMENDATION #26

For future disasters that affect high-density and high cost areas, shelter-in-place programs like New York City's Rapid Repair and FEMA's Sheltering and Temporary Essential Power (STEP) programs should be implemented to reduce the number of people displaced from their homes who would otherwise require short term housing. Evaluate the effectiveness of STEP and compare outcomes to other forms of temporary emergency sheltering implemented in response to Sandy. In addition, evaluate the New York, New Jersey, and New York City implementation of sheltering in place programs.

Recommendation Status: In progress
Anticipated Completion Date: December 2014

Lead and Supporting Agencies

FEMA

Narrative Update

Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act section 403, FEMA managed STEP as an additional sheltering resource where few other options were feasible. The pilot program provided essential repairs through Residential Electrical Meter Repairs; Shelter Essential Measures; and Rapid Temporary Exterior Repairs to affected residences. These repairs were intended to save lives, protect public health and safety, protect property, and reduce the demand for other limited sheltering options. It was also meant to minimize the disruption of the normal functioning of communities by enabling State, local, and tribal governments to help members of their communities shelter in their own homes, when safe and appropriate.

Although FEMA may choose to use STEP again, rather than thinking of STEP as the first option, the Agency will consider the "building block" components outlined in the Catastrophic Disaster Housing Annex, and utilize or adjust those options tailored to the event's situational needs.

To date, the FEMA evaluation team has conducted 49 interviews, consisting of 76 personnel across multiple partners who assisted in NYC Rapid Repairs and STEP implementation. Interviews were completed on October 25, 2013, and analyzed based on reoccurring themes. These major themes will be compared to additional data points from the survivor survey and quantitative review in order to shape recommendations in the coming months. Interviews with random sample of STEP recipients were completed in May 2014. FEMA has worked with its local partners to finalize program costs. Of the 10 contractors, three full audits have been completed and two audits are partially completed. This winter, a complete qualitative and quantitative analysis will be completed.

What this means for communities
Emergency housing options for people in high density, high-cost areas will have **better temporary housing options** that will **minimize disruptions for families and communities**.

For More Information

- STEP Policy Guidance: http://www.fema.gov/media-library-data/20130726-1858-25045-8258/step_pilot_program_final_111612.pdf

RECOMMENDATION #27

HUD should expedite future allocations from the remaining CDBG-DR funds for Sandy Recovery and other eligible disasters, as well as other allocations if appropriated) for future disasters. HUD should continue to provide consistent and appropriate standards for the use of CDBG-DR funding. HUD should encourage grantees to use toolkits and other existing resources to expedite program implementation.

Recommendation Status: Completed

Completion Date: November 18, 2013

Lead and Supporting Agencies

HUD

Narrative Update

As State and local governments in the impacted area confronted the enormity of the Sandy recovery efforts, they looked to the Federal Government to fund numerous projects including the rebuilding and elevating of residential and commercial structures, funding for businesses, and restoring infrastructure. To provide the funding for these unmet needs and flexibility to State and local governments, Congress appropriated more than $15 billion for the CDBG-DR program to fund recovery from Sandy and other eligible disasters.

In the aftermath of a disaster, it is critical that families start rebuilding their homes and lives and that small businesses reopen as quickly as possible. It is also important to provide funding to help communities rebuild stronger, more economically sustainable and more resilient. To assist in these efforts, it is essential that HUD make the CDBG-DR funding available to State and local governments as expeditiously as possible. Within one week of the enactment of the Disaster Relief Appropriations Act of 2013, or the Sandy Supplemental, HUD allocated $5.4 billion of funding to these governments—the fastest that HUD had ever allocated CDBG-DR funds to grantees following the enactment of a funding bill. As of September 2014, HUD has allocated more than $14 billion or 93% of its total Sandy Supplemental funds.

In order to get the funding to the families and small businesses, State and local governments have to submit plans on how they intend to use the funding to HUD for approval prior to the expenditure of funds. HUD conducted an expedited review and worked closely with these government entities to facilitate these plans being approved as soon as possible. The funding gave grantees significant flexibility in determining how best to use their funds to meet the greatest unmet needs, and HUD provided consistent and appropriate standards to ensure that the government entities were able to address those housing and business needs as quickly as possible.

By implementing this recommendation, in less than eight months from the first allocation of funding HUD was able to expedite and allocate an additional $5.1 billion to support unmet recovery needs and repair the vast amount of storm damage that continued to confront the communities one year after the storm. In order to

consistently apply appropriate standards and address the needs of the communities, HUD provided expedited guidance on using the funds to meet the unmet needs for housing, economic development, and infrastructure. HUD again completed an expedited review of the government entities' plans and worked closely with these entities to facilitate these plans being approved and the funding being expended as soon as possible. This funding has allowed families and businesses to recover, be stronger, and be more resilient.

Through technical assistance, guidance and meetings, HUD has and will continue to encourage grantees to use the toolkits and other existing resources to expedite program implementation. In future disasters, HUD will also be encouraging communities to use these toolkits irrespective of the funding sources to expedite assistance to families and businesses.

What this means for communities
Recovery funding was flowing quickly to States and local governments for recovery programs to support recovery for families, businesses, and infrastructure in the Sandy-affected region.

For More Information

- HUD First Round CDBG-DR Allocation Notice: http://www.gpo.gov/fdsys/pkg/FR-2013-03-05/pdf/2013-05170.pdf
- HUD Second Round CDBG-DR Allocation Notice: http://www.gpo.gov/fdsys/pkg/FR-2013-11-18/pdf/2013-27506.pdf
- HUD Third Round CDBG-DR Allocation Notice: http://www.gpo.gov/fdsys/pkg/FR-2014-10-16/pdf/2014-24662.pdf

RECOMMENDATION #28

Require grantees to use CDBG-DR funding to support public and HUD-assisted housing, as well as subsidized and tax credit-assisted affordable housing with recovery and risk mitigation efforts.

Recommendation Status: Completed

Completion Date: November 18, 2013

Lead and Supporting Agencies

HUD

Narrative Update

A significant number of vulnerable residents were in the Hurricane Sandy storm path, including substantial low-income, elderly, and disabled populations. Many of these residents remained in their homes during the storm and refused to evacuate. These residents were stranded without power and heat for days. In many of the multifamily housing projects throughout the impacted area, generators and emergency boilers and pumps would have prevented widespread hardships. Although public housing authorities may have been expected to provide this type of equipment, privately-owned multifamily housing projects rarely have this equipment in the buildings. A State or local unit of government will not typically focus their use of CDBG-DR funding on multifamily housing projects.

Based on this recommendation and unlike prior disaster recovery efforts, the CDBG-DR Notices included a model provision that required grantees to identify how they would address the rehabilitation, mitigation, and new construction needs of each impacted Public Housing Authority, as well as the multifamily assisted housing within their jurisdiction. This provision will also be included in any CDBG-DR funding notices for future disasters. The government entities receiving CDBG-DR grants have utilized the funding to not only rebuild public and multifamily assisted housing, but also are providing funding to public housing authorities and private multifamily owners to purchase and install generators and other mitigation measures.

The State of New Jersey allocated $379.5 million in the first and second tranches of CDBG-DR funding to the Fund for Restoration of Multifamily Housing which provides funding to repair and to construct affordable multifamily rental housing units. Of that amount, $30 million has been reserved specifically to assist the public housing authorities to repair units and address mitigation measures.

The City of New York has created a Public Housing rehabilitation and Resilience Program and has committed $308 million to assist the New York City Public Housing Authority. The funds will potentially be used for the installation of back-up generators; basic resiliency measures such as the installation of new boilers in newly built elevated structures, elevation of mechanical and electrical equipment above the floodplain, and the installation of flood gates and pumps; façade improvements to include installing a new prefab rain screen façade system that will preserve the building envelope, prevent water intrusion, and provide for thermal efficiency; and combining heat and power plants and installing advanced climate systems with localized temperature control in each unit and replacing on-site voltage distribution systems, where appropriate, with a

more traditional system where high voltage is provided by the local utility to the site and standard distribution is provided to each property.

The State of Connecticut anticipates allocating a minimum of $13 million in CDBG-DR toward the repair, rehabilitation, and mitigation of public housing units in Fairfield and New Haven counties. In addition, HUD has provided the State with a targeted allocation of $10 million in CDBG-DR which is to be used for implementation of innovative approaches to resilience that came out of HUD's Rebuild by Design competition. The Rebuild by Design allocation will be used to reduce flood risk and increase the resilience of the most vulnerable public housing stock in the city of Bridgeport.

What this means for communities
Families in public and multifamily assisted housing will benefit from recovery funding and **enhanced risk mitigation** measures against future storms.

For More Information

- HUD First Round CDBG-DR Allocation Notice: http://www.gpo.gov/fdsys/pkg/FR-2013-03-05/pdf/2013-05170.pdf
- HUD Second Round CDBG-DR Allocation Notice: http://www.gpo.gov/fdsys/pkg/FR-2013-11-18/pdf/2013-27506.pdf
- HUD Third Round CDBG-DR Allocation Notice: http://www.gpo.gov/fdsys/pkg/FR-2014-10-16/pdf/2014-24662.pdf

RECOMMENDATION #29

Align the foreclosure prevention policies of FHA and FHFA – including policies on moratoria, forbearance, and refinancing.

Recommendation Status: In progress
Anticipated Completion Date: December 2014

Lead and Supporting Agencies

HUD
FHA; FHFA

Narrative Update

Homeowners in the impacted region were suddenly faced with paying for their existing mortgage, financing repairs to their damaged homes, and renting a temporary place to live while those repairs were being completed. In previous disasters, the Government Sponsored Enterprises (GSEs) did issue foreclosure moratoria but the eligibility requirements and time frames varied among the GSEs and variations created confusion for homeowners and mortgage servicers in an already stressful environment.

In the aftermath of Hurricane Sandy, HUD continues to work with FHFA to align the foreclosure prevention policies such as moratoria to minimize the confusion and to prevent mortgage servicers from creating arbitrary policies. These coordinated policies not only benefited the homeowners in the Sandy-impacted areas but also those eligible homeowners recovering from Hurricanes Irene and Lee.

The alignment of these policies provided consistent standards and eased the frustration of many homeowners who had federally-backed mortgages. Based on the lenders and servicers overwhelming support for this initiative, this alignment is critical for future disasters so lenders and servicers will be able to respond quicker to homeowners' requests when they are unable to support their mortgages while attempting to rebuild their homes and lives.

In order to ensure this alignment of the policies is utilized in future disasters, the GSEs must agree that these standards adopted during Hurricane Sandy will be the basis for the alignment and that the GSEs will continue to coordinate their efforts regarding the foreclosure prevention policies.

What this means for communities
Homeowners unable to support mortgages after a disaster will now **have consistent standards** and **lenders and servicers will be better able to respond to homeowners' requests.**

For More Information

- Press Release for Extended Foreclosure Relief for Sandy Victims: http://portal.hud.gov/hudportal/HUD?src=/press/press_releases_media_advisories/2013/HUDNo.13-012

RECOMMENDATION #30

HUD should explore ways to assist State and local governments to develop model affordable housing programs that leverage funding from the public, private, and philanthropic sectors for affordable housing development and preservation in Sandy-affected areas, as well as in other regions that could potentially be affected by future disasters.

Recommendation Status: Completed

Completion Date: May 7, 2014

Lead and Supporting Agencies

HUD

Narrative Update

Affordable housing is in short supply in many parts of the United States and especially in the Hurricane Sandy impacted region. When disaster strikes, State and local governments struggle to rebuild and maintain the affordable housing stock and often are unable to create additional units due to limited resources. In implementing this recommendation, HUD and its partners developed single-family and multifamily models that were community-based and created strong partnerships with regional organizations and local government entities that specialize in financing projects to meet community needs. These partnerships encourage more resilient building and promote sustainable long-term affordable housing. Some examples include:

- **Single-Family Model** – HUD/FHA sold $180 million in defaulted loans (600 homeowners) in the Sandy-impacted region to a Community Development Financial Institution (CDFI) which planned to work with the homeowners to rebuild/repair their homes (to include mitigation measures) and restructure their loans to assist them to remain in their homes. By partnering with local HUD-approved counseling agencies and modifying homeowners' loans to make them more affordable and permitting as many as possible to remain in their homes, the CDFI is contributing to the stability of entire communities as well as maintaining the affordable housing stock. This program has created strong partnerships with regional entities to provide additional financial and other resources to the community as well as to the individual homeowners.

- **Multifamily Model** – In a new partnership between HUD and Treasury, the Federal Financing Bank (FFB) will provide financing for multifamily loans insured under the FHA's risk sharing programs. This partnership will help create and preserve affordable rental housing by significantly reducing the interest rate of affordable multifamily apartment buildings compared to the cost of tax-exempt bonds under current market conditions. The New York City Housing Development Corporation (NYC-HDC) will be the first lender to participate in this program and will help restore affordable rental housing damaged by Superstorm Sandy in Far Rockaway, Queens. HUD, through FHA, will provide mortgage insurance pursuant to a risk sharing agreement with NYC-HDC, and the FFB will fund the NYC-HDC mortgage loans for the multifamily rental housing projects.

HUD continues to monitor these activities to understand the efficacy and distill lessons learned to consider for future model affordable housing programs.

What this means for communities
By expanding upon these models, families in disaster-impacted areas improved access to **resilient, sustainable, and long-term affordable housing**.

RECOMMENDATION #31

Encourage and promote the Insurance Institute for Business and Home Safety (IBHS) FORTIFIED home programs/Resilience STAR development standards.

Recommendation Status: In progress
Anticipated Completion Date: February 2015

Lead and Supporting Agencies

DHS for Resilience STAR
FIO for IBHS FORTIFIED; HUD

Narrative Update

The Resilience STAR™ Home Pilot Project is part of the DHS's continuing effort to work with our State, local, and private sector partners to make communities more resilient in the face of natural and man-made disasters.

The Resilience STAR™ designation, which is modeled after the EPA's successful ENERGY STAR campaign, is given to homes that are built or retrofitted to withstand damage from specific natural disasters, utilizing the standards and third-party verification process in the IBHS FORTIFIED Home™ programs. The FORTIFIED standards are designed to improve the quality of residential construction and feature practical, meaningful solutions for new and existing homes throughout the United States. IBHS is an independent, non-profit, scientific research and communications organization supported by the property insurance industry.

The Resilience STAR™ Home Pilot Project coincides with the height of this year's hurricane season, as well as National Preparedness Month, sponsored by FEMA. Resilient homes are one of the most effective ways Americans can be prepared for disasters. Resilience STAR™ is the nation's first-ever federally-backed designation for the resilient design and construction of homes. Through initiatives like the Resilience STAR™ Home Pilot Project, we can continue to increase the readiness and resilience of our communities.

After DHS solicited applications from builders, homeowners, and third-party evaluators in early 2014, nine Pilot Homes were built or retrofitted and evaluated by independent third party inspectors in several hurricane-prone coastal communities of Alabama and Mississippi. The homeowners also may receive private insurance discounts due to living in homes more likely to withstand disasters. In a ceremony coinciding with 2014 National Preparedness Month, certificates were provided to homeowners meeting resilience requirements for the Resilience STAR™ designation. It is anticipated that additional Resilience STAR™ Pilot Homes will be built and designated in the Hurricane Sandy-affected region in winter of 2014.

Recommendation 31 will be completed once all Pilot Homes have been completed and the Resilience STAR™ After Action Report, which is currently in draft form, has been finalized. The purpose of the Report is to summarize lessons learned from the Home Pilot Project and next steps for implementing the Resilience STAR™ program.

What this means for communities

The widespread use of the FORTIFIED and Resilience STAR standards in rebuilding the Sandy-affected area will **result in savings to homeowners**, and these homes will be **more resistant to the impacts of future storms** than homes built using typical construction practices.

For More Information

- DHS blog post on first-ever Resilience STAR ™ Designations to Homeowners: http://www.dhs.gov/blog/2014/09/23/dhs-issues-first-ever-resilience-startm-designations-homeowners
- IBHS Resilience STAR website: https://www.disastersafety.org/resilience-star/
- IBHS FORTIFIED website: https://www.disastersafety.org/fortified-main/

RECOMMENDATION #32

Help identify opportunities for State and local housing programs to leverage funds and create public-private partnerships.

Recommendation Status: Completed

Completion Date: May 31, 2013

Lead and Supporting Agencies

HUD

Narrative Update

State and local governments with limited resources often attempt to work with non-profits and private sector partners to leverage available funding, but many of these governments lack the capacity to identify opportunities to work with potential partners. To help maximize federal investment in State and local housing programs, the Task Force worked with grantees to help them identify opportunities to leverage funds and develop public-private partnerships that attract financing for rebuilding activities. To encourage these partnerships, the Task Force, through HUD's Office of International and Philanthropic Innovation, collaborated with the Opportunity Finance Network to create the first ever master list of CDFIs for philanthropic funders.

This master list, or CDFI Index, contains a comprehensive list of proven lenders that provide technical assistance and training and that already engage in housing, small business, or other types of community lending. The CDFI Index represents a compilation of information regarding certified CDFIs and includes self-reported CDFI recovery efforts, asset size, geographic areas served, and primary sectors served. The CDFI Index also identifies the type of lending each CDFI offers and whether the CDFI participates in a state small business program supported by Treasury's State Small Business Credit Initiative.

The CDFI Index for the Hurricane Sandy impacted states was launched on May 6, 2013 at a Task Force-sponsored CDFI Roundtable meeting. The index was distributed to various stakeholders and is available through HUD and the Opportunity Finance Network. As State and local units of government developed their recovery programs and continue to work with homeowners, renters, and small business owners to leverage the CDBG-DR funding, the CDFI Index is an important tool that is being used to identify available financial resources that can assist in the rehabilitation and construction of homes, rental buildings, and small businesses.

What this means for communities

The CDFI Index assists **help State and local housing programs to identify opportunities to leverage funds** and develop public-private partnerships by providing a comprehensive list of **certified, proven lenders that offer financial assistance, technical assistance and training, and that already engage in housing or small business lending**.

For More Information

- Community Development Financial Institutions Response to Superstorm Sandy: http://www.cdfifund.gov/impact_we_make/research/CDFI_Response_to_Superstorm_Sandy_Impact_Assessment.pdf

RECOMMENDATION #33

FEMA, EPA, HUD, and HHS should issue consolidated guidance on remediation of indoor air pollutants (e.g. mold, lead, radon, and asbestos) that can pose health hazards for workers and residents in the Sandy-affected region. In addition, these agencies should recommend or establish region and housing stock specific toolkits related to indoor air pollutants for States and localities responding to disasters. Tribal, State, and local governments should include the remediation of these indoor environmental pollutants in their rebuilding construction/rehabilitation programs.

Recommendation Status: In progress
Anticipated Completion Date: December 2014

Lead and Supporting Agencies

HUD

HUD chairs the Indoor Environmental Pollutants Working Group (IEPWG), with member agencies EPA, FEMA, HHS, and DOL (OSHA)

Narrative Update

After Superstorm Sandy, people asking federal agencies about mold, lead, radon, and asbestos were sometimes given different guidance. This conflicting guidance often reflected agencies' different missions, experiences, and judgments, rather than articulating a clear set of guiding principles. The IEPWG was created in 2013 so that federal agencies would harmonize and consolidate their indoor air pollutants guidance to help recovery assistance and information services provide reliable information faster, and help the public take action sooner. After issuing guidance, the IEPWG will assess feedback from users, promote the use of guidance, and may consider developing guidance on additional pollutants.

The IEPWG has developed a listing of resource documents that it made available to the public on its member agency websites. The IEPWG is developing a set of guidance brochures (about 4 pages each) for the general public on each key subject area, and a companion set of toolkits (about 4 pages each) for contractors and consultants. The toolkits will address different regions and types of housing. As natural disasters have occurred, the IEPWG has already provided the list of resource documents to state and local agencies, which distributed it to rebuilding assistance providers. The Working Group is partnering with HUD on a February 2015, Natural Disaster Recovery Outreach Workshop at which its guidance will be publicized.

All IEPWG agencies will post the brochures and toolkits on their websites by December 31, 2014; they will be freely downloadable and can be posted by others. The IEPWG will coordinate with its member and other agencies on encouraging tribal, State, and local governments to include the remediation of these indoor environmental pollutants in their rebuilding construction/rehabilitation programs.

What this means for communities
Families whose homes have been affected by disaster will benefit from **expedited remediation** and **healthier rebuilding practices**.

For More Information

- EPA Natural Disasters: www.epa.gov/naturalevents/
  - Guidance on protecting health and the environment: www.epa.gov/asbestos; www.epa.gov/lead; www.epa.gov/mold; and www.epa.gov/radon
- FEMA Permanent Housing Resources: www.fema.gov/permanent-housing-resources
  - Housing assistance, reconstruction techniques, and protecting homes: www.fema.gov/protecting-homes
- HHS Natural Disasters—Guidance on preparing, planning, what to do during and after a disaster and resources for response workers for a range of disasters: www.phe.gov/emergency/naturaldisasters/Pages/
- HUD Disaster Resources: portal.hud.gov/hudportal/HUD?src=/info/disasterresources
  - Mortgage assistance, designing and building for moisture resistance and durability: www.hud.gov/healthyhomes
- DOL (OSHA) Emergency Preparedness and Response—Preparing against a variety of hazards for workers in disaster-impacted areas: www.osha.gov/SLTC/emergencypreparedness/index.html

RECOMMENDATION #34

Bring together the Housing Recovery Support Function (RSF) and Emergency Support Function six partner agencies to review and integrate existing housing plans, as well as existing statutes, regulations, and policies for potential changes (statutory, regulatory or policy) to improve the delivery of housing solutions for future disasters.

Recommendation Status: In progress
Anticipated Completion Date: December 2014

Lead and Supporting Agencies

FEMA; HUD

Narrative Update

This recommendation is intended to improve the assistance to people whose homes were affected by disasters. When disaster strikes, housing solutions are delivered through many different federal agencies, and response efforts are coordinated initially through the Emergency Support Function 6 (Mass Care, Emergency Assistance, Housing, and Human Services) which is led by FEMA, while recovery efforts are coordinated through the Housing Recovery Support Function, led by HUD.

The work of this recommendation requires analysis of current processes within and across these federal agencies, and then an interagency consensus of necessary improvements. The initial phase of this work is underway; the relevant agencies have begun the process of reviewing a revised Concept of Operations for the Housing RSF. At the time of this publication, HUD and FEMA expect to have finalized their recommended process improvements by the end of 2014. To the extent that statutory or regulatory changes are recommended by the interagency body, this timeline may be extended.

What this means for communities
Federal housing assistance following future disasters will be better coordinated, so that homeowners and renters alike can **quickly repair and rebuild their homes**.

For More Information

- FEMA Recovery Support Functions, including Housing: http://www.fema.gov/recovery-support-functions

FEMA/Rosanna Arias "Panini Bay Waterfront Restaurant," Fema.gov/media-library/assets/images/93691

SUPPORTING SMALL BUSINESSES AND REVITALIZING LOCAL ECONOMIES

Small businesses are particularly vulnerable to disasters because they often have small profit margins and cannot sustain extended business interruption. They also typically lack adaptive business management models, tend to be underinsured, and often depend on generating revenues from customers and clients who have also been impacted by the disaster. Disasters amplify existing economic issues for small businesses and entrepreneurs.

The Task Force recognized the role small businesses play in recovery and rebuilding after a disaster. Small businesses, such as grocery stores, pharmacies, and gasoline stations, provide services in their communities. Furthermore, small business contractors may contribute to economic recovery by taking on government contracts for rebuilding and long-term resilience and hiring a local workforce to do the work.

Lead and Supporting Agencies

Department of Homeland Security (DHS)

Department of the Interior (DOI)

Department of Labor (DOL)

Department of Transportation (DOT)

Environmental Protection Agency (EPA)

General Services Administration (GSA)

Federal Emergency Management Agency (FEMA)

Department of Housing and Urban Development (HUD)

Recovery Support Function Leadership Group (RSFLG)

Small Business Administration (SBA)

Department of the Treasury (Treasury)

US Army Corps of Engineers (USACE)

Recommendations in this policy area include:

35. Build a Disaster Preparedness and Operations Team (DPOT) focused on planning to help SBA district offices, including those in the Hurricane Sandy region, ensure clear and consistent guidance on how to access both local and Federal aid following a disaster.

36. Institute a “No Wrong Door” approach to federal information sharing after disasters by building on existing information platforms and cross-referencing Hurricane Sandy disaster recovery resources. Furthermore, measures should be taken to ensure that information about economic recovery from Hurricane Sandy is accessible to vulnerable populations.

37. Encourage HUD CDBG-DR grantees to address the needs of a broad range of affected small businesses, including through the provision of grant funds to community organizations that work closely with businesses whose needs might otherwise be unmet.

Recommendations in this policy area include:

38. Build a Disaster Preparedness and Operations Team (DPOT) focused on planning to help SBA district offices, including those in the Hurricane Sandy region, ensure clear and consistent guidance on how to access both local and Federal aid following a disaster.

39. Institute a "No Wrong Door" approach to federal information sharing after disasters by building on existing information platforms and cross-referencing Hurricane Sandy disaster recovery resources. Furthermore, measures should be taken to ensure that information about economic recovery from Hurricane Sandy is accessible to vulnerable populations.

40. Encourage HUD CDBG-DR grantees to address the needs of a broad range of affected small businesses, including through the provision of grant funds to community organizations that work closely with businesses whose needs might otherwise be unmet.

41. Remove statutory barriers for SBA programs that provide additional technical assistance to small businesses before, during, and after a disaster.

42. Provide SBA statutory authority to fund incubators and accelerators.

43. Institute new and innovative process improvements to SBA's Disaster Loan program.

44. Modify regulations to adopt and "alternative size standard" for small businesses for SBA's Economic Injury Disaster Loans similar to the standard for SBA business loan programs, to enable more businesses to qualify for loans.

45. Increase SBA's unsecured disaster loan limits and expedite the disbursement of small dollar loans.

46. Defer loan payments due to SBA from Microloan Intermediaries, when appropriate as determined by SBA Administrator, if a certain percent of the Intermediary's portfolio is made up of loans to micro-borrowers in major disaster areas, including the Hurricane Sandy region.

47. Encourage HUD CDBG-DR grantees and private sources to fund additional CDFI outreach and support to small businesses in vulnerable communities.

48. Raise awareness that Treasury's SSBCI Program can be used for disaster recovery, including Hurricane Sandy recovery.

Recommendations in this policy area include:

49. Encourage HUD CDBG-DR grantees, in complying with Section 3 regulations, to maximize efforts to create specialized skills training programs in the areas needed most for Sandy rebuilding, ranging from mold remediation and construction to ecosystem and habitat restoration, green infrastructure, and coastal engineering. Furthermore, the Task Force recommends that these training programs include low-income individuals and other vulnerable populations and create local Hurricane Sandy recovery jobs that pay wages and benefits at industry standards.

50. Pursuant to Executive Order 13502, executive agencies should be encouraged to consider consideration of Project Labor Agreements (PLAs) on large-scale construction projects in the Hurricane Sandy region in order to promote economy and efficiency in federal procurement.

RECOMMENDATION #35

Build a Disaster Preparedness and Operations Team (DPOT) focused on planning to help SBA district offices, including those in the Hurricane Sandy region, ensure clear and consistent guidance on how to access both local and Federal aid following a disaster.

Recommendation Status: Completed

Completion Date: July 31, 2014

Lead and Supporting Agencies

SBA

Narrative Update

The Rebuilding Strategy directed SBA to further refine its existing coordination with local resource partners and economic agencies by building a DPOT to advise each of its 68 District Offices, including those in the Sandy-affected region. These coordination efforts were also to be incorporated into SBA's Disaster Preparedness and Recovery Plan.

The SBA Administrator has approved and designated agency membership for a strong SBA Disaster Preparedness & Operations Team. This team is led by SBA's Associate Administrator for Field Operations supported by the Office of Disaster Planning with team representatives from multiple SBA program offices. The team will focus all agency efforts to facilitate the best support for SBA's District Offices in their collaboration with SBA Resource Partners (including the national network of Small Business Development Centers, SCORE Chapters, Women's Business Centers, and Regional Innovation Clusters) in providing clear guidance to businesses on disaster aid available. The focused collaboration that the DPOT will provide ensures the best continued guidance on assistance for disaster preparedness and recovery to small businesses. The DPOT will be a permanent and ongoing part of SBA's Disaster Preparedness and Recovery efforts and as of July 2014 it has been formally included in SBA's Administrator approved Disaster Preparedness & Recovery Plan.

What this means for communities

These new coordinating efforts will help develop **more effective small business support networks** and provide **better guidance to small businesses on disaster preparedness and recovery assistance**.

For More Information

- Disaster Preparedness & Operations Team in SBA's 2014 Disaster Preparedness & Recovery Plan (pages 32 and 33): www.sba.gov/content/disaster-recovery-plan

RECOMMENDATION #36

Institute a "No Wrong Door" approach to federal information sharing after disasters by building on existing information platforms and cross-referencing Hurricane Sandy disaster recovery resources. Furthermore, measures should be taken to ensure that information about economic recovery from Hurricane Sandy is accessible to vulnerable populations.

Recommendation Status: In progress
Anticipated Completion Date: August 2015

Lead and Supporting Agencies

RSFLG

Narrative Update

Ongoing efforts continue to develop user-friendly tools that can allow the public to more efficiently and effectively retrieve "best fit" information on disaster assistance, potentially including non-federal sources. Existing platforms like BusinessUSA, Disaster Assistance.gov, the National Disaster Recovery Program Database, and Max.gov are intended to share disaster support information from multiple sources. However, each site is designed for a specific audience and these web-based sources of information are not well linked with multiple user communities. In addition, these resources often provide the user with volumes of information not always relevant to the user's query. The amount of information provided can add unnecessary burden to the public. Further, there is little current capability to access all available and pertinent information on a subject regardless of which agency is providing the material As a result, searching for information is heavily dependent on extensive marketing efforts to make the public aware of the specific individual resource. Instead, "No Wrong Door" approaches would enable the public to be routed to the most relevant information of any agency regardless of where they initially interface into federal websites.

The RSFLG's Recommendation 36 working group reviewed multiple strategies with the objective of easing the search for post-disaster resources, and worked to define key user groups, information requirements, and long-term resource needs to integrate the approach as a resource with national applicability. While the working group has made meaningful strides forward, ongoing efforts are necessary to further define and direct the technology and methodology necessary to achieve the Task Force vision of a "No Wrong Door" information access system.

After reviewing several options, the working group determined that the objectives of Recommendation 36 fall within the scope of the Disaster Assistance Improvement Program (DAIP) which owns and manages DisasterAssisstance.gov. DAIP was established by Executive Order 13411 to "create a centralized application process for federal disaster assistance and to provide a centralized and continuously updated clearinghouse from which disaster victims may obtain information regarding federal disaster assistance and State and local government and private sector sources of disaster assistance." Given this clear alignment between DAIP's

goals and those of Recommendation 36, the remaining technological work for this recommendation will be completed by DAIP in collaboration with its interagency partners.

DAIP has in fact already begun a reengineering effort to provide disaster survivors with a tailored experience based on information they provide that would enable us to direct them toward the partners that best support those needs. It will allow them to check status and interact with the providing partner(s) to facilitate the processing of their requests for assistance. Partners will have access to the survivor-proposed data to pre-populate their disaster assistance application forms and improve the survivor experience. Additionally, DAIP will assess the viability of transiting some functionality of the National Disaster Recovery Program Database to DAIP as a part of this effort, as well as identifying other gaps. This reengineering effort will now include development to satisfy the requirements of Recommendation 36, and will provide updates to the RSFLG on progress in this area on a quarterly basis moving forward.

What this means for communities

The development of a "no wrong door" tool would directly link users to primary sources of agency resource information that is routinely updated would **ensure quick public access to the most current data and information** on disaster assistance and other programs.

For More Information

- BusinessUSA homepage: http://business.usa.gov/disaster-assistance
- Disaster Assistance homepage: http://www.disasterassistance.gov/
- National Disaster Recovery Program Database: https://asd.fema.gov/inter/ndhpd/public/searchHousingProgramForm.htm
- Max.gov: www.max.omb.gov

RECOMMENDATION #37

Encourage HUD CDBG-DR grantees to address the needs of a broad range of affected small businesses, including through the provision of grant funds to community organizations that work closely with businesses whose needs might otherwise be unmet.

Recommendation Status: Completed

Completion Date: November 18, 2013

Lead and Supporting Agencies

HUD

Narrative Update

Community-based and economic development organizations have close relationships with local businesses and knowledge of their communities' needs and assets. While these important organizations provided informal assistance after Sandy by sharing information about available assistance, they tend to be under-resourced relative to the demand for services and assistance following major disasters.

In its Federal Register Notice published November 18, 2013, HUD stated that "to support small business recovery, grantees are encouraged to work with, and/or fund, small business assistance organizations that provide direct and consistent communication about disaster recovery resources to affected businesses. Selected organizations should have close relationships with local businesses and knowledge of their communities' needs and assets. In addition, grantees may support outreach efforts by a CDFI to small businesses in vulnerable communities." This guidance encourages grantees to support and fund small business assistance organizations that will work closely with local businesses in need of disaster recovery help. For example, the State of New York partnered with local Small Business Development Centers to help administer its NY Rising Small Business Recovery Program.

What this means for communities
HUD's Federal Register Notice encourages grantees to support and fund small business assistance organizations that are critical in providing assistance to businesses in need of disaster recovery help.

For More Information

- CDBG-DR homepage: https://www.hudexchange.info/cdbg-dr/
- Federal Register Notice dated November 18, 2013: http://www.gpo.gov/fdsys/pkg/FR-2013-11-18/pdf/2013-27506.pdf
- Community Development Finance Institution Fund: www.cdfifund.gov

RECOMMENDATION #38

Remove statutory barriers for SBA programs that provide additional technical assistance to small businesses before, during, and after a disaster.

Recommendation Status: Completed (Pending statutory change)
Completion Date: October 29, 2014

Lead and Supporting Agencies

SBA

Narrative Update

The Task Force recognized the need to increase the availability of technical assistance to help small businesses recover from Hurricane Sandy, as well as to fund small businesses, provide start-up and entrepreneurial assistance to new businesses, and ensure economic growth and resilience (see Recommendation 39 for information on business incubators and accelerators). In response to the challenge, SBA submitted a legislative proposal to help remove statutory barriers for SBA programs that provide additional technical assistance to small businesses before, during, and after a disaster. More specifically, the legislative proposal would permit SBA to authorize more funding for Small Business Development Centers (SBDCs), SCORE and Women's Business Centers (WBCs) and waive territorial limitations for SBDCs servicing a disaster area. SBA has presented a comprehensive legislative package with proposed statutory language to relevant Congressional committees and awaits Congressional action. SBA considers this recommendation to be fully implemented and looks forward to Congressional approval.

Under current statutory authority, SBDCs may only operate out-of-state if such activities are in a bordering state or otherwise "in close geographical proximity to the SBDC." In the case of a Sandy-type hurricane, many SBDCs from a wide geographical area volunteered to help small businesses in the disaster area recover but were prevented from doing so immediately by statutory limitation. The proposed statutory change would allow SBDCs to assist disaster survivors in other states more easily. SCORE and WBCs do not have such territorial limitations.

The legislative proposal also authorizes permanent no-match disaster grants for SBDCs, WBCs, and SCORE serving a disaster area. This change would enable SBA to engage the Resource Partners and to help small businesses become quickly operational. This would be a new grant program requiring separate appropriations. This proposal is pending congressional approval.

What this means for communities

Removing statutory barriers for SBDCs and allowing SBA to authorize more funding for these programs during a disaster will allow for a **more capable and impactful small business recovery from future disasters**.

For More Information

- Please visit www.sba.gov for information on counseling, mentoring and training assistance available to small businesses through SBA Resource Partners.

RECOMMENDATION #39

Provide SBA statutory authority to fund incubators and accelerators.[6]

Recommendation Status: Completed ✔ (Pending statutory change)
Completion Date: October 29, 2014

Lead and Supporting Agencies

SBA

Narrative Update

The Task Force recognized the need to increase the availability of technical assistance to help small businesses recover from Hurricane Sandy. This specifically included the need to fund small business incubators and accelerators that can provide start up and entrepreneurial assistance to new businesses and ensure economic growth and resilience. In response to the challenge, SBA submitted a legislative proposal to provide SBA with statutory authority to fund incubators and accelerators to aid in disaster recovery. SBA presented a comprehensive legislative package with proposed statutory language to relevant Congressional committees and awaits Congressional action. SBA considers this recommendation to be fully implemented and looks forward to Congressional approval.

This proposed change would allow for SBA to make grants to, or enter into cooperative agreements or contracts with, organizations operating small business incubators or accelerators for the purpose of providing office or operational space, support services, and technical assistance to small businesses located in an area of a major disaster. Under the proposal, award recipients would provide small business incubator or accelerator services using mobile or fixed facilities and would work collaboratively with SBA's existing grantees and contractors to assist current and prospective entrepreneurs in such disaster areas. This would be a new grant program requiring separate appropriations. This proposal is pending congressional approval.

What this means for communities

The proposed change in SBA's statutory authority would allow the Federal Government **to work more effectively with its resource partners to better aid entrepreneurs, start-ups, and small businesses in disaster recovery.**

For More Information

- Please visit www.sba.gov for information on counseling, mentoring and training assistance available to small businesses through SBA Resource Partners.

6 *The term 'small business incubator or accelerator refers to a project which nurtures the development of start-up and early-stage companies or companies poised for next-stage growth by providing them with short term office or operational space at no cost or reduced cost, business support services (such as receptionists, meeting rooms, office equipment, internet access), technical assistance (such as advice, mentoring, training, consulting, matchmaking), or financing or access to capital.*

RECOMMENDATION #40

Institute new and innovative process improvements to SBA's Disaster Loan program.

Recommendation Status: Completed
Completion Date: April 25, 2014

Lead and Supporting Agencies

SBA

Narrative Update

After a disaster, homeowners normally apply for loans faster than small businesses. Typically, small business owners first assess the economic damage to their businesses caused by disrupted supply chains, displaced consumers, structural damage, inventory loss, and a range of other complex factors. As a result, businesses tend to apply for disaster loans later than homeowners and renters. Following Hurricane Sandy, SBA determined that its previous approach to loan processing, a "first-in, first-out" approach, did not yield the best results when responding to large-scale disasters, because businesses often. If they are handled in the same processing tracks, businesses usually faced delays due to the large number of home loan applications filed ahead of them. In order to mitigate processing delays in the future, in December 2013, SBA implemented separate home and business loan processing tracks.

Separate home and business loan processing tracks helps to ensure that business applicants do not face long delays as a result of submitting applications behind a large number of home loan applications which are being processed in the order they were received. The shift to separate home and business tracks is also expected to have a ripple effect that positively influences other areas, such as staffing and training.

In April 2014, SBA also implemented a new regulatory change to CFR Title 13 §123.6, which allows for a modified approval process (RAPID) for both home and business loans. In keeping with private lending practices, SBA recognized that applicants with strong credit could generally be processed more quickly. The new RAPID approval process considers the applicant's credit without the need to complete the entire cash flow analysis and was made effective for disasters declared on or after April 25, 2014. Because the RAPID approval process provides an expedited processing channel for home and business loans, it also has the potential to ease the stress on SBA loan processing resources used to process other files which may require more time and expertise to complete. In addition, SBA established a new training module for staff following Hurricane Sandy, which builds upon continuous procedural improvements to the disaster loan program made by SBA and ensures that a trained staff is in place for the next disaster. SBA established and implemented the new training module to ensure that all staff, including reserve staff, stays current on the disaster loan program.

SBA has successfully completed over a dozen other process improvements to the SBA Disaster Loan Program which range from initiatives that directly and immediately improve service to disaster survivors to internal but still high-impact process improvements that improve SBA's timely response to disasters. Some examples of additional process improvements undertaken by SBA since Superstorm Sandy are: developed/improved job-

specific metrics; evaluation of possible additional loan processing centers; creation of new uniform staffing request template; identification and mitigation of system performance issues; improved process for reporting and tracking IT support calls and service requests; and updated SBA's Office of Disaster Assistance Playbook establishing the roles and responsibilities of each disaster center.

What this means for communities
SBA's separate intake system for business and home loans, expedited approval of disaster loans from applicants with strong credit, and other process improvements **ensure that small businesses have faster access to recovery loans.**

For More Information

- SBA Disaster Loan Program: www.sba.gov/disasterassistance

RECOMMENDATION #41

Modify regulations to adopt an "alternative size standard" for small businesses for SBA's Economic Injury Disaster Loans (EIDLs) similar to the standard for SBA business loan programs, to enable more businesses to qualify for loans.

Recommendation Status: In progress

Anticipated Completion Date: October 2016

Lead and Supporting Agencies

SBA

Narrative Update

SBA provides working capital loans, called EIDLs, to small businesses following a declared disaster. To qualify for EIDL assistance, a business must be determined to be "small" based on either its revenues or number of employees, in accordance with its industry classification. By offering an alternative size standard based on the same standards currently used for SBA's 7(a) and 504 loan guarantee programs, more small businesses in need of capital after a disaster would potentially be eligible for EIDL assistance from SBA.

SBA has determined that further analysis is necessary in order to fully address the impact of an alternative size standard. SBA's Chief Economist is conducting a research project which will examine the impact of implementing an alternative size standard for EIDL assistance and other SBA loan programs. The research project is expected to take up to 2 years, and the results will be used to determine if a permanent rule change to the size standard is appropriate for SBA programs.

What this means for communities
SBA is researching whether an alternative size standard for EIDLs **could allow more small businesses in need of capital after a disaster to be eligible** for EIDL assistance.

For More Information

- Small Business Size Standards: www.sba.gov/size
- SBA's Economic Injury Disaster Loan program: www.sba.gov/disasterassistance

RECOMMENDATION #42

Increase SBA's unsecured disaster loan limits and expedite the disbursement of small dollar loans.

Recommendation Status: Completed ✔ (Pending statutory change)
Completion Date: October 29, 2014

Lead and Supporting Agencies

SBA

Narrative Update

The Hurricane Sandy Rebuilding Task Force recognized the importance of expediting and expanding access to capital for disaster survivors. In response to the challenge, SBA implemented a regulatory change in April 2014 increasing the unsecured loan limit from $14,000 to $25,000 for physical damage loans in Presidential disasters and from $5,000 to $25,000 for EIDLs in all disasters. The regulatory change has had a positive impact for borrowers. Since the regulatory change went into effect, the initial disbursement amount for SBA disaster loans has increased by an average amount of approximately $9,000, which translates to more funds available sooner to disaster survivors on the road to recovery. Subsequently, SBA also submitted a legislative proposal to increase unsecured loan limits from $14,000 to $25,000 for physical damage loans in non-Presidential disasters which will help to expedite the disbursement of small dollar loans. SBA has presented to relevant Congressional committees a comprehensive legislative package with proposed statutory language and awaits Congressional action.

As stated in the in the Rebuilding Strategy, SBA also considered implementing separate disbursement queues for secured and unsecured loans. After further analysis, however, SBA determined that such a change would not expedite disbursements to disaster survivors. SBA found that continuing to manage the disbursement queues based on the complexity of a loan, rather than the collateral securing the loan, is more efficient and provides the added benefit of greater flexibility in managing file assignments and staffing resources.

What this means for communities

SBA's increase to limits on unsecured loans **provides *more* disaster survivors who may be impacted by future disasters with necessary small dollar loans more quickly following a disaster.**

For More Information

- SBA Disaster Loan program: www.sba.gov/disasterassistance.

RECOMMENDATION #43

Defer loan payments due to SBA from Microloan Intermediaries, when appropriate as determined by SBA Administrator, if a certain percent of the Intermediary's portfolio is made up of loans to microborrowers in major disaster areas, including the Hurricane Sandy region.

Recommendation Status: Completed

Completion Date: June 1, 2013

Lead and Supporting Agencies

SBA

Narrative Update

SBA provides funds to specifically designated intermediary lenders, which are non-profit community-based organizations with experience in lending as well as management and technical assistance. SBA's Microloan program provides loans up to $50,000 to help small businesses and certain non-profit childcare centers start up and expand. The average microloan is about $13,000.

By deferring loan payments due to SBA when their borrowers are clearly having difficulty making payments, Microloan Intermediaries have more flexibility to defer small business microloans. Intermediaries who took the 6-month deferment for Sandy relief had their loans re-amortized after the deferment period and are now back to regular monthly payment status. The deferment had the effect of allowing the Intermediaries to offer similar deferments to their microborrowers while recovering from the effects of the storm.

SBA has implemented the deferment of loan payments from Microloan Intermediaries in major disaster areas, including the Hurricane Sandy region. In the past, SBA has offered loan deferments to Microloan Intermediaries in other major disaster areas, including but not limited to areas impacted by the BP Oil Spill and hurricanes Katrina, Rita, and Wilma. Going forward, SBA will continue to offer loan deferments to Microloan Intermediaries serving areas that are affected by major disasters.

What this means for communities
SBA's deferral of payments from Microloan Intermediaries **provides more flexibility to small businesses facing difficulties in major disaster areas**, including the Hurricane Sandy region.

For More Information

- SBA Microloan program: http://www.sba.gov/content/microloan-program

RECOMMENDATION #44

Encourage HUD CDBG-DR grantees and private sources to fund additional CDFI outreach and support to small businesses in vulnerable communities.

Recommendation Status: Completed
Completion Date: November 18, 2013

Lead and Supporting Agencies

HUD; Treasury

Narrative Update

Treasury and HUD have encouraged and facilitated steps by grantees and other funders to support CDFIs.[7] CDFIs have the ability to leverage significant private resources to support small businesses and reach vulnerable populations. To this end, HUD provided direction regarding the use of CDFIs by grantees with the Sandy Round Two CDBG-DR Notice (see link to published Notice below).

The CDFI Fund also contacted all certified CDFIs in the affected region to assess the impact of Superstorm Sandy, understand areas of need, and determine the immediate response of CDFIs in impacted areas. The results from the survey were analyzed and used to create an impact assessment, "CDFI Response to Superstorm Sandy," which identifies opportunities to promote the use of CDFIs for disaster recovery. The majority of the CDFI respondents to the survey were directly involved in disaster recovery through activities such as disaster recovery loan programs, community meetings to assess housing needs, and enabling a core group of primary care networks representing over 90 primary care locations throughout New York City to stay updated about storm situations, resources, and recovery efforts.[8]

What this means for communities

Both the CDBG-DR Round Two Notice and the CDFI Impact Assessment seek to encourage the use of CDFIs to leverage private resources to **support small businesses and vulnerable populations**, and **identify opportunities to promote the use of CDFIs for disaster recovery**.

For More Information

- CDBG-DR Round Two Notice: http://www.gpo.gov/fdsys/pkg/FR-2013-11-18/pdf/2013-27506.pdf
- CDFI Response to Superstorm Sandy Impact Assessment: http://cdfifund.gov/impact_we_make/research/CDFI_Response_to_Superstorm_Sandy_Impact_Assessment.pdf

7 *CDFIs are specialized, community-based financial institutions - banks, credit unions, loan funds, and venture capital firms that serve low-income people and organizations in economically distressed communities, often working in market niches that may be underserved by traditional financial institutions.*

8 *Community Development Financial Institutions Fund. "CDFI Response to Superstorm Sandy Impact Assessment." Pages 4-5.*

RECOMMENDATION #45

Raise awareness that Treasury's State Small Business Credit Initiative (SSBCI) program can be used for disaster recovery, including Hurricane Sandy.

Recommendation Status: Completed
Completion Date: June 4, 2014

Lead and Supporting Agencies

Treasury, in coordination with the States

Narrative Update

SSBCI provides States significant flexibility to build on successful models for State small business programs, including collateral support programs, Capital Access Programs, loan participation programs, and loan guarantee programs. In addition, many State and local governments have experience setting up temporary disaster assistance programs for small businesses immediately following a crisis. SSBCI allows States the flexibility to leverage SSBCI funding to help small businesses impacted by disasters rebuild their business stronger than before.

Treasury used the annual conference of the SSBCI state program managers from June 3-4, 2014 at the Dallas Federal Reserve Bank to promote the program's flexibility to provide capital to small businesses that may be recovering from Hurricane Sandy or other disasters.

What this means for communities

SSBCI's flexibility allows States to help small businesses impacted by disasters through **collateral support programs, Capital Access Programs, loan participation programs, and loan guarantee programs**.

For More Information

- State Small Business Credit Initiative homepage: http://www.treasury.gov/resource-center/sb-programs/Pages/ssbci.aspx

RECOMMENDATION #46

Create unique opportunities and tools to increase access for small businesses to rebuild their businesses and participate in Hurricane Sandy rebuilding.

Recommendation Status: Completed

Completion Date: December 31, 2013

Lead and Supporting Agencies

SBA

Narrative Update

As a part of SBA's American Supplier Initiative, the SBA and the President's Hurricane Sandy Rebuilding Task Force teamed up to host the Hurricane Sandy Small Business Recovery and Matchmaking Summit in Newark, NJ. This incredibly impactful and successful event was the first of its kind in the region since the disaster, which sought to educate and connect small businesses to commercial buyers from the private sector and Federal, State and local governments. Both then SBA Administrator Mills and then HUD Secretary Donovan spoke at the event, at which over 430 small businesses and stakeholders and 36 resource partners, banks, and local organizations participated. The matchmaking meetings included 34 federal and commercial participants and resulted in 162 small businesses securing appointments with buyers.

Responding to the need to ensure that small businesses have a one-stop source to identify not only federal contracting opportunities but also State and local contracting opportunities, SBA expanded its Sandy website (sba.gov/sandy) to include local contracting opportunities. Additionally, small businesses looking for federal procurement opportunities were directed to fbo.gov and defense contracting resources.

The Task Force and SBA identified the need for increased training for contracting officers on special regulations that apply to disaster response-related contracts (e.g., set-asides that can be used for local and small businesses). SBA created and posted "Emergency Acquisition Procedures" on the externally facing Government Contracting Classroom. This course serves as a guide for contracting officers and others to become more aware of emergency acquisition procedures. Approximately 550 users accessed the course during fiscal year 2014.

What this means for communities

Through the Hurricane Sandy Small Business Recovery and Matchmaking Summit, **hundreds of small businesses connected with potential customers** from the private sector and Federal, State and local governments. SBA has also expanded its website and created a webinar to **promote small business contracting opportunities** with local, State, and Federal governments in the Sandy-impacted region.

For More Information

- Hurricane Sandy Small Business Recovery and Matchmaking Summit press coverage:
  - WBGO NEWS—Summit Aims To Help Small Businesses Recover From Sandy: http://www.wbgo.org/newsarticle/summit-aims-to-help-small-businesses-recover-from-sandy
  - FIOS1—SBA pairs small businesses with much-needed resources: http://fios1news.com/newjersey/node/18383
  - NORTH JERSEY.COM—Obama officials outline recommendations for aid to firms affected by Sandy: http://www.northjersey.com/news/218792871_Obama_officials_outline_recommendations_for_aid_to_firms_affected_by_Sandy.html
  - THE STAR LEDGER—SBA pushes small businesses to compete for Sandy-related contract work: http://www.nj.com/business/index.ssf/2013/08/sba_pushes_small_businesses_to.html
- Emergency Acquisition Procedures GC Classroom course: http://www.sba.gov/tools/sba-learning-center/training/small-business-contracting-emergency-acquisition-procedures

RECOMMENDATION #47

Make statutory changes to existing SBA initiatives to make it easier for small and local businesses to access Federal contracts for Hurricane Sandy rebuilding.

Recommendation Status: Completed (Pending statutory change)
Completion Date: October 29, 2014

Lead and Supporting Agencies

SBA

Narrative Update

The Hurricane Sandy Rebuilding Task Force recognized the need to increase small business contracting for Hurricane Sandy rebuilding and long-term resilience with an emphasis on utilizing local business capacity. In response to the challenge, SBA submitted a legislative proposal that makes changes to existing SBA initiatives and makes it easier for small businesses to access federal contracts for Hurricane Sandy rebuilding. The proposed changes will directly impact small and local contractors' ability to receive Hurricane Sandy rebuilding contracts in years to come and impact future recoveries from disasters. More specifically, the proposed changes would provide SBA with the authority to designate as a Disaster Historically Underutilized Business Zone (HUBZone) any area whose HUBZone designation expired in the preceding five years and is in a county with a Presidentially-Declared Disaster. This would give local firms based in those areas the ability to become HUBZone certified and obtain preference in federal contracting dollars, helping to stimulate local economies. SBA has presented to relevant Congressional committees a comprehensive legislative package with proposed statutory language and awaits Congressional action. SBA considers the recommendation to be fully implemented and look forward to Congressional approval.

SBA has also committed to revising the regulations governing the 8(a) Business Development program to suspend a current participant's eligibility for the program for a one-year period, upon the request of the firm, while they recover from a Presidentially Declared Disaster. This change would allow participant firms to take full advantage of the 8(a) Business Development program rather than be impacted by the lack of capacity or contracting opportunities due to disaster-induced disruptions. This proposed rule will be published for public comment, after which SBA will issue a final rule.

What this means for communities

The proposed statutory changes to existing SBA **initiatives target hundreds of small, disadvantaged businesses competing in the marketplace and improve access to federal procurement opportunities** for Hurricane Sandy rebuilding.

For More Information

- SBA HUBZone Program: www.sba.gov/hubzone
- 8(a) Business Development Program: www.sba.gov/8abd
- Additional learning modules on all SBA Government Contracting Programs: SBA Government Contracting Classroom at www.sba.gov/gcclassrom

RECOMMENDATION #48

Promote best practices of local workforce agencies that are integrating disaster recovery and long-term Hurricane Sandy rebuilding into their ongoing efforts.

Recommendation Status: Completed
Completion Date: June 30, 2014

Lead and Supporting Agencies

DOL, in coordination with the States

Narrative Update

DOL's Employment and Training Administration (ETA) regularly shares best practices with other States, including New Jersey's Talent Network efforts, through avenues such as annual regional administrators' meetings attended by state labor commissioners and deputy commissioners and the ETA website. The New Jersey State Department of Labor and Workforce Development (LWD) developed the Talent Networks to enlist employers to identify the skills they need in new employees to further the growth and operations of their businesses. In turn, the Talent Networks work closely with State workforce development agencies, educational institutions, and career and technical education schools to develop those skills in the workforce, improving employment possibilities and fueling the State's economic growth. LWD also established the Recovery Talent Network to assess the overall workforce needs of Hurricane Sandy-impacted employers in New Jersey in order to work with educational institutions, workforce development organizations, and other stakeholders to develop new programs to connect unemployed individuals with employment opportunities.

The ETA's regional office shared best practices relating to Hurricane Sandy rebuilding with other States, including New York and New Jersey, at ETA's State Administrators' meeting on August 5-6, 2013 and a Business Services virtual meeting, which took place on August 13-15, 2013. These meetings included the Secretaries or Commissioners of Labor (and their deputies) from Maine, New Hampshire, Vermont, Massachusetts, Rhode Island, Connecticut, New York, New Jersey, Puerto Rico and the U.S. Virgin Islands.

ETA Region 1 is also in the process of preparing materials and scheduling outreach to potential Disaster National Emergency Grant applicants about best practices as learned post Hurricane Sandy. Most of this will be informed by USDOL dealings with State and local workforce agencies who executed more than $70 million in National Emergency Grants. Traditionally these grants are used to fund temporary employment to assist with clean-up activities. Grantees (states) may also use the funding for the provision humanitarian aid in communities harmed by natural disasters. The size of the Sandy impacted area and the number of people affected led to innovative targeting of disaster recovery funds, particularly for humanitarian aid, allowing state and local governments to better serve residents.

What this means for communities

DOL's Employment and Training Administration **shares best practices** learned from local workforce agencies like New Jersey's Recovery Talent Network to **promote an integrated workforce disaster recovery and long-term rebuilding approach** for Sandy and future disasters.

For More Information

- Public and grantee educational materials are currently in the audit and clearance process.
- Recovery New Jersey Talent Networks: http://jobs4jersey.com/jobs4jersey/toolkit/talent/recoverynjtn.html
- Disaster National Emergency Grants: http://www.doleta.gov/neg/Disaster.cfm

RECOMMENDATION #49

Encourage HUD CDBG-DR grantees, in complying with Section 3 regulations, to maximize efforts to create specialized skills training programs in the areas needed most for Sandy rebuilding, ranging from mold remediation and construction to ecosystem and habitat restoration, green infrastructure, and coastal engineering. Furthermore, the Task Force recommends that these training programs include low-income individuals and other vulnerable populations and create local Hurricane Sandy recovery jobs that pay wages and benefits at industry standards.

Recommendation Status: Completed

Completion Date: December 10, 2013

Lead and Supporting Agencies

HUD, in coordination with grantees

Narrative Update

Disaster Recovery involves substantial local activity in rebuilding. However, while significant federal investment is dedicated to these activities, local low- and moderate-income residents often have difficulty finding jobs associated with the rebuilding of their own community.

Section 3 is a provision of the Housing and Urban Development Act of 1968. The purpose of Section 3 is to ensure that employment and other economic opportunities generated by certain HUD financial assistance are directed—to the greatest extent feasible and in a manner consistent with existing Federal, State, and local laws and regulations—to low- and very low- income persons, particularly those who are recipients of HUD assistance for housing, and to business concerns that provide economic opportunities to low- and very low-income persons. The Task Force recognized that providing job training, employment, and contract opportunities to low- or very-low income residents in connection with projects and activities in their neighborhoods is a key strategy for revitalizing communities. For example, these opportunities could be publicized widely at public housing facilities to increase participation of its residents, especially where there are HUD-funded projects at those facilities.

In order to ensure compliance with Section 3 and provide training and employment opportunities for low-income and vulnerable populations, HUD's Office of Fair Housing and Equal Opportunity, in coordination with CPD delivered Section 3 training to all three grantees (NY, NJ, and NYC). An ongoing process has been established to deliver additional training as necessary and in response to future monitoring.

What this means for communities

Through training and monitoring of grantee compliance with Section 3, HUD is ensuring that **more low-income and vulnerable populations receive job training and employment opportunities** on HUD-funded rebuilding projects in their communities.

For More Information

- HUD Section 3 website: http://portal.hud.gov/hudportal/HUD?src=/program_offices/fair_housing_equal_opp/section3/section3
- Section 3 Brochure: http://portal.hud.gov/hudportal/documents/huddoc?id=DOC_12052.pdf
- Section 3 Business Registry: The Section 3 Business Registry is a listing of firms that have self-certified that they meet one of the regulatory definitions of a Section 3 business and are included in a searchable online database that can be used by developers, contractors, agencies that receive HUD funds, and others to facilitate the award of certain HUD-funded contracts. The database can also be used by Section 3 residents to identify businesses that may have HUD-funded employment opportunities: https://portalapps.hud.gov/Sec3BusReg/BRegistry/BRegistryHome

RECOMMENDATION #50

Pursuant to Executive Order 13502, executive agencies should be encouraged to consider Project Labor Agreements (PLAs) on large-scale construction projects in the Hurricane Sandy region in order to promote economy and efficiency in federal procurement.

Recommendation Status: Completed

Completion Date: October 6, 2014

Lead and Supporting Agencies

DOL

DOI; DHS; DOT; EPA; FEMA; GSA; HUD; USACE

Narrative Update

As a result of Recommendation 6 (Federal, State, and local agencies should continue to coordinate Sandy recovery infrastructure resilience projects), DOL has taken part in the regular meetings of the SRIRC Group. Given the regional impact of large disasters and the interconnectedness of local economies, a regional focus is important to making decisions about infrastructure in the New York – New Jersey metropolitan area.

Through its involvement in the SRIRC Group, DOL has assisted New York, New Jersey and New York City with guidance on the proper application of Davis Bacon Prevailing Wage rates to hundreds of projects funded by or reimbursed by different federal agencies with different contracting regulations. The success of this type of coordination mirrors the rationale for encouraging consideration of PLAs on large-scale construction projects in the Hurricane Sandy region. PLAs promote economy and efficiency in federal procurement of large scale federal construction projects by:

- Providing a mechanism for coordinating wages, hours, work rules, and other terms of employment across the project.
- Creating structure and stability through the use of broad provisions for grievance and arbitration of any disputes that may arise on site, including procedures for resolving disputes among the construction crews.
- Prohibiting work stoppages, slowdowns, or strikes for the duration of a project and obligating senior union management to use their best efforts to prevent any threats of disruption of work that might arise.
- Ensuring expeditious access to a well-trained, assured supply of skilled labor.

On October 6th 2014, a meeting was convened with New York and New Jersey regional federal agency staff to discuss consideration of PLAs as laid out by Executive Order 13502. Agencies attending included those which are funding and building infrastructure projects including DOT, HUD, USACE, DOI, EPA, DHS, and General Service Administration (GSA). In order to help facilitate this recommendation, DOL and FEMA are in the process of finalizing an interagency agreement to place DOL staff in the Sandy Recovery Office to identify and potentially resolve implementation challenges due to multiple federal agency funding streams for construction projects.

What this means for communities

Through interagency coordination and the use of PLAs on large-scale construction projects in the Hurricane Sandy region, DOL and other agencies are **promoting economy and efficiency in federal procurement**.

For More Information

- Executive Order 13502: http://www.whitehouse.gov/the_press_office/ExecutiveOrderUseofProjectLaborAgreementsforFederalConstructionProjects/

Irene Chang-Cimino "Staten Island."

ADDRESSING INSURANCE CHALLENGES, UNDERSTANDING, AND AFFORDABILITY

When risks are known and disasters are imminent, individuals can take immediate precautions, such as boarding up windows when the forecast predicts high winds, seeking shelter during tornadoes, and clearing basements of valuables in the face of floods. Businesses can likewise prepare for disruption and, in some cases, plan to operate remotely. For risks less imminent and/or more difficult to predict, insurance can be an important line of defense against economic loss. In the absence of insurance, the cost of repairing damaged property is usually borne by the property/business owner or through federal assistance and often has negative social consequences—disrupting lives and livelihoods.

There are two approaches to reducing the cost of recovery from future disasters. The first is to mitigate and reduce risk by moving out of harm's way or hardening properties to better withstand floods or other hazards. The second is to insure property and spread the risk. The Task Force proposed initiatives to encourage investment in both hazard mitigation and insurance. For these approaches to be effective, individuals need to understand their risks, take steps to reduce risk, and invest in applicable insurance products that will adequately transfer their risk in the case of a disaster. With the recent passage of the Homeowner Flood Insurance Affordability Act of 2014, there are legislative requirements that now further support and provide guidance to assist in implementing and completing the insurance recommendations in the Rebuilding Strategy.

Lead and Supporting Agencies

Federal Emergency Management Agency (FEMA)

Federal Housing Authority (FHA)

Federal Housing Finance Agency (FHFA)

Federal Insurance Office (FIO)

Department of Housing and Urban Development (HUD)

Recommendations in this policy area include:

51. Establish Unified Insurance Disbursement Process.

52. Support efforts to reduce consumer confusion regarding risk and insurance coverage while working to increase hazard preparedness.

53. Improve National Flood Insurance Program (NFIP) policyholder awareness of factors that affect flood risk and insurance rating decisions.

54. Encourage increased hazard mitigation activities including elevation in order to protect property against future losses.

55. Continue to assess actuarial soundness of decreasing premiums based on mitigation activities other than elevation.

Recommendations in this policy area include:

56. Analyze affordability challenges of flood insurance and the impact on economically distressed households facing premium increases.

RECOMMENDATION #51

Establish Unified Insurance Disbursement Process.

Recommendation Status: Completed

Completion Date: January 16, 2014

Lead and Supporting Agencies

FHA; FHFA; HUD; Lenders

Narrative Update

As a result of Hurricane Sandy, there were a large number of insurance claims filed in the impacted area. Many home and business owners, especially policy holders with mortgages, faced an enormous amount of frustration regarding the inconsistent disbursement policies, the length of time to process the claim, and the lack of clarity on the disbursement process. One reason for the delayed disbursement of insurance funds is that Fannie Mae, Freddie Mac, FHA, and a multitude of private sector lenders had different policies for approving the release of insurance claim funds.

The Task Force's goal was to unify the disbursement policies, provide clarity, and expedite the release of funds for Hurricane Sandy claims and for future disasters. Through the Task Force's efforts, FHA and FHFA did establish and implement unified insurance disbursement processes as well as streamlined those processes to expedite the actual disbursements. FHA and FHFA have adopted these processes in principle for future disasters, although the processes may need to be amended depending on the type of disaster and number of claims.

What this means for communities

The establishment of unified insurance disbursement processes will lead to **consistent and streamlined disbursement** policies and **expedited disbursements of funds** following future disasters.

RECOMMENDATION #52

Support efforts to reduce consumer confusion regarding risk and insurance coverage while working to increase hazard preparedness.

Recommendation Status: In progress
Anticipated Completion Date: August 2015

Lead and Supporting Agencies

FEMA; FIO
HUD

Narrative Update

Accurate risk assessment and communication of those risks to stakeholders are the first steps towards a nation more prepared for its hazards. FEMA, FIO and HUD are committed to helping individuals, families, businesses, and State and local governments understand the risk of flooding within a defined geographic space, make decisions at the individual and community level to mitigate the risk (e.g., retrofits, planning and zoning), and, for the risk that cannot be mitigated, purchase insurance to reduce the risk of loss. The interagency partners are working towards this goal by improving the way we communicate risk and providing more tools to support understanding and risk-based decision making strategies.

To meet these goals, the three referenced agencies have: reached out to citizens through the FloodSmart Campaign, which is an integrated consumer awareness and education campaign of the National Flood Insurance Program that alerts property owners to their flood risk and encourages them to contact their insurance agents to protect their property and ensure their financial security with flood insurance; worked to define the role of the Flood Insurance Advocate, whose responsibilities will include coordinating outreach and education with local officials and community leaders in areas affected by map amendments and revisions, building regional capacity, and aiding potential policy holders in obtaining and verifying accurate rate information when purchasing or renewing a policy; partnered with the White House to engage with private industry stakeholders; and drafted a policy to provide clearer guidance on the public assistance insurance requirement. These changes will have a significant and tangible impact on the way the Federal Government communicates with stakeholders, as well as on the nation's overall level of hazard preparedness.

What this means for communities

Individuals, families, businesses, and governments will be able to **better understand the risk of flooding** by improved communications and by providing more tools to **support risk-based decision making.**

For More Information

- FloodSmart Campaign: https://www.floodsmart.gov/floodsmart/

RECOMMENDATION #53

Improve National Flood Insurance Program (NFIP) policyholder awareness of factors that affect flood risk and insurance rating decisions.

Recommendation Status: In progress
Anticipated Completion Date: November 2014

Lead and Supporting Agencies

FEMA

Narrative Update

The Homeowner's Flood Insurance Affordability Act instructed FEMA to create a Flood Insurance Advocate to help educate property owners about individual flood risks, flood mitigation and measures to reduce rates through effective mitigation, the rate map review and amendment process, and changes in the program as a result of any newly enacted laws.

FEMA is currently formulating a concept of operations and implementation plan for the new Flood Insurance Advocate. During this process, FEMA has attempted to maximize stakeholder input. FEMA has conducted listening sessions to better understand the Advocate's scope and is in the process of gathering input from key stakeholders on some of the potential challenges the Advocate may face and best practices for overcoming those challenges.

Moving forward, FEMA will continue to listen to and learn from their whole community partners. Once sufficient input has been received, the recommendations will be finalized, at which time this recommendation will be closed out.

What this means for communities
The Flood Insurance Advocate will educate property owners about flood risks, flood mitigation, and ways to reduce flood insurance rates.

For More Information

- Flood Insurance Advocate: http://www.fema.gov/flood-insurance-reform-flood-insurance-advocate

RECOMMENDATION #54

Encourage increased hazard mitigation activities including elevation in order to protect property against future losses.

Recommendation Status: In progress
Anticipated Completion Date: December 2014

Lead and Supporting Agencies

FEMA

Narrative Update

The answer to any question asking how to encourage hazard mitigation will begin and end with a discussion of incentives. FEMA is striving to align incentives toward increased hazard mitigation activities. These incentives are not limited to grants. Ultimately, mitigation is most effective when it occurs organically at a community level. This is why it is critical that FEMA's policies create positive incentives for communities to know and mitigate their risks.

FEMA has been addressing these incentives both internally and externally. Internally, FEMA has prioritized increasing hazard mitigation and has established work groups to analyze policies and suggest ways to better align incentives with hazard mitigation. Externally, FEMA has been working with the White House and external partners to engage the private sector. FEMA hopes to receive their input on these issues and see how we can partner with them to better align incentives in the future.

This recommendation will be completed once FEMA, the White House, and other federal partners have an opportunity to meet with representatives of the private sector on these issues. This meeting is anticipated to occur by December 31, 2014.

What this means for communities
Encouraging hazard mitigation activities, including elevation, will **make communities in hazard-prone regions more resilient to future disasters**.

RECOMMENDATION #55

Continue to assess actuarial soundness of decreasing premiums based on mitigation activities other than elevation.

Recommendation Status: In progress
Anticipated Completion Date: March 2015

Lead and Supporting Agencies

FEMA

Narrative Update

While elevation changes may be the best mitigation strategy for many structures, FEMA should embrace and encourage all scientifically validated methods of mitigation. To properly incentivize homeowners to engage in these mitigation measures, the premiums of the NFIP must be responsive to these changes in risk.

FEMA has embraced these non-elevation mitigation measures as an agency priority through their 2014-2018 Strategic Plan and has begun implementation. Section 26 of the Homeowners Flood Insurance Affordability Act lays out the same objective as Recommendation 55. FEMA has vetted and hired a contractor who will provide assistance with the completion of this Recommendation and the implementation of Section 26.

The last step in this project will be the completion and release of the contractor's report on the actuarial soundness of lowering premiums for non-elevation mitigation measures. This report is due to be completed by March 31, 2015.

What this means for communities

Assessing the actuarial soundness of decreasing premiums based on mitigation activities other than elevation could lead to lower insurance premiums, which could in turn incentivize mitigation activities that would **make communities in hazard-prone regions more resilient to future disasters**.

RECOMMENDATION #56

Analyze affordability challenges of flood insurance and the impact on economically distressed households facing premium increases.

Recommendation Status: In progress
Anticipated Completion Date: June 2018

Lead and Supporting Agencies

FEMA; FIO; HUD

Narrative Update

Though the Federal Government encourages individuals, families, businesses, as well as state and local governments to mitigate risk, risk transfer is a valuable tool for addressing the risks that remain after the mitigation has been completed. Nevertheless, flood insurance is only a viable vehicle for risk transfer if it is perceived as affordable by individuals, families and businesses. Through this recommendation, the partner agencies are striving to identify and implement strategies for increasing the number of individuals, families, and businesses in flood-prone areas purchasing flood insurance.

The NFIP serves as a keystone for national efforts to reduce the loss of life and property from flood disasters. The program is designed to insure against, as well as mitigate, the long-term risks to people and property from the effects of flooding, and to reduce the escalating cost of flooding to taxpayers. By encouraging and supporting mitigation and floodplain management efforts, the NFIP is estimated to save the nation $1.6 billion annually in avoided flood losses. In support of this objective, FEMA will continue to administer the NFIP, setting national policy, enrolling communities, researching floodplain construction practices, and administering the flood hazard mapping and flood insurance elements of the program.

The Biggert-Waters Flood Insurance Reform Act of 2012 (BW-12) and the Homeowner Flood Insurance Affordability Act of 2014 affect all the major components of the NFIP, including flood insurance, flood hazard mapping, grants, and management of floodplains. Many of the changes are designed to strengthen the fiscal soundness of the NFIP by ensuring that flood insurance rates accurately reflect the real risk of flooding. FEMA will continue working with Congress, private insurance companies, and other stakeholders to implement these reforms. In addition to required reforms, the NFIP will continue to identify and embrace policies that will strengthen its implementation, solvency, affordability, and accessibility.

To improve its solvency, the NFIP will explore ways to develop and implement more accurate methods of calculating risk, and place a greater emphasis on cost-effective mitigation as a way of lowering long-term expenses. While addressing solvency, the NFIP will not lose sight of the affordability challenges some policyholders face. The NFIP will address affordability by providing information and incentives for stakeholders to voluntarily limit their exposure to risk and by creating and implementing a framework, based on the National Academy of Sciences' Affordability Study outlined in BW-12 that addresses unresolved affordability challenges.

To improve how stakeholders interface with NFIP, the program will strengthen its service to policyholders and communities—simplifying access to flood risk and premium information, providing pathways to address escalated issues that ensure fairness, and educating on measures to mitigate evolving flood risks. Part of improving stakeholder interface means creating a more community-oriented NFIP. To that end, the program will seek to create public/private partnerships to encourage a culture of private mitigation and risk-based decision making. It will promote principles of universal accessibility—supporting resilient investment that is inclusive of the whole community across social class, ethnicity, background, and ability. Finally, with an eye toward re-authorization of the NFIP in 2017, FEMA will explore opportunities to further the implementation of these strategic goals.

Recommendation 56 requires a long term commitment to a challenge that we must continually work to improve. The affordability study will be an exceptionally thorough presentation on how best to respond to the affordability challenges the public face with flood insurance premiums and may provide a framework for addressing affordability issues for other types of property insurance. The study will be completed by the end of 2016, at which time FEMA can begin implementing their suggestions through a new affordability framework which will be completed by the end of 2017. HUD will share related products and amplify key points with residents of HUD-assisted and HUD-insured housing.

What this means for communities

FEMA, HUD, and FIO are committed to **increasing the number of individuals, families, and businesses in flood-prone areas purchasing flood insurance** while strengthening the NFIP.

For More Information

- National Flood Insurance Program: http://www.fema.gov/national-flood-insurance-program

SCAPE/Landscape Architecture

BUILDING STATE AND LOCAL CAPACITY TO PLAN FOR AND IMPLEMENT LONG-TERM RECOVERY AND REBUILDING

The scope and scale of Hurricane Sandy challenged the uneven capacities of state and local governments, which also faced differences in needs and readiness for disaster recovery. Many of the municipalities that experienced severe river flooding and the coastal towns along the New Jersey Shore and on Long Island are without full time planners, city managers, grants managers, engineers, and architects, and do not have the in-house capabilities to lead comprehensive, long-term recovery planning efforts on their own.

Planning for recovery from a catastrophic event like Sandy is a massive challenge for even the best prepared communities and it should not be postponed until the immediate response is complete. Recovery planning and decision making take place under severe time constraints and deal with the rebuilding of multiple systems simultaneously. This effort involves stakeholders who have been traumatized and triggers funding sources not normally available. Successful recovery under such difficult circumstances depends on two critical factors: planning and capacity building.

Lead and Supporting Agencies

Community Planning and Capacity Building Recovery Support Function (CPCB RSF)

Federal Emergency Management Agency (FEMA)

Department of Housing and Urban Development (HUD)

Recovery Support Function Leadership Group (RSFLG)

Recommendations in this policy area include:

57. Work with States and local jurisdictions to consider funding strategies and raise awareness about the need to fill LDRM positions.

58. Support the New York Rising Community Reconstruction Program.

59. Support New Jersey planning efforts, including pilots for New Jersey Local Resilience Partnerships, and encourage Federal agencies, the State of New Jersey, non-profits, and philanthropic organizations to provide both financial and technical support for the formation and operation of the Local Resilience Partnerships.

60. Package the variety of existing Federal resources and tools related to disaster recovery and create new ones specific to community planning and capacity building in order to establish a coordinated suite of assistance that enhances and streamlines access to the recovery expertise needed by impacted communities.

Recommendations in this policy area include:

61. Facilitate and expand opportunities for philanthropic and non-profit engagement in recovery, including opportunities for organizations that work with vulnerable populations. The CPCB RSFs in New York and New Jersey should actively support funder collaboratives that provide grants to nonprofits working in coordination with government. This should include encouragement of sub-grants to NGOs that would assist in accomplishing the Federal outreach requirements, including those specific to vulnerable populations to ensure they are included in the recovery planning process.

RECOMMENDATION #57

Work with States and local jurisdictions to consider funding strategies and raise awareness about the need to fill LDRM positions.

Recommendation Status: Completed

Completion Date: June 1, 2014

Lead and Supporting Agencies

CPCB RSF
HUD

Narrative Update

Federal agencies, States, and non-governmental partners in NY and NJ developed educational materials and guidance documents to inform local stakeholders of the function and value of local disaster recovery management. The CPCB RSF in NY assisted State representatives from the Governor's Office of Storm Recovery in aiding NY Rising participating communities to include in their NY Rising Community Reconstruction (see Recommendation 58) plans and projects the hiring of a Local Disaster Recovery Manager (LDRM) to facilitate recovery activities.

Local disaster recovery management entails a wide field of long-term disaster recovery activities. With local primacy at the forefront, local disaster recovery management functions and processes include but are not necessarily limited to the following areas:

- Long-term recovery planning
- Integration of resiliency, sustainability, and innovation
- Public engagement,
- Well-administered financial management and acquisition
- County, State, and Federal and non-governmental partner coordination and collaboration.

Multitudes of funding approaches have been pursued by both NY and NJ and in conjunction with federal and non-governmental funding resources to support LDRMs in the field. For example, New Jersey Future foundation, Robin Hood Foundation, and DOL grant funds were used to support LDRM functions in some communities.

The CPCB RSF, coordinated by FEMA and supported by several agencies, including HUD and EPA, worked with state and non-governmental partners through a number of regional and state-wide workshops and seminars, and through partner activities to educate and inform communities.

The National Disaster Recovery Framework was built on the foundation of local primacy and the importance of a well-managed local recovery. Local governments can benefit from creating the LDRM position functions for several reasons. First, the function would create a single person who would serve as the primary point of contact for all local recovery activities, coordinate across local functions and partners, and improve integration of activities and recovery planning. The local unit of government will have an equal and corresponding

partnership with the state disaster recovery coordinator and the federal disaster recovery coordinator. The position coordinates and manages the local recovery process to maximize efficiency and ensure a well-administered financial and contracting process. Also, the position will encourage community resiliency and sustainability against future disaster events and can leverage local knowledge and understanding of social and volunteer networks, fiscal conditions, and political relationships to expedite recovery. Also, the disaster can be better managed from a local perspective with local goals and priorities. Finally, recovery progress can be managed, tracked, and communicated centrally and adjustments to actions and timelines with greater accountability to leaders, stakeholders, and the public.

To date, nine LDRM or similar positions have been funded for seven different New Jersey communities. Four of the positions are funded through a grant from New Jersey Future, two from the Robin Hood Foundation, and one from a Department of Labor grant.

What this means for communities
Well-trained LDRMs will serve to **ensure long-term recovery and rebuilding activities are well-managed after response and short-term recovery activities conclude.**

For More Information

- New Jersey Future: www.njfuture.org/
- Robin Hood Foundation: https://www.robinhood.org/
- New Jersey Coastal Community Resilience Demonstration Project: http://www.state.nj.us/dep/cmp/docs/ccvap-pilot-final.pdf

RECOMMENDATION #58

Support the New York Rising Community Reconstruction Program.

Recommendation Status: Completed

Completion Date: July 30, 2014

Lead and Supporting Agencies

CPCB RSF; HUD
EPA

Narrative Update

The State of New York established the New York Rising Community Reconstruction (NYRCR) program to provide additional rebuilding and revitalization assistance to communities severely damaged by Hurricanes Sandy and Irene and Tropical Storm Lee. To facilitate community redevelopment planning and the resilience of communities, the State allocated $25 million for planning in the most affected communities.

In order to support the State with its effort to reach the core capability target of completing a recovery plan that can be implemented within the timeline indicated in the plan, the CPCB RSF provided technical assistance and capacity building support to the Governor's Office of Storm Recovery, and the State office spearheading Hurricane Sandy recovery efforts, specifically within the Governor's Office of Storm Recovery, and CPCB RSF supported NYRCR.

CPCB RSF supported initial stages of NYRCR community committees to assist the committees in launching their establishment and the development of local community leaders and residents participation in those committees, many of which became chairs of the NYRCR Planning Committees.

The FEMA-led CPCB RSF and its Federal and non-governmental partners provided tailored assistance including resources for recovery planning, implementation, and coordination of federal agency support. This included developing 11 guidance and recovery planning related documents and providing 104 "fact packs" containing Geographic Information System (GIS) data and community conditions information for communities affected by Hurricanes Sandy, Irene and Tropical Storm Lee. The partnership between CPCB RSF, the Housing Recovery Support Function, and numerous non-governmental organizations (NGOs) created an interactive Resource Mapping Tool that links damaged New York communities to available information resources. State and local entities are already utilizing this decision-making tool to identify resource gaps.

More than 150 Federal, State and county level recovery practitioners participated in community planning and capacity building training events organized through the Smart Growth Initiative—a working group comprised of representatives from EPA, FEMA, Metropolitan Transportation Authority – New York (MTA), and Nassau and Suffolk County—to build capacity for engaging community stakeholders in recovery planning.

CPCB RSF staff and its partners are continuing to provide support to NYRCR. For example, they convened a five-day (GIS) training in October 2014 for thirty planners and GIS professionals in Long Island and NYC. GIS is a planning tool used by planners, resource managers, local governments and federal agencies involved in

community planning and recovery efforts. This planning software helps decision-makers by demonstrating the implications and impacts of recovery planning choices about development, land use, transportation, and conservation. CPCB RSF is also providing support through support to the State and communities in implementation of a Community Sustainability and Health Impact Assessment, a planning tool for practitioners to guide decision making and evaluate potential public health consequences of recovery projects, (in this context health is discussed as the social, economic, and political factors to affect community well-being). This assessment pilot will help Suffolk County decide how to best mitigate against flooding septic tanks, that was exacerbated during Hurricane Sandy.

CPCB RSF was able to identify partnerships and resources in support of the Governor's Office of Storm Recovery and was thus in a position to assist disaster impacted communities in their recovery process. Due to CPCB RSF involvement in leveraging tools and resources, and facilitating technical assistance, the State will be able to reach its core capability target to assist communities to develop recovery plans that reflect a strategic approach and implementable timeline that meets defined objectives. While this recommendation is completed with the foundational processes established and the full implementation of the NYRCR, the work is ongoing and will continue for years to come.

What this means for communities

By working alongside the Governor's Office of Storm Recovery, CPCB has been essential in **building capacity of the State and its NYRCR and other communities to gain the knowledge and information, technical expertise, and access to resources** that will shape the decision-making processes to expedite implementation of recovery projects.

For More Information

- New York Rising Community Reconstruction Program: http://stormrecovery.ny.gov/community-reconstruction-program.
- EPA's New York City blog post on the Smart Growth Initiative: http://blog.epa.gov/greeningtheapple/2014/09/turning-lemons-into-lemonade-resilience-smart-growth-and-equitable-development-on-long-island/

RECOMMENDATION #59

Support New Jersey planning efforts, including pilots for New Jersey Local Resilience Partnerships, and encourage Federal agencies, the State of New Jersey, non-profits, and philanthropic organizations to provide both financial and technical support for the formation and operation of the Local Resilience Partnerships.

Recommendation Status: Completed

Completion Date: June 15, 2014

Lead and Supporting Agencies

CPCB RSF; HUD

Federal Disaster Recovery Coordinators (FDRCs); Sustainable Jersey and New Jersey Future

Narrative Update

The FEMA led CPCB RSF worked with state contacts to provide technical assistance to support the launch of partnerships by developing guidance and related tools like roundtable discussions.

In New Jersey, CPCB RSF and partners held a Recovery Resource Summit where more than 100 representatives from Federal, State, local, NGOs, and philanthropic organizations had an opportunity to network with partners and identify potential resources. Also in New Jersey, CPCB RSF and its partners assisted Cumberland County to develop and implement a recovery planning process that resulted not only in a recovery strategy, but additionally created a Local Resilience Partnership, as adjacent communities came together to build a more resilient future.

The partnership of four communities in Cumberland County is based on each municipality sharing similar problems that come from an ecological system that must be viewed through a broader lens (i.e., not based on municipal boundaries). A recovery committee was created to assist in broadening the scope of attention across the four communities. Committee members had previously been a part of the "Rising Tides" Forum, an informal association of local organizations and businesses and community leaders brought together to address common issues and problems. Local resilience partnerships were updated in June 2014, but ongoing partnership support will continue, as needed.

An outgrowth of the collaboration in Cumberland County is the New Jersey Delaware Bayshore Committee (DBC), a voluntary association of adjacent communities that share common geography, flood risks, and recovery challenges and are partnering to promote a shared vision for resilience for the region. The DBC was stood up in 2013, and includes Commercial, Downe, Greenwich, and Maurice River townships in Cumberland County. The DBC includes four subcommittees focused on various resilience issues: Intergovernmental Relationships, Tourism & Economic Development, Infrastructure, and Shoreline Protection & Coastal Management. The DBC meets on a monthly basis and subcommittees also meet separately at least once a month.

What this means for communities

The recognition that multi-jurisdictional partnerships can provide support throughout the entire disaster cycle, from preparedness to protection, mitigation to response and finally to recovery is vital for small, rural communities. Rural communities can support and assist each other and through this **collaboration are more resilient and prepared to face future catastrophic events.** Because communities along the Delaware Bayshore and other areas across the state, share common geography and challenges, they are much better suited to support one another. Lessons learned, **successes, and best practices from this regional collaboration will benefit other rural communities, which will be impacted by future disasters.**

For More Information

Local Resilience Partnership affiliate members:

- Sustainable Jersey Resiliency Network: http://www.njresiliency.com/#
- Jacques Cousteau Estuarine Reserve: http://www.prepareyourcommunitynj.org/
- Rutgers University: http://www.njadapt.org/
- New Jersey Future: http://www.njfuture.org/issues/planning-and-governance/regional/rebuilding-after-sandy/

RECOMMENDATION #60

Package the variety of existing Federal resources and tools related to disaster recovery and create new ones specific to community planning and capacity building in order to establish a coordinated suite of assistance that enhances and streamlines access to the recovery expertise needed by impacted communities.

Recommendation Status: Completed

Completion Date: June 30, 2014

Lead and Supporting Agencies

CPCB RSF
RSFLG

Narrative Update

The NDRF calls for a broad array of responsibilities that assist local governments to more effectively lead, plan, manage, and engage the full range of stakeholders in their communities to achieve a successful recovery. One of the most significant impediments to disaster recovery is the lack of knowledge. "If I had only known …" is perhaps the most common statement heard after disaster recovery. The knowledge, guidance, tools, and resources to do this have not been easily accessible in any one place.

This recommendation sought to bring together the key resources to enable local governments and community leaders to better manage recovery. The CPCB RSF, along with Federal, non-governmental, and State partners developed the Community Recovery Management Toolkit, along with disaster, state, and partner specific Sandy community recovery management resources. This Toolkit has organized and placed pertinent information in front of local officials and community leaders as they are trying to recover from one of the most challenging leadership experiences they have undertaken. The national Toolkit is intended to assist local community leaders to better understand how to begin long-term disaster recovery and involve the whole community in that recovery effort. Some 88 separate websites, reports, toolkits, guidance, examples, training opportunities, lessons learned, and best practices are organized into four major areas: Resources to Organize Following a Disaster, Resources to Plan for Post-Disaster Recovery, Resources for Managing Recovery, and Additional Resources.

The Toolkit provides detailed examples and literature sources for all aspects of the leadership, planning, and management of long-term community-wide disaster recovery. The Community Recovery Management Toolkit, as a tool itself, was created to package the array of existing websites, reports, toolkits, guidance, examples, training opportunities, lessons learned, and best practices. This toolkit is organized in a useful and innovative method to assist local officials and community leaders. As the updating of the Toolkit continues, newly created or discovered websites, reports, toolkits, guidance, examples, training opportunities, lessons learned, and best practices will be presented. In New York, the Governor's Office of Storm Recovery served as a clearinghouse for Sandy specific recovery tools and resources and facilitated peer-to-peer communication among state and local government and non-governmental academic and federal partners. This addressed the State's need to

streamline community access to federal grants, programs, and other community resources.

The Toolkit is an evolving resource, with a growing set of resources being identified, as well as gaps, that are intended to be addressed by CPCB RSF partners through new or enhanced tools. The Community Recovery Management Toolkit website will be evolving with new resources and an enhanced functionality to allow for greater usability to identify specific subject areas and types of resources. This new version is expected to be completed mid-2015 to benefit future disasters.

After extensive stakeholder engagement, FEMA CBCP RSF (the "Capacity Building Branch") established a national community recovery management toolkit portal that includes existing resources assembled for Hurricane Sandy and that will build new resources as they are developed in the future. Communities now have the opportunity to explore external resources to assist them in their journey through their disaster recovery process. FEMA Capacity Building Branch has also completed a master plan for the updating and enhancement of the toolkit as well as a companion Community Recovery Management Road Map. This updating is a continuous mission.

Local officials and community leaders now have readily accessible resources to assist them to organize, plan, and manage their disaster recovery process.

What this means for communities

The materials provided in the Toolkit are aimed at providing guidance and resources to assist local officials and community leaders to **lead, organize, plan for, and manage the complex issues of post-disaster recovery.**

For More Information

- Community Recovery Management Toolkit: http://www.fema.gov/national-disaster-recovery-framework-0/community-recovery-management-toolkit
- New Jersey Resilience Network: http://www.njresiliency.com/resources/resource-database/#
- FEMA Community Recovery Management Resources: https://edit.fema.gov/national-disaster-recovery-framework-0/community-recovery-management-toolkit/resources-organize

RECOMMENDATION #61

Facilitate and expand opportunities for philanthropic and non-profit engagement in recovery, including opportunities for organizations that work with vulnerable populations. The CPCB RSFs in New York and New Jersey should actively support funder collaboratives that provide grants to nonprofits working in coordination with government. This should include encouragement of sub-grants to NGOs that would assist in accomplishing the Federal outreach requirements, including those specific to vulnerable populations to ensure they are included in the recovery planning process.

Recommendation Status: Completed

Completion Date: June 30, 2014

Lead and Supporting Agencies

CPCB RSF
RSFLG

Narrative Update

The generosity of the philanthropic and nonprofit sectors was immediately evident following Hurricane Sandy. Due to the size and scope of the subsequent disaster recovery, an organized effort was needed to address unprecedented statewide needs. To involve philanthropy for this task, CPCB first contacted the Council on Foundations (CoF), the national umbrella agency for foundations, who then engaged the local CoF affiliate: The Council of New Jersey Grantmakers (CNJG). CNJG mobilized their membership of more than 120 New Jersey grant making organizations and, with CPCB support, held a series of webinars, roundtables, and tours of the New Jersey disaster area. During these events, foundation leaders saw and heard the extent of the damage, allowing them to estimate their staff and financial commitments, and from these early engagements, came a grant to fund several recovery managers (please see Recommendation 57) still active in numerous communities.

It was evident that CNJG had the capacity to organize grant makers and encourage the creation of larger funder collaborative efforts among their membership and nonprofits. FEMA's efforts quickly turned to the support of this established organization. CPCB RSF continued to participate in CNJG recovery events, which were often large conferences that included numerous foundations and nonprofits from the greater New York City area. CPCB RSF staff contributed disaster updates for these events and often participated as speakers.

Several roundtable events were held. CPCB RSF partnered closely with CNJG on several events to publicize outstanding community recovery needs. Activities included a webinar, conference calls, and several bus tours. Continued CPCB RSF support of the CNJG included the presentation of a March 2014 webinar on recovery trends to their membership; inviting Council participation (and numerous nonprofits) on a Housing Solutions

working group based at the New Jersey Sandy Recovery Field Office; and linking community groups to CNJG for funding opportunities – some that were recipients of government grants to assist vulnerable populations. Furthermore, FEMA is engaged with key efforts directly, including a Health Impact Assessment being conducted by Rutgers University and The Robert Wood Johnson and Pew Foundations.

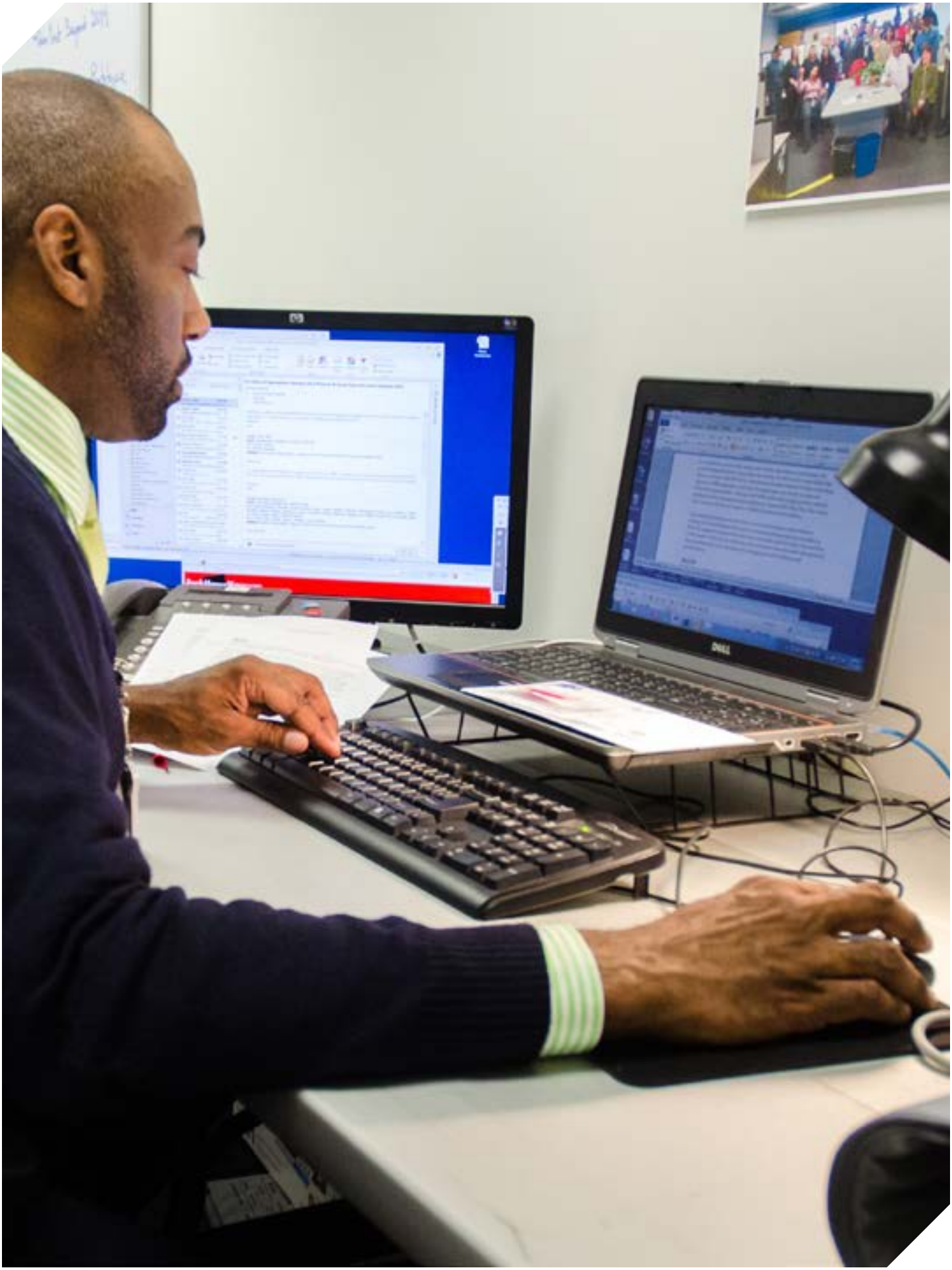
CPCB RSF was fortunate to have been able to direct its philanthropic and non-profit partners in New Jersey to focus their vast resources to bear on local community disaster recovery after Hurricane Sandy. With CNJG as a prime example, it has an established relationship with a wide audience, well beyond their grant making membership. This resulted in rapid dissemination of information on disaster recovery needs and the coordination of philanthropic and nonprofit resources to meet those needs. CPCB RSF is continuing to strengthen this connection with its philanthropic and non-profit partners to support their disaster educational programs, collaboration, and outreach services. Several local disaster recovery manager positions have resulted from this CPCB RSF collaboration. CPCB RSF will continue to monitor the activities of these positions to collect success stories, lessons learned, and best practices that can be passed on to other communities.

What this means for communities

By building the capacities for New York and New Jersey to leverage philanthropic and non-profit funding collaboratives, states are **better able to fill resource gaps to support sustained recovery efforts.**

For More Information

- New York recovery: http://stormrecovery.ny.gov/community-reconstruction-program
- CNJG: http://cnjg.org/s_cnjg/sec.asp?CID=20609&DID=59151
- Philanthropy New York: https://philanthropynewyork.org



FEMA/Kenneth Wilsey

IMPROVING DATA SHARING BETWEEN FEDERAL, STATE, AND LOCAL OFFICIALS

The use of data facilitates decision-making that is well-informed and leads to goals that are both clearly defined and realistically achievable. In post-disaster situations, data collection and application are especially important for on-the-ground recovery efforts, as well as for long-term policy formulation and program management. Data and information are extremely valuable to Federal, State, local, and tribal governments, as well as to private citizens, businesses, non-profits, and other community groups.

Lead and Supporting Agencies

Federal Emergency Management Agency (FEMA)

General Services Administration (GSA)

Department of Housing and Urban Development (HUD)

White House Office of Science and Technology Policy (OSTP)

Small Business Administration (SBA)

Recommendations in this policy area include:

62. Agencies should make aggregated, PII-scrubbed data about disaster-affected populations available to the public using a central website similar to http://www.data.gov. Specifically, FEMA, HUD, and SBA should coordinate to create a new website or adapt an existing one (such as FEMA's openFEMA site) for data posting during disasters. In addition, FEMA, HUD, and SBA should create a process for digesting raw data into an aggregated form that the public can view.

63. Each agency and each State should identify a "data steward" who serves as a point of contact for data requests. This contact should not only be available after disasters, but also serve as an informational resource in advance of disasters. FEMA, HUD, and SBA should each designate an individual within their agencies that is permanently available to receive data sharing requests and related questions from States, local governments, and non-governmental entities. Each agency should then distribute the name and contact information of that individual to all 50 States. In the event of a disaster, agencies should send affected States a reminder that the data steward is available to assist them and that each State is responsible for identifying a central point of contact within the governor's office or within the primary disaster response agency to coordinate requests with Federal agencies.

64. Each agency should catalogue its disaster data in a "menu" that describes the data that it may share with States and local governments. Specifically, each agency's data steward (see recommendation 63) should create a document containing a list of all data sets that are typically requested during a disaster. Each data item description should include the fields in the data set and the units of measurement, as well as a brief description of how the data can be used by States responding to a disaster and describe the limitations of the data (privacy requirements, aggregation, data latency, etc.). This document should be distributed to disaster agencies in each State.

Recommendations in this policy area include:

65. FEMA, HUD, and SBA should adopt a common data sharing agreement template so that data requestors do not have to familiarize themselves with three separate forms. Attorneys and privacy officials from these agencies should meet to compare their current data sharing agreement formats and identify common boilerplate language that can serve as the basis for an interagency template. Once drafted, this template should then be distributed by each agency's data sharing steward to the States.

66. Work towards a multi-agency integrated data repository, or "data hub," shared and operated by FEMA and HUD, that, to the extent permitted by law and Federal policy, allows those agencies to access and store one another's data and to pass these data along to States in the event of a Federally declared disaster. FEMA and HUD should provide technical support and personnel resources to further this tool's development in preparation for the next disaster. In addition, agency attorneys and privacy officials should discuss what steps will be necessary to begin preparing the legal framework for a multi-agency data portal.

67. To help make Federal data available to States, agencies should review "routine use" language in relevant SORNs to determine whether any changes are warranted that could provide greater flexibility to share information for planning purposes, to share information across State agencies and with local governments and to broaden categories of records to cover data from other sources. Attorneys in FEMA's Office of Chief Counsel who have considered this issue have offered to make themselves available to provide guidance.

RECOMMENDATION #62

Agencies should make aggregated, PII (personally identifiable information)-scrubbed data about disaster-affected populations available to the public using a central website similar to http://www.data.gov. Specifically, FEMA, HUD, and SBA should coordinate to create a new website or adapt an existing one (such as FEMA's openFEMA site) for data posting during disasters. In addition, FEMA, HUD, and SBA should create a process for digesting raw data into an aggregated form that the public can view.

Recommendation Status: In progress
Anticipated Completion Date: April 2015

Lead and Supporting Agencies

FEMA; HUD; SBA
GSA; OSTP

Narrative Update

Community organizations, non-profits, and State, local, tribal and other Federal Government agencies needed comprehensive data to understand the full impact of Hurricane Sandy. For instance, New York City and New York State needed FEMA's data to properly determine housing needs in order to implement and administer programs funded through HUD's CDBG-DR.[9]

This recommendation calls for FEMA, HUD, and SBA to create a new website or adapt an existing one (such as FEMA's OpenFEMA site) for data posting during disasters.

The three assigned agencies, FEMA, HUD, and SBA, determined the best solution to a central web portal for posting disaster related data would be to utilize www.data.gov as opposed to creating a separate web portal. FEMA succeeded using similar online portals on www.data.gov and fema.maps.arcgis.com/home and received positive feedback from the public. All three agencies determined this was the best course of action because this would leverage existing agency efforts to make data open and machine readable through their open government efforts (Open Data Policy), such as OpenFEMA, which already made data public shortly after Hurricane Sandy. In addition, despite limited agency resources, this would continue the important trend of having a central data clearing house for all federal data and would allow other agencies, state, local and tribal governments to also publish their disaster related data on this central disaster web portal.

9 *OpenFEMA facilitated the release of an aggregated, non-PII dataset from FEMA's Individual Assistance/Individuals and Households Program for New York and New Jersey that was published on www.fema.gov/data in February of 2013. This allowed stakeholders to make data-informed decisions regarding the design and allocation of federal funds for Hurricane Sandy recovery efforts and meet HUD's CDBG-DR criteria. FEMA created the dataset using knowledge and past disaster information trends as well as stakeholder input. FEMA continually updated the dataset on an internally established reporting schedule to provide this data for future disasters. This action fulfilled the first portion of the Rebuilding Strategy recommendation 62 that was released in October of that same year.*

The recommendation 62 working group (FEMA, HUD, and SBA) enlisted support from GSA and OSTP through the White House Innovation for Disaster Response and Recovery Initiative. GSA and OSTP have started developing **www.disasters.data.gov**, an upcoming centralized portal providing disaster-related data and free tools for the disaster resilience community. The working group is leveraging these ongoing efforts to meet this recommendation's objective.

The www.disasters.data.gov site was previewed on the Innovation for Disaster Response and Recovery Initiative Demo Day on July 29th, 2014 (please see Recommendation 15). The site is currently under beta testing and will be made available to the public by April 2015. For the launch of the portal, the agencies from the recommendation 62 working group are providing the following datasets, which are now available on their individual agency pages:

- FEMA provided their full list of open datasets and application programming interface. Some of these datasets include FEMA Public Assistance Project Summary and Detail, FEMA Hazard Mitigation Grant Program Summary, FEMA Hazard Mitigation Grant Program Property Acquisitions, Housing Assistance Data for Hurricane Sandy (NY/NJ/MD), Registration Intake and Individuals and Household Program Data for Hurricane Sandy (NY/NJ/MD), and Housing Assistance Program Data.
- HUD has provided grantee performance data from the Department's Community Development Block Grant for Disaster Recovery.
- SBA has provided datasets which includes information needed by States and local governments when preparing action plans, i.e. number of home and business loans approved and totals, as well as the amount of verified losses broken down by state, county, city and zip code.

What this means for communities

Curating disaster-related data sets and publishing the information to *www.disasters.data.gov* provides the public with **easily accessible** data that can be used to develop tools and enhance efforts in disaster preparedness, response, and recovery.

For More Information

Until www.disasters.data.gov goes live, visit the agency pages to view their publically available disaster data:

- FEMA data: http://www.fema.gov/data-feeds
- HUD CDBG-DR data: https://drgr.hud.gov/public/
- SBA disaster loan data: www.sba.gov/content/disaster-loan-data

RECOMMENDATION #63

Each agency and each State should identify a "data steward" who serves as a point of contact for data requests. This contact should not only be available after disasters, but also serve as an informational resource in advance of disasters. FEMA, HUD, and SBA should each designate an individual within their agencies that is permanently available to receive data sharing requests and related questions from States, local governments, and non-governmental entities. Each agency should then distribute the name and contact information of that individual to all 50 States. In the event of a disaster, agencies should send affected States a reminder that the data steward is available to assist them and that each State is responsible for identifying a central point of contact within the governor's office or within the primary disaster response agency to coordinate requests with Federal agencies.

Recommendation Status: Completed ✔
Completion Date: October 29, 2014

Lead and Supporting Agencies

FEMA; HUD; SBA

Narrative Update

Following Hurricane Sandy, both States and federal agencies raised concerns that they did not have dedicated points of contact with whom to negotiate the exchange of data. Agencies, including SBA and FEMA, identified the need for a central point of contact with the State governments in New York and New Jersey who would be responsible for passing data on to municipalities. Similarly, New Jersey wanted a dedicated official at FEMA who could answer questions about the state's data requests and help the State become familiar with the available data. The lack of a "go-to authority" to make and receive requests and to provide assistance meant that States and agencies lost time as they tried coordinating with one another.

States, tribal, and local governments often have two major needs for administrative data from programs run by FEMA and SBA. First, individual assistance programs from FEMA and SBA provide an immediate and wide range of data and information about affected households that are essential for States and local governments' immediate recovery planning efforts. Second, these administrative data are necessary for States, tribal and local governments to implement their long-term housing recovery programs to minimize duplication of benefits. For example, States, tribal and local governments use FEMA and SBA disaster data to both prepare action plans for CDBG-DR funds from HUD and to identify and prevent duplications of benefits with state-administered programs.

In response to these challenges, FEMA, SBA, and HUD have created single points of contact within each Agency, referred to as a "data steward," who is available to receive data requests and related questions from

States, tribal, and local governments, as well as non-governmental entities. In addition to responding to data requests, data stewards will help States identify which data would be most helpful, the format in which the data should be delivered, and the limitations of the data (privacy requirements, aggregation, data latency, etc.).

Under FEMA's new policies and guidance, tribal and local governments affected by disaster can now obtain FEMA data directly from FEMA or alternatively from their respective State point of contact. FEMA also recently completed a comprehensive information sharing website accessible by States (please see *For More Information*). The site has the data steward's information as well as key aids like a sample data report mirroring what States can obtain, a glossary explaining the data elements that the State can receive and an Information Sharing Access Agreement template. This is very helpful for States, tribal, and local governments as well as non-governmental entities as they will better understand the data provided by FEMA. Thus, they will be able to administer recovery efforts more effectively. The SBA data steward continues to monitor the pattern of requests for SBA Disaster Loan Program data and will make changes to the list of publicly-released data fields.

Local governments do not enter into agreements with HUD to obtain PII household level data for recovery purposes like they do with SBA and FEMA. This is because the only unique federal disaster data HUD owns is performance data from these governments after they receive Community Development Block Grants for disaster recovery, oftentimes years after a disaster. HUD is making public performance data for these recovery grants (see Recommendation 62) and will provide a data steward, or contact, for public inquiries about the data.

FEMA, SBA and HUD have posted Agency data steward contact information on their agency websites (please see For More Information below). This information will also be shared on www.disasters.data.gov webpage, once it becomes available in spring 2015 (Recommendation 62). In addition to sharing this information on a centralized website, each agency is making this information readily available to all 50 States. In the event of a disaster, all agencies have committed to sending affected States a reminder that the data steward is available to assist them. Agencies will also remind each State that they are responsible for identifying a central point of contact within the governor's office or within the primary disaster response agency to coordinate requests with federal agencies.

What this means for communities

With a designated point of contact or a data steward at FEMA, HUD, and SBA, data requests and data-sharing between the Federal Government and States would **minimize confusion and delays and therefore expedite the necessary use of data for critical disaster recovery programming.**

For More Information

- FEMA Data Steward: Rebecca Reed; rebecca.reed2@fema.dhs.gov; this is made available at FEMA's comprehensive information sharing website accessible by States (including the data menu, see Recommendation 64). While this site is currently not available to the broader public, it is available to key external stakeholders: http://on.fema.net/programs/orr_programs/recovery_programs/ia_programs/Pages/RoutineUses-PrivacyAct.aspx
- HUD Data Steward: Jessie Kome; Jessie.Handforth.Kome@hud.gov; https://drgr.hud.gov/public/
- SBA Data Steward: Alejandro Contreras: alejandro.contreras@sba.gov; www.sba.gov/content/disaster-loan-data

RECOMMENDATION #64

Each agency should catalogue its disaster data in a "menu" that describes the data that it may share with States and local governments. Specifically, each agency's data steward (see Recommendation 63) should create a document containing a list of all data sets that are typically requested during a disaster. Each data item description should include the fields in the data set and the units of measurement, as well as a brief description of how the data can be used by States responding to a disaster and describe the limitations of the data (privacy requirements, aggregation, data latency, etc.). This document should be distributed to disaster agencies in each State.

Recommendation Status: Completed

Completion Date: October 29, 2014

Lead and Supporting Agencies

FEMA; SBA
HUD

Narrative Update

State and local governments seeking data after a disaster lack experience. State personnel generally do not know what information to ask for and where to find it. Even States with experience responding to disasters may not be aware of all of the data potentially available from various federal agencies. This creates a problem because States and local governments depend on access to data from federal agencies to both prepare action plans (i.e. when applying for HUD CDBG-DR funds) and identify and prevent duplications of benefits with other disaster assistance programs (i.e. FEMA grants and SBA disaster loans).

The Task Force recognized that a data menu containing the categories of data that an agency can share with State and local governments would be an invaluable resource for States and local governments seeking sources of federal data in the wake of a disaster. In response to this challenge, FEMA and SBA have established data menus for their respective disaster assistance programs and made them available along with contact information for a new "data steward" at each agency. The information is made available to States and local governments through FEMA and SBA Websites, and through the *www.disasters.data.gov* webpage, once it becomes available in spring 2015 (Recommendation 62). The menus include the data field names, descriptions, and general guidance for ways it can be employed by States and local governments during disaster recovery. HUD doesn't have individual level disaster recovery data like SBA and FEMA's individual assistance programs, so there is not a similar need for a HUD data menu to support State and local governments' planning efforts. However, HUD does publish administrative data from CDBG-DR on a public website, which States and local governments can use to understand and compare current and historic grantee performance.

The data steward (Recommendation 63) maintains the data menu to ensure it is regularly updated. All States and local governments have access to data menus from FEMA and SBA and will have access to all future menus made available by major disaster response and recovery agencies so they have a complete picture of the data available from the Federal Government.

What this means for communities

With comprehensive data menus readily available to States and updated by agency data stewards, **States with disaster data needs but with limited experience can effectively access the necessary federal data to trigger critical disaster assistance programs.**

For More Information

- FEMA's comprehensive information sharing website accessible by States: http://on.fema.net/programs/orr_programs/recovery_programs/ia_programs/Pages/RoutineUses-PrivacyAct.aspx (While this site is currently not available to the broader public, it is available to key external stakeholders.)
- SBA disaster loan data: www.sba.gov/content/disaster-loan-data
- HUD CDBG-DR data: https://drgr.hud.gov/public/

RECOMMENDATION #65

FEMA, HUD, and SBA should adopt a common data sharing agreement template so that data requestors do not have to familiarize themselves with three separate forms. Attorneys and privacy officials from these agencies should meet to compare their current data sharing agreement formats and identify common boilerplate language that can serve as the basis for an interagency template. Once drafted, this template should then be distributed by each agency's data sharing steward to the States.

Recommendation Status: Completed

Completion Date: October 29, 2014

Lead and Supporting Agencies

FEMA; HUD; SBA

Narrative Update

This recommendation addresses the need for federal agencies to improve the data request process and data-sharing with States. After consultation, FEMA, HUD, and SBA determined that given the diversity and complexity of each individual agency's regulations, that developing a new common data sharing agreement template would be less valuable than developing a standard Information Sharing Access Agreement (ISAA)and/or Memorandum of Understanding (MOU) templates to be used by key trusted partners like declared States, local governments and voluntary organizations.

For declared States, FEMA uses a portion of its disaster FEMA-State Agreement (FSA) as a vehicle to execute information sharing with the declared state. FEMA can also use the ISAA to execute sharing with a declared State if necessary. In order to comply with the Privacy Act of 1974 (5 U.S.C. § 552a), both the ISAA and FSA templates contain key language identifying and describing the data to be shared, the purpose of the sharing, as well as the rights and restrictions placed upon the recipient. The ISAA template can also be used to execute sharing between federal agencies and with other trusted partners like voluntary/non-governmental organizations. For FEMA's ISAA, trusted partners can access ISAA copies via FEMA's Individual Assistance (IA) website.

Key trusted partners in the community can now obtain useful disaster information and survivor data earlier in the disaster recovery process by executing an ISAA. In turn, trusted partners in the community can assist survivors more quickly and more effectively since they know survivor's needs through the disclosed information. For instance, upon obtaining FEMA applicant information, American Red Cross can better assist disaster survivors since it now knows the exact needs of survivors, and HUD CDBG-DR grantees can more effectively and efficiently plan programs to meet the needs in their communities.

SBA will continue to improve upon its existing MOU template which is used by SBA to enter into data sharing

agreements with States, local governments, tribal, and non-governmental entities when data requests require more detail to identify and prevent duplications of benefits. SBA plans to make changes to its home and business disaster loan applications in order to provide more data sharing flexibility with federal agencies, State, local, and tribal governments, and SBA resource partners. SBA is also committed to continue working on longer-term improvements that build upon the improvements already completed by the Sandy Task Force data sharing group, such as the creation of disasters.data.gov, establishment of a designated "data steward" for SBA disaster assistance, and publication of a user-friendly data menu.

What this means for communities
Federal agencies and States can be more efficient in administering and implementing disaster assistance programs **by improving the data request and sharing process would save time and prevent negotiation delays.**

For More Information

- FEMA's IA website: http://www.fema.gov/individual-assistance-program-tools
- HUD CDBG-DR data: https://drgr.hud.gov/public/
- SBA disaster loan data: www.sba.gov/content/disaster-loan-data

RECOMMENDATION #66

Work towards a multi-agency integrated data repository, or "data hub," shared and operated by FEMA and HUD, that, to the extent permitted by law and Federal policy, allows those agencies to access and store one another's data and pass these data along to States in the event of a Federally declared disaster. FEMA and HUD should provide technical support and personnel resources to further this tool's development in preparation for the next disaster. In addition, agency attorneys and privacy officials should discuss what steps will be necessary to begin preparing the legal framework for a multi-agency data portal.

Recommendation Status: In progress
Anticipated Completion Date: March 2017

Lead and Supporting Agencies

FEMA; HUD

Narrative Update

This recommendation is intended to speed post-disaster planning and recovery, and to reduce duplication of benefits by enhancing data sharing practices between federal agencies as well as between State and local governments and the Federal Government. The end goal is a system that would provide federal disaster data to State and local partners to assist their planning and program design efforts on the ground and that would provide enhanced visibility for federal agencies into the entire portfolio of assistance received by individuals and businesses in disaster impacted communities.

As with any IT development initiative, this is a long-term project by design, which will be implemented across several phases, and dependent on funding availability. To date, HUD and FEMA have made substantial progress on the first phase of the project, and have completed the requirements and design for automated data exchange between FEMA and HUD for the first group of programs – those focused on FEMA individual assistance and HUD's rental housing vouchers in order to prevent a duplication of benefits and identify populations affected by a disaster.

Future phases will include developing similar data and design requirements for HUD's CDBG-DR programs, revising the required legal documentation to support the new system, implementing the proof of concept for the phase one data (expected in October 2015), and expanding the solution to include SBA data as well as HUD and FEMA data. Full implementation of the solution and the recommendation is expected in early 2017.

What this means for communities

HUD and FEMA will more effectively administer their respective programs, and communities will be able to access **comprehensive federal datasets** that will help **speed recovery** and **prevent duplication of benefits.**

RECOMMENDATION #67

To help make Federal data available to States, agencies should review "routine use" language in relevant System of Records Notices (SORNs) to determine whether any changes are warranted that could provide greater flexibility to share information for planning purposes, to share information across State agencies and with local governments and to broaden categories of records to cover data from other sources. Attorneys in FEMA's Office of Chief Counsel who have considered this issue have offered to make themselves available to provide guidance.

Recommendation Status: Completed ✔
Completion Date: September 30, 2014

Lead and Supporting Agencies

FEMA; HUD

Narrative Update

While the Privacy Act places key restrictions on federal agencies to share PII data, some data can be shared if the disclosure falls within one of twelve exceptions. One of these exceptions is a disclosure for "routine use" published in an agency's SORN. These routine uses must be compatible with the purposes for which the agency collects and maintains the data to be shared. Reviewing and revising routine uses for disaster related data allows more effective and expedited sharing of critical federal data with key partners like States, locals, Tribes, other federal agencies and voluntary organizations.

FEMA has expanded its ability to share critical valuable data with other federal agencies by renewing its Disaster Recovery Assistance Files SORN. As a result of this effort and subsequent accompanying guidance, FEMA can now share more of its disaster IA and Individuals and Households Program (IHP) applicant data with more key trusted partners. The guidance explains how and to what degree key partners receiving FEMA data can further disseminate it. For instance, a declared State can list FEMA data with other sub entities, or sub recipients, listed in the State's FSA referred to in Recommendation 65. Thus, the State can share the information with other entities working under the State's framework and auspices and do not have to contact FEMA separately to obtain data. The ISAA (please see Recommendation 65) and FSA addresses how and to what degree the trusted partner receiving data can accomplish this. FEMA also recently published its Hazard Mitigation, Disaster Public Assistance, and Disaster Loan Programs SORN with similar published routine uses.

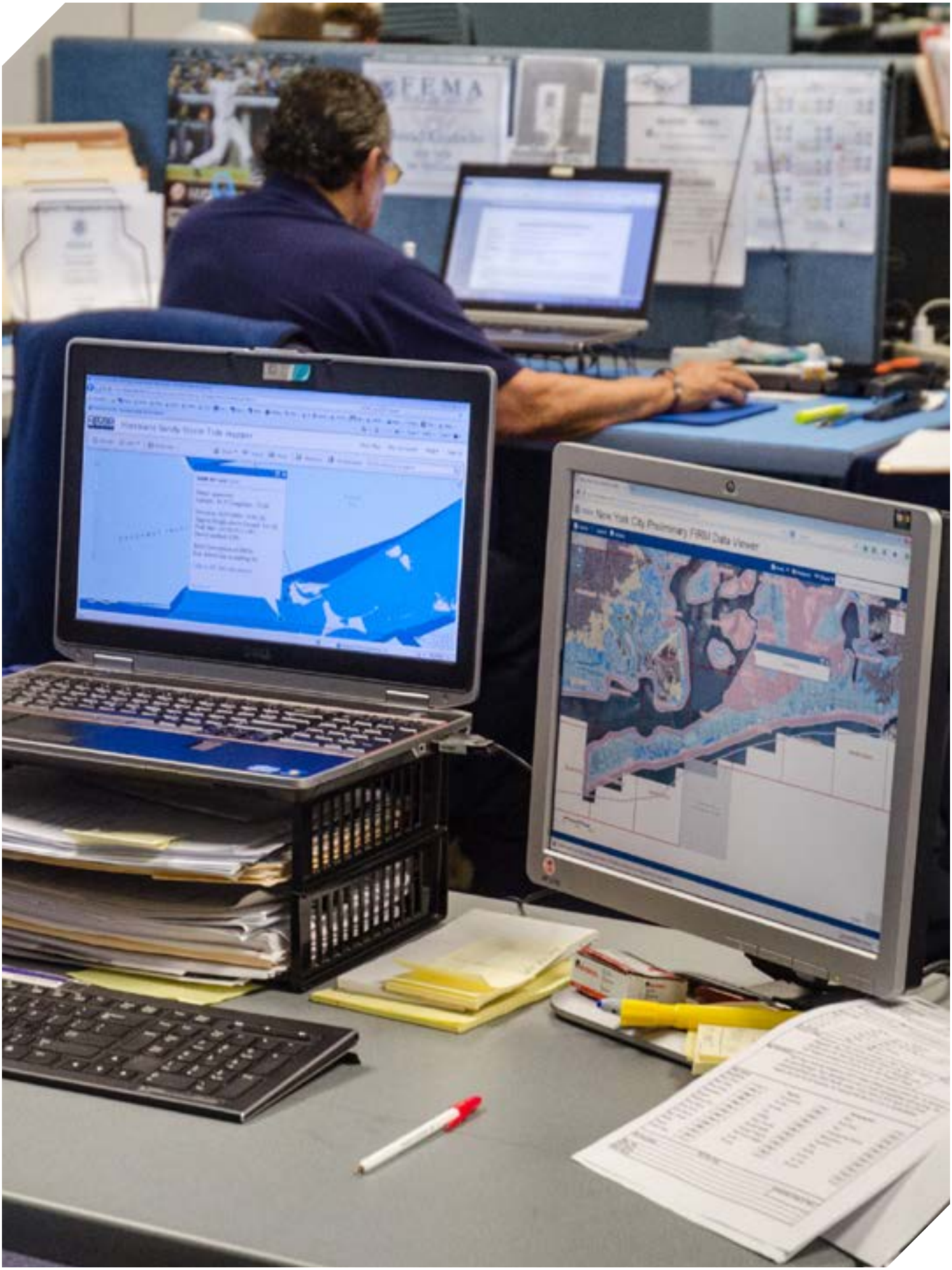
In contrast, because HUD's current system for CDBG-DR does not contain individual level information, no changes are required for HUD's existing SORN. However, as the Data Hub envisioned in Recommendation 66 is implemented, HUD will likely create a new SORN that will have the desired flexibility to share information for planning purposes, to share information across State agencies and with local governments, and to broaden categories of records to cover data from other sources.

What this means for communities

After carefully reviewing the routine use language for relevant SORNS and addressing necessary changes, federal data **will be more readily available to States and other key trusted partners who will in turn be able to receive data expediently and in turn provide additional disaster assistance more effectively and quickly.**

For More Information

- FEMA's Hazard Mitigation, Disaster Public Assistance, and Disaster Loan Programs SORN, 79 Fed. Reg. 16,015 (Mar. 24, 2014): http://www.gpo.gov/fdsys/pkg/FR-2014-03-24/pdf/2014-06361.pdf
- FEMA's Disaster Recovery Assistance Files SORN, 78 Fed. Reg. 25,282 (Apr. 30, 2013): http://www.gpo.gov/fdsys/pkg/FR-2013-04-30/html/2013-10173.htm
- FEMA Recovery Policy 9420.1: http://www.fema.gov/media-library-data/1407352097991-13785338d2ae0606987b2259cab33fa0/Recovery%20Policy%20Sharing%20Survivor%20Data%20with%20Trusted%20Partners%20090913.pdf



FEMA/Kenneth Wilsey

DATA SHARING AND ACCOUNTABILITY THROUGH THE PROGRAM MANAGEMENT OFFICE (PMO)

The Program Management Office (PMO) provides a concrete example of the ways in which open and transparent data sharing practices between agencies can encourage smarter and more effective decision-making in recovery and rebuilding efforts. The size, complexity, and urgency of the funding for Hurricane Sandy recovery made it clear—even before the Sandy Supplemental was enacted—that the Task Force needed a central coordinating office that would work closely with agencies, OMB, and the oversight community, such as the agency Inspectors General and the Recovery Accountability and Transparency Board (RATB). PMO was also established to leverage lessons learned from Hurricane Katrina, as well as best practices from the American Recovery and Reinvestment Act of 2009 (ARRA).

Lead and Supporting Agencies

Federal Emergency Management Agency (FEMA)

Department of Housing and Urban Development (HUD)

Recommendations in this policy area include:

68. Continue functions of PMO to track the progress of the Sandy supplemental funding and performance.

69. Document the functions and processes used by the Task Force recovery in a "PMO toolkit" which could be quickly deployed in the event of future supplemental funding.

RECOMMENDATION #68

Continue functions of PMO to track the progress of the Sandy supplemental funding and performance.

Recommendation Status: Completed
Completion Date: October 29, 2014

Lead and Supporting Agencies

HUD (PMO)
FEMA

Narrative Update

Since the Task Force and its PMO disbanded on time and under budget on September 30, 2013, the PMO function has successfully continued through the Sandy PMO within HUD.

The Sandy PMO continued and expanded upon the role of the Task Force PMO by growing its monitoring system beyond the supplemental funding and performance data to include implementation tracking for the 69 recommendations of the Rebuilding Strategy. The Sandy PMO has also organized and provided data for five Sandy Principals' meetings, co-chaired by the Secretary of HUD and the FEMA Administrator, ensuring continued cabinet-level engagement in this important work, even after the sunset of the Task Force.

Finally, the PMO plays an important role in providing data and communicating progress to the public. The PMO has partnered with the RATB to improve transparency of the supplemental funding, providing regular data to the public in the form of maps and downloadable files. The PMO also publishes periodic reports to its website to communicate the progress being made towards implementing the Rebuilding Strategy and its recommendations.

The success of the PMO during the Task Force and over the last year has prompted a decision to continue the core PMO functions beyond the original intent of the recommendation. In November 2014, the PMO and its responsibilities will transfer from HUD to FEMA. The PMO worked closely with FEMA to ensure a smooth transition so that monitoring of the supplemental funding, performance data, and the 19 recommendations still in progress at the time of publication continues uninterrupted.

What this means for communities

The PMO provides **transparency for the public on the progress of recovery** and **accountability for federal agency partners** by providing detailed information on the progress of the Supplemental funding; the PMO also supports quarterly cabinet-level meetings to facilitate the implementation of the Rebuilding Strategy recommendations.

For More Information

- Rebuilding Strategy Implementation and Sandy PMO overview: http://portal.hud.gov/hudportal/HUD?src=/sandyrebuilding/accountability
- Sandy Supplemental Financial Data: http://www.recovery.gov/Sandy/whereisthemoneygoing/maps/Pages/HudPmo.aspx
- Hurricane Sandy Progress: http://portal.hud.gov/hudportal/HUD?src=/sandyrebuilding/recoveryprogress

RECOMMENDATION #69

Document the functions and processes used by the Task Force recovery in a "PMO toolkit" which could be quickly deployed in the event of future supplemental funding.

Recommendation Status: Completed

Completion Date: March 20, 2014

Lead and Supporting Agencies

HUD (PMO)
FEMA

Narrative Update

For any future supplemental appropriation, whether in response to a disaster or otherwise, government leaders should develop a strategy to track funding across agencies to ensure that agency leadership and other stakeholders have visibility into the comprehensive picture of the status of funds. Quickly establishing the PMO was critical to creating that picture during the Sandy recovery.

Given this experience, one of the recommendations of the Task Force was to create a toolkit that identifies the processes, stakeholders, and considerations required to rapidly establish a similar interagency tracking function for large-scale and complex funding situations. To this end, the PMO created a new resource for federal agencies—the PMO Toolkit—which documents and compiles key lessons, tools, and tips for the development of a PMO so that these processes may be replicated in the event of a future disaster or other large, cross-agency supplemental appropriation.

The PMO Toolkit describes in detail the functions of the Task Force PMO, which was designed specifically to operate in the Federal Government context with the goal of tracking a well-defined set of programs. Topics discussed in the Toolkit include: designing a common set of program management practices which include centralized templates, guidelines, and processes for a range of agencies; building and maintaining the infrastructure to provide a quick turnaround to incorporate changes, revisions, and challenges to existing processes; facilitating communication across diverse programs and agencies to improve cross-agency communication through definition of terms and applying consistent standards; and, intensive technical assistance to deploy terms, processes, and support agencies in adapting them and ensuring that they are sustainable in the long-term.

The PMO Toolkit is available to all federal agencies through the MAX Community platform.

What this means for communities

The PMO Toolkit will allow agencies to **quickly establish a PMO in response to future disasters** or other large, cross-agency supplemental appropriations, providing for the centralized tracking of spending and performance data to **increase transparency for taxpayers and accountability for federal agencies**.

For More Information

- Rebuilding Strategy Implementation and Sandy PMO overview: http://portal.hud.gov/hudportal/HUD?src=/sandyrebuilding/accountability

APPENDIX A: TARGETED COMPLETION BY POLICY AREA

This appendix briefly describes the efforts to track and drive progress towards achieving the recommendations identified in the Hurricane Sandy Rebuilding Strategy. Please see Appendix B for details on each recommendation.

Of the total 69 recommendations:

- 50 (72%) have been completed. Of the 19 recommendations in progress:
  - 7 are targeted for completion between November 1—December 31, 2014
  - 12 are targeted for completion in 2015 & beyond

Policy	Total Recommen-dations	Completed	In Progress	19 Recs In Progress	
				Target Completion by December 31, 2014	Target Completion in 2015 & Beyond
Community Planning & Capacity Building	5	5	0	0	0
Data Sharing	6	4	2	0	2
Housing	9	4	5	4	1
Infrastructure	22	17	5	1	4
Insurance	6	1	5	2	3
Program Management Office	2	2	0	0	0
Resilience	3	3	0	0	0
Small Business	16	14	2	0	2
Total	**69**	**50**	**19**	**7**	**12**

Completeed *In progress*

APPENDIX B: LIST OF ALL RECOMMENDATIONS, AGENCY LEADS, AND COMPLETION STATUS

Recommendation Number	Recommendation Text	Lead Agencies*	Status	Completion or Anticipated Completion Date
Recommendation #1	Facilitate the incorporation of future risk assessment, such as sea level rise, into rebuilding efforts with the development of a sea-level rise tool.	CEQ; FEMA; NOAA; USACE; USGCRP	✓	June 20, 2013
Recommendation #2	Develop a minimum flood risk reduction standard for major Federal investment that takes into account data on current and future flood risk.	Task Force	✓	April 4, 2013
Recommendation #3	Create a design competition to develop innovative resilient design solutions that address the Sandy-affected region's most pressing vulnerabilities.	HUD	✓	June 2, 2014
Recommendation #4	Apply Infrastructure Resilience Guidelines to all Federal infrastructure investments and projects for Sandy recovery.	MitFLG; RSFLG; SRO	✓	July 8, 2014
Recommendation #5	Consider applying the Infrastructure Resilience Guidelines nationally.	DHS (NPPD); NSC	In progress	November 2014
Recommendation #6	Federal, State, and local agencies should continue to coordinate Sandy recovery infrastructure resilience projects.	HUD; SRO	✓	October 15, 2014
Recommendation #7	Institutionalize regional approaches to resilience planning in the NDRF and the National Mitigation Framework.	MitFLG; RSFLG	✓	October 29, 2014
Recommendation #8	Establish a Sandy Regional Infrastructure Permitting and Review Team that leverages the Executive Order 13604 framework for Sandy projects.	HUD	✓	February 7, 2014
Recommendation #9	Leverage the Executive Order 13604 framework to identify opportunities to expedite and improve other types of review processes through programmatic agreement or consultation where appropriate.	Infra SC	In progress	March 2015
Recommendation #10	Disaster recovery efforts should account for the temporary staffing needs of Federal agencies and State and local governments who conduct reviews and permitting of Federal disaster recovery projects.	CEQ; OMB	✓	October 29, 2014

✓ *Completeed* In progress *In progress*

Recommendation Number	Recommendation Text	Lead Agencies*	Status	Completion or Anticipated Completion Date
Recommendation #11	Provide technical assistance to States and localities to help optimize Sandy recovery infrastructure funding, share best practices, leverage resources, advance sustainability, and meet the needs of vulnerable communities.	DOE; DOT; HUD	✓	August 29, 2014
Recommendation #12	Ensure that Sandy recovery energy investments are resilient.	DOE	✓	July 7, 2014
Recommendation #13	Mitigate future impacts to the liquid fuels supply chain like those experienced during the Sandy recovery.	DOE	✓	July 7, 2014
Recommendation #14	Encourage Federal and State cooperation to improve electric grid policies and standards.	DOE	✓	September 1, 2014
Recommendation #15	Mobilize the private sector and non-profit community to develop innovative solutions that support and integrate whole community efforts for disaster relief.	FEMA; OSTP	✓	July 29, 2014
Recommendation #16	Develop a resilient power strategy for wireless and data communications infrastructure and consumer equipment.	DOE; NTIA	✓	September 12, 2014
Recommendation #17	Expedite flow of Sandy transportation funding to needed repairs.	DOT (FTA)	✓	September 22, 2014
Recommendation #18	Align Sandy transportation funding expenditures with national policy goals.	DOT (FTA)	✓	September 22, 2014
Recommendation #19	Consider green infrastructure options in all Sandy infrastructure investments.	DOI; EPA; FEMA; HUD; NOAA; USACE; USDA	✓	July 7, 2014
Recommendation #20	Improve the understanding and decision-making tools for green infrastructure through projects funded by the Sandy Supplemental.	DOI; EPA; FEMA; HUD; NOAA; USACE; USDA	✓	July 7, 2014
Recommendation #21	Create opportunities for innovations in green infrastructure technology and design using Sandy funding, particularly in vulnerable communities.	DOI; EPA; FEMA; HUD; NOAA; USACE; USDA	✓	July 7, 2014
Recommendation #22	Develop a consistent approach to valuing the benefits of green approaches to infrastructure development and develop tools, data, and best practices to advance the broad integration of green infrastructure.	CEQ	In progress	April 2015

✓ *Completeed* In progress *In progress*

Recommendation Number	Recommendation Text	Lead Agencies*	Status	Completion or Anticipated Completion Date
Recommendation #23	Ensure Sandy recovery water infrastructure investments are timely, resilient, sustainable, and effective.	EPA; USACE	In progress	January 2015
Recommendation #24	Ensure Sandy recovery water infrastructure projects are coordinated with other infrastructure investments.	HUD; SRO	Completed	October 15, 2014
Recommendation #25	States and localities should adopt and enforce the most current version of the IBC and the IRC.	MitFLG	In progress	July 2015
Recommendation #26	For future disasters that affect high-density and high cost areas, shelter-in-place programs like New York City's Rapid Repair and FEMA's Sheltering and Temporary Essential Power (STEP) programs should be implemented to reduce the number of people displaced from their homes who would otherwise require short term housing. Evaluate the effectiveness of STEP and compare outcomes to other forms of temporary emergency sheltering implemented in response to Sandy. In addition, evaluate the New York, New Jersey, and New York City implementation of sheltering in place programs.	FEMA	In progress	December 2014
Recommendation #27	HUD should expedite future allocations from the remaining CDBG-DR funds for Sandy recovery and other eligible disasters, as well as other allocations (if appropriated) for future disasters. HUD should continue to provide consistent and appropriate standards for the use of CDBG-DR funding. In addition, HUD should encourage grantees to use toolkits and other existing resources to expedite program implementation.	HUD	Completed	November 18, 2013
Recommendation #28	Require grantees to use CDBG-DR funding to support public and HUD-assisted multi-family housing as well as subsidized and tax credit-assisted affordable housing with recovery and risk mitigation efforts.	HUD	Completed	November 18, 2013
Recommendation #29	Align the foreclosure prevention policies of the FHA and the FHFA – including policies on moratoria, forbearance, and refinancing.	HUD	In progress	December 2014
Recommendation #30	HUD should explore ways to assist State and local governments to develop model affordable housing programs that leverage funding from the public, private, and philanthropic sectors for affordable housing development and preservation in Sandy-affected areas, as well as in other regions that could potentially be affected by future disasters.	HUD	Completed	May 7, 2014

Completeed *In progress*

Recommendation Number	Recommendation Text	Lead Agencies*	Status	Completion or Anticipated Completion Date
Recommendation #31	Encourage and promote the Insurance Institute for Business and Home Safety (IBHS) FORTIFIED home programs/ Resilience STAR development standards.	DHS	In progress	February 2015
Recommendation #32	Help identify opportunities for state and local housing programs to leverage funds and create public-private partnerships.	HUD	Completed	May 31, 2013
Recommendation #33	FEMA, EPA, HUD, and HHS should issue consolidated guidance on remediation of indoor air pollutants (e.g. mold, lead, radon, and asbestos) that can pose health hazards for workers and residents in the Sandy-affected region. In addition, these agencies should recommend or establish region and housing stock specific toolkits related to indoor air pollutants for States and localities responding to disasters. Tribal, State, and local governments should include the remediation of these indoor environmental pollutants in their rebuilding construction/rehabilitation programs.	HUD	In progress	December 2014
Recommendation #34	Bring together the Housing RSF and Emergency Support Function six partner agencies to review and integrate existing housing plans, as well as existing statutes, regulations, and policies for potential changes (statutory, regulatory or policy) to improve the delivery of housing solutions for future disasters.	FEMA; HUD	In progress	December 2014
Recommendation #35	Build a Disaster Preparedness and Operations Team (DPOT) focused on planning to help SBA district offices, including those in the Hurricane Sandy region, ensure clear and consistent guidance on how to access both local and Federal aid following a disaster.	SBA	Completed	July 31, 2014
Recommendation #36	Institute a "No Wrong Door" approach to federal information sharing after disasters by building on existing information platforms and cross-referencing Hurricane Sandy disaster recovery resources. Furthermore, measures should be taken to ensure that information about economic recovery from Hurricane Sandy is accessible to vulnerable populations.	RSFLG	In progress	August 2015
Recommendation #37	Encourage HUD CDBG-DR grantees to address the needs of a broad range of affected small businesses, including through the provision of grant funds to community organizations that work closely with businesses whose needs might otherwise be unmet.	HUD	Completed	November 18, 2013

Completeed *In progress*

Recommendation Number	Recommendation Text	Lead Agencies*	Status	Completion or Anticipated Completion Date
Recommendation #38	Remove statutory barriers for SBA programs that provide additional technical assistance to small businesses before, during, and after a disaster.	SBA	✓ *(pending statutory change)*	October 29, 2014
Recommendation #39	Provide SBA statutory authority to fund incubators and accelerators.	SBA	✓ *(pending statutory change)*	October 29, 2014
Recommendation #40	Institute new and innovative process improvements to SBA's Disaster Loan program.	SBA	✓	April 25, 2014
Recommendation #41	Modify regulations to adopt and "alternative size standard" for small businesses for SBA's Economic Injury Disaster Loans similar to the standard for SBA business loan programs, to enable more businesses to qualify for loans.	SBA	In progress	October 2016
Recommendation #42	Increase SBA's unsecured disaster loan limits and expedite the disbursement of small dollar loans.	SBA	✓ *(pending statutory change)*	October 29, 2014
Recommendation #43	Defer loan payments due to SBA from Microloan Intermediaries, when appropriate as determined by SBA Administrator, if a certain percent of the Intermediary's portfolio is made up of loans to microborrowers in major disaster areas, including the Hurricane Sandy region.	SBA	✓	June 1, 2013
Recommendation #44	Encourage HUD CDBG-DR grantees and private sources to fund additional CDFI outreach and support to small businesses in vulnerable communities.	HUD; Treasury	✓	November 18, 2013
Recommendation #45	Raise awareness that Treasury's SSBCI Program can be used for disaster recovery, including Hurricane Sandy recovery.	Treasury	✓	June 4, 2014
Recommendation #46	Create opportunities and tools to increase access for small businesses to rebuild their businesses and participate in Hurricane Sandy rebuilding.	SBA	✓	December 31, 2013

✓ *Completeed* In progress

Recommendation Number	Recommendation Text	Lead Agencies*	Status	Completion or Anticipated Completion Date
Recommendation #47	Make statutory changes to existing SBA initiatives to make it easier for small and local businesses to access Federal contracts for Hurricane Sandy rebuilding.	SBA	✓ *(pending statutory change)*	October 29, 2014
Recommendation #48	Promote best practices of local workforce agencies that are integrating disaster recovery and long-term Hurricane Sandy rebuilding into their ongoing efforts.	DOL	✓	June 30, 2014
Recommendation #49	Encourage HUD CDBG-DR grantees, in complying with Section 3 regulations, to maximize efforts to create specialized skills training programs in the areas needed most for Sandy rebuilding, ranging from mold remediation and construction to ecosystem and habitat restoration, green infrastructure, and coastal engineering. Furthermore, the Task Force recommends that these training programs include low-income individuals and other vulnerable populations and create local Hurricane Sandy recovery jobs that pay wages and benefits at industry standards.	HUD	✓	December 10, 2013
Recommendation #50	Pursuant to Executive Order 13502, executive agencies should be encouraged to consider consideration of Project Labor Agreements (PLAs) on large-scale construction projects in the Hurricane Sandy region in order to promote economy and efficiency in Federal procurement.	DOL	✓	October 6, 2014
Recommendation #51	Establish Unified Insurance Disbursement Process.	FHA; FHFA; HUD; Lenders	✓	January 16, 2014
Recommendation #52	Support efforts to reduce consumer confusion regarding risk and insurance coverage while working to increase hazard preparedness.	FEMA; FIO	In progress	August 2015
Recommendation #53	Improve National Flood Insurance Program (NFIP) policyholder awareness of factors that affect flood risk and insurance rating decisions.	FEMA	In progress	November 2014
Recommendation #54	Encourage increased hazard mitigation activities including elevation in order to protect property against future losses.	FEMA	In progress	December 2014
Recommendation #55	Continue to assess actuarial soundness of decreasing premiums based on mitigation activities other than elevation.	FEMA	In progress	March 2015
Recommendation #56	Analyze affordability challenges of flood insurance and the impact on economically distressed households facing premium increases.	FEMA; FIO; HUD	In progress	June 2018

✓ *Completeed* In progress

Recommendation Number	Recommendation Text	Lead Agencies*	Status	Completion or Anticipated Completion Date
Recommendation #57	Work with States and local jurisdictions to consider funding strategies and raise awareness about the need to fill LDRM positions.	CPCB RSF	✓	June 1, 2014
Recommendation #58	Support the New York Rising Community Reconstruction Program.	CPCB RSF; HUD	✓	July 30, 2014
Recommendation #59	Support New Jersey planning efforts, including pilots for New Jersey Local Resilience Partnerships, and encourage Federal agencies, the State of New Jersey, non-profits, and philanthropic organizations to provide both financial and technical support for the formation and operation of the Local Resilience Partnerships.	CPCB RSF; HUD	✓	June 15, 2014
Recommendation #60	Package the variety of existing Federal resources and tools related to disaster recovery and create new ones specific to community planning and capacity building in order to establish a coordinated suite of assistance that enhances and streamlines access to the recovery expertise needed by impacted communities.	CPCB RSF	✓	June 30, 2014
Recommendation #61	Facilitate and expand opportunities for philanthropic and non-profit engagement in recovery, including opportunities for organizations that work with vulnerable populations. The CPCB RSFs in New York and New Jersey should actively support funder collaboratives that provide grants to nonprofits working in coordination with government. This should include encouragement of sub-grants to NGOs that would assist in accomplishing the Federal outreach requirements, including those specific to vulnerable populations to ensure they are included in the recovery planning process.	CPCB RSF	✓	June 30, 2014
Recommendation #62	Agencies should make aggregated, PII-scrubbed data about disaster-affected populations available to the public using a central website similar to http://www.data.gov. Specifically, FEMA, HUD, and SBA should coordinate to create a new website or adapt an existing one (such as FEMA's openFEMA site) for data posting during disasters. In addition, FEMA, HUD, and SBA should create a process for digesting raw data into an aggregated form that the public can view.	FEMA; HUD; SBA	In progress	April 2015

✓ *Completeed* In progress

Recommendation Number	Recommendation Text	Lead Agencies*	Status	Completion or Anticipated Completion Date
Recommendation #63	Each agency and each State should identify a "data steward" who serves as a point of contact for data requests. This contact should not only be available after disasters, but also serve as an informational resource in advance of disasters. FEMA, HUD, and SBA should each designate an individual within their agencies that is permanently available to receive data sharing requests and related questions from States, local governments, and non-governmental entities. Each agency should then distribute the name and contact information of that individual to all 50 States. In the event of a disaster, agencies should send affected States a reminder that the data steward is available to assist them and that each State is responsible for identifying a central point of contact within the governor's office or within the primary disaster response agency to coordinate requests with Federal agencies.	FEMA; HUD; SBA	✓	October 29, 2014
Recommendation #64	Each agency should catalogue its disaster data in a "menu" that describes the data that it may share with States and local governments. Specifically, each agency's data steward (see recommendation 63) should create a document containing a list of all data sets that are typically requested during a disaster. Each data item description should include the fields in the data set and the units of measurement, as well as a brief description of how the data can be used by States responding to a disaster and describe the limitations of the data (privacy requirements, aggregation, data latency, etc.). This document should be distributed to disaster agencies in each State.	FEMA; SBA	✓	October 29, 2014
Recommendation #65	FEMA, HUD, and SBA should adopt a common data sharing agreement template so that data requestors do not have to familiarize themselves with three separate forms. Attorneys and privacy officials from these agencies should meet to compare their current data sharing agreement formats and identify common boilerplate language that can serve as the basis for an interagency template. Once drafted, this template should then be distributed by each agency's data sharing steward to the States.	FEMA; HUD; SBA	✓	October 29, 2014

✓ *Completeed* *In progress*

Recommendation Number	Recommendation Text	Lead Agencies*	Status	Completion or Anticipated Completion Date
Recommendation #66	Work towards a multi-agency integrated data repository, or "data hub," shared and operated by FEMA and HUD, that, to the extent permitted by law and Federal policy, allows those agencies to access and store one another's data and to pass these data along to States in the event of a Federally declared disaster. FEMA and HUD should provide technical support and personnel resources to further this tool's development in preparation for the next disaster. In addition, agency attorneys and privacy officials should discuss what steps will be necessary to begin preparing the legal framework for a multi-agency data portal.	FEMA; HUD	In progress	March 2017
Recommendation #67	To help make Federal data available to States, agencies should review "routine use" language in relevant SORNs to determine whether any changes are warranted that could provide greater flexibility to share information for planning purposes, to share information across State agencies and with local governments and to broaden categories of records to cover data from other sources. Attorneys in FEMA's Office of Chief Counsel who have considered this issue have offered to make themselves available to provide guidance.	FEMA; HUD	Completed	September 30, 2014
Recommendation #68	Continue functions of PMO to track the progress of the Sandy supplemental funding and performance.	HUD (PMO)	Completed	October 29, 2014
Recommendation #69	Document the functions and processes used by the Task Force recovery in a "PMO toolkit" which could be quickly deployed in the event of future supplemental funding.	HUD (PMO)	Completed	March 20, 2014

**Lead Agencies refers to agencies that are primary recommendation owners and drive the implementation of each recommendation, and do not include supporting agencies. Lead Agencies were responsible for monthly policy reporting and served as primary points of contact for PMO's monitoring activities. While the Rebuilding Strategy identified specific agencies (such as the Department of Housing and Urban Development) to lead implementation, in some cases these leads have changed, or more specific subcomponents of or offices within an agency (such as the Office of Community Planning and Development) have been identified. Further, for some recommendations, the Rebuilding Strategy also identified contributing or supporting agencies. This progress report primarily reflects the latest Lead and Supporting Agencies only, and does not necessarily include all contributing agencies.*

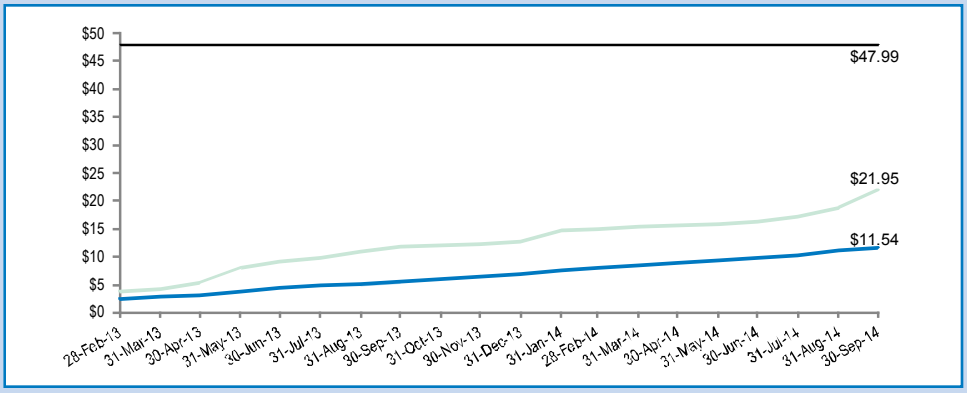
Completed *In progress*

APPENDIX C: TRACKING THE SANDY SUPPLEMENTAL

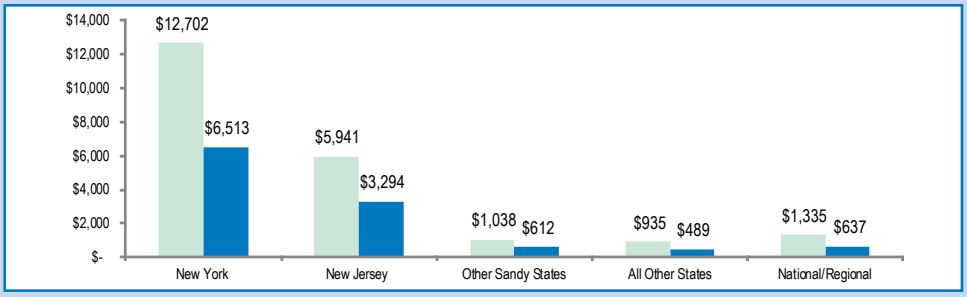
The Disaster Relief Appropriations Act of 2013, commonly referred to as the Sandy Supplemental, provided approximately $50 billion ($47.9 billion after sequestration) to 19 federal agencies to help communities rebuild after Hurricane Sandy. Since March 2013, the Hurricane Sandy Program Management Office (PMO) has been collecting Funds Obligated (Awarded) and Funds Outlayed (Paid Out) data.

For more information, please visit www.recovery.gov.

Sandy Supplemental Funding Over Time



Sandy Supplemental Funding by State (through September 2014)*



**Other Sandy States—Includes all other Hurricane Sandy-impacted states—CT, DE, MA, MD, NH, OH, PA, RI, VA, WV, and DC.*
All Other States—Includes funding to recipients in states—other than NY, NJ, and the states listed above—impacted by disasters occurring in 2011, 2012, and 2013 that were included in the Sandy Supplemental.
National/Regional—Includes funds that cannot be broken out by state or funds applied to multiple states and U.S. territories, as well as funds for a small number of programs not currently reporting at the state level.

APPENDIX D: EXECUTIVE ORDER 13632

Administration of Barack Obama, 2012

Executive Order 13632—Establishing the Hurricane Sandy Rebuilding Task Force

December 7, 2012

By the authority vested in me as President by the Constitution and the laws of the United States of America, it is hereby ordered as follows:

Section 1. Purpose. Hurricane Sandy made landfall on October 29, 2012, resulting in major flooding, extensive structural damage, and significant loss of life. A dangerous nor'easter followed 9 days later causing additional damage and undermining the recovery effort. As a result of these events, thousands of individuals were displaced and millions lost power, some for an extended period of time. Over 1,600 stores were closed, and fuel distribution was severely disrupted, further complicating the recovery effort. New York and New Jersey—two of the Nation's most populous States—were especially hard hit by these storms.

The Federal Emergency Management Agency (FEMA) in the Department of Homeland Security is leading the recovery efforts to assist the affected region. A disaster of Hurricane Sandy's magnitude merits a comprehensive and collaborative approach to the long-term rebuilding plans for this critical region and its infrastructure. Rebuilding efforts must address economic conditions and the region's aged infrastructure—including its public housing, transportation systems, and utilities—and identify the requirements and resources necessary to bring these systems to a more resilient condition given both current and future risks.

This order establishes the Hurricane Sandy Rebuilding Task Force (Task Force) to provide the coordination that is necessary to support these rebuilding objectives. In collaboration with the leadership provided through the National Disaster Recovery Framework (NDRF), the Task Force will identify opportunities for achieving rebuilding success, consistent with the NDRF's commitment to support economic vitality, enhance public health and safety, protect and enhance natural and manmade infrastructure, and ensure appropriate accountability. The Task Force will work to ensure that the Federal Government continues to provide appropriate resources to support affected State, local, and tribal communities to improve the region's resilience, health, and prosperity by building for the future.

Sec. 2. Establishment of the Hurricane Sandy Rebuilding Task Force. There is established the Hurricane Sandy Rebuilding Task Force, which shall be chaired by the Secretary of Housing and Urban Development (Chair).

a. In addition to the Chair, the Task Force shall consist of the head of each of the following executive departments, agencies, and offices, or their designated representatives:

- **i.** the Department of the Treasury;
- **ii.** the Department of the Interior;
- **iii.** the Department of Agriculture;
- **iv.** the Department of Commerce;
- **v.** the Department of Labor;

vi. the Department of Health and Human Services;

vii. the Department of Transportation;

viii. the Department of Energy;

ix. the Department of Education;

x. the Department of Veterans Affairs;

xi. the Department of Homeland Security;

xii. the Environmental Protection Agency;

xiii. the Small Business Administration;

xiv. the Army Corps of Engineers;

xv. the Office of Management and Budget;

xvi. the National Security Staff;

xvii. the Domestic Policy Council;

xviii. the National Economic Council;

xix. the Council on Environmental Quality;

xx. the Office of Science and Technology Policy;

xxi. the Council of Economic Advisers;

xxii. the White House Office of Public Engagement and Intergovernmental Affairs;

xxiii. the White House Office of Cabinet Affairs; and

xxiv. such other agencies and offices as the President may designate.

b. The Chair shall regularly convene and preside at meetings of the Task Force and determine its agenda as the Task Force exercises the functions set forth in section 3 of this order. The Chair's duties shall also include:

i. communicating and engaging with States, tribes, local governments, Members of Congress, other stakeholders and interested parties, and the public on matters pertaining to rebuilding in the affected region;

ii. coordinating the efforts of executive departments, agencies, and offices related to the functions of the Task Force; and

iii. specifying the form and subject matter of regular reports to be submitted concurrently to the Domestic Policy Council, the National Security Staff, and the Chair.

Sec. 3. Functions of the Task Force. Consistent with the principles of the NDRF, including individual and family empowerment, leadership and local primacy, partnership and inclusiveness, public information, unity of effort, timeliness and flexibility, resilience and sustainability, and psychological and emotional recovery, the Task Force shall:

a. work closely with FEMA in the coordination of rebuilding efforts with the various intergovernmental activities taken in conjunction with the NDRF;

b. describe the potentially relevant authorities and resources of each member of the Task Force;

c. identify and work to remove obstacles to resilient rebuilding in a manner that addresses existing and future risks and vulnerabilities and promotes the long-term sustainability of communities and ecosystems;

d. coordinate with entities in the affected region in efforts to:

- **i.** ensure the prompt and orderly transition of affected individuals and families into safe and sanitary long-term housing;
- **ii.** plan for the rebuilding of critical infrastructure damaged by Hurricane Sandy in a manner that accounts for current vulnerabilities to extreme weather events and increases community and regional resilience in responding to future impacts;
- **iii.** support the strengthening of the economy; and
- **iv.** understand current vulnerabilities and future risks from extreme weather events, and identify resources and authorities that can contribute to strengthening community and regional resilience as critical infrastructure is rebuilt and ecosystem functions are restored;

e. prior to the termination of the Task Force, present to the President a Hurricane Sandy Rebuilding Strategy (Strategy) as provided in section 5 of this order;

f. engage local stakeholders, communities, the public, Members of Congress, and other officials throughout the areas affected by Hurricane Sandy to ensure that all parties have an opportunity to share their needs and viewpoints to inform the work of the Task Force, including the development of the Strategy; and

g. communicate with affected tribes in a manner consistent with Executive Order 13175 of November 6, 2000, regarding the consultation and coordination with Indian tribal governments.

Sec. 4. Task Force Advisory Group. The Chair shall, at his discretion, establish an Advisory Group to advise the Task Force and invite individuals to participate in it. Participants shall be elected State, local, and tribal officials and may include Governors, Mayors, County Executives, tribal elected officials, and other elected officials from the affected region as the Chair deems appropriate. Members of the Advisory Group, acting in their official capacity, may designate employees with authority to act on their behalf. The Advisory Group shall generally advise the Task Force as requested by the Chair, and shall provide input on each element of the Strategy described in section 5 of this order.

Sec. 5. Hurricane Sandy Rebuilding Strategy.

a. Within 180 days of the first convening of its members, the Task Force shall prepare a Strategy that includes:

- **i.** a summary of Task Force activities;
- **ii.** a long-term rebuilding plan that includes input from State, local, and tribal officials and is supported by Federal agencies, which is informed by an assessment of current vulnerabilities to extreme weather events and seeks to mitigate future risks;
- **iii.** specific outcomes, goals, and actions by Federal, State, local, and tribal governments and the private sector, such as the establishment of permanent entities, as well as any proposed legislative, regulatory, or other actions that could support the affected region's rebuilding; and
- **iv.** a plan for monitoring progress.

b. The executive departments, agencies, and offices listed in section 2(a) of this order shall, as appropriate and to the extent permitted by law, align their relevant programs and authorities with the Strategy.

Sec. 6. Administration.

a. The Task Force shall have a staff, headed by an Executive Director, which shall provide support for the functions of the Task Force.

b. The Executive Director shall be selected by the Chair and shall supervise, direct, and be accountable for the administration and support of the Task Force.

c. At the request of the Chair, other executive departments and agencies shall serve in an advisory role to the Task Force on issues within their expertise.

d. The Task Force may establish technical working groups of Task Force members, their representatives, and invited Advisory Group members and elected officials, or their designated employees, as necessary to provide advice in support of their function.

e. The Task Force shall terminate 60 days after the completion of the Strategy described in section 5 of this order, after which FEMA and the Lead and Supporting Agencies for the Recovery Support Functions, as described in the NDRF, shall continue the Federal rebuilding coordinating roles described in section 3 of this order to the extent consistent with the NDRF.

Sec. 7. General Provisions.

a. For purposes of this order, "affected tribe" means any Indian tribe, band, nation, pueblo, village, or community that the Secretary of the Interior acknowledges to exist as an Indian tribe pursuant to the Federally Recognized Indian Tribe List Act of 1994 (25 U.S.C. 479a), located or with interests in the affected area.

b. To the extent permitted by law, and subject to the availability of appropriations, the Department of Housing and Urban Development shall provide the Task Force with such administrative services, facilities, staff, equipment, mobile communications, and other support services as may be necessary for the Task Force to carry out its functions, using funds provided from the Disaster Relief Fund by agreement with FEMA and any other available and appropriate funding.

c. Members of the Task Force, Advisory Group, and any technical working groups shall serve without any additional compensation for their work on the Task Force, Advisory Group, or technical working group.

d. Nothing in this order shall be construed to impair or otherwise affect:

- **i.** the authority granted by law to an executive department, agency, or the head thereof, or the status of that department or agency within the Federal Government; or
- **ii.** the functions of the Director of the Office of Management and Budget relating to budgetary, administrative, or legislative proposals.

e. This order shall be implemented consistent with applicable law, and subject to the availability of appropriations.

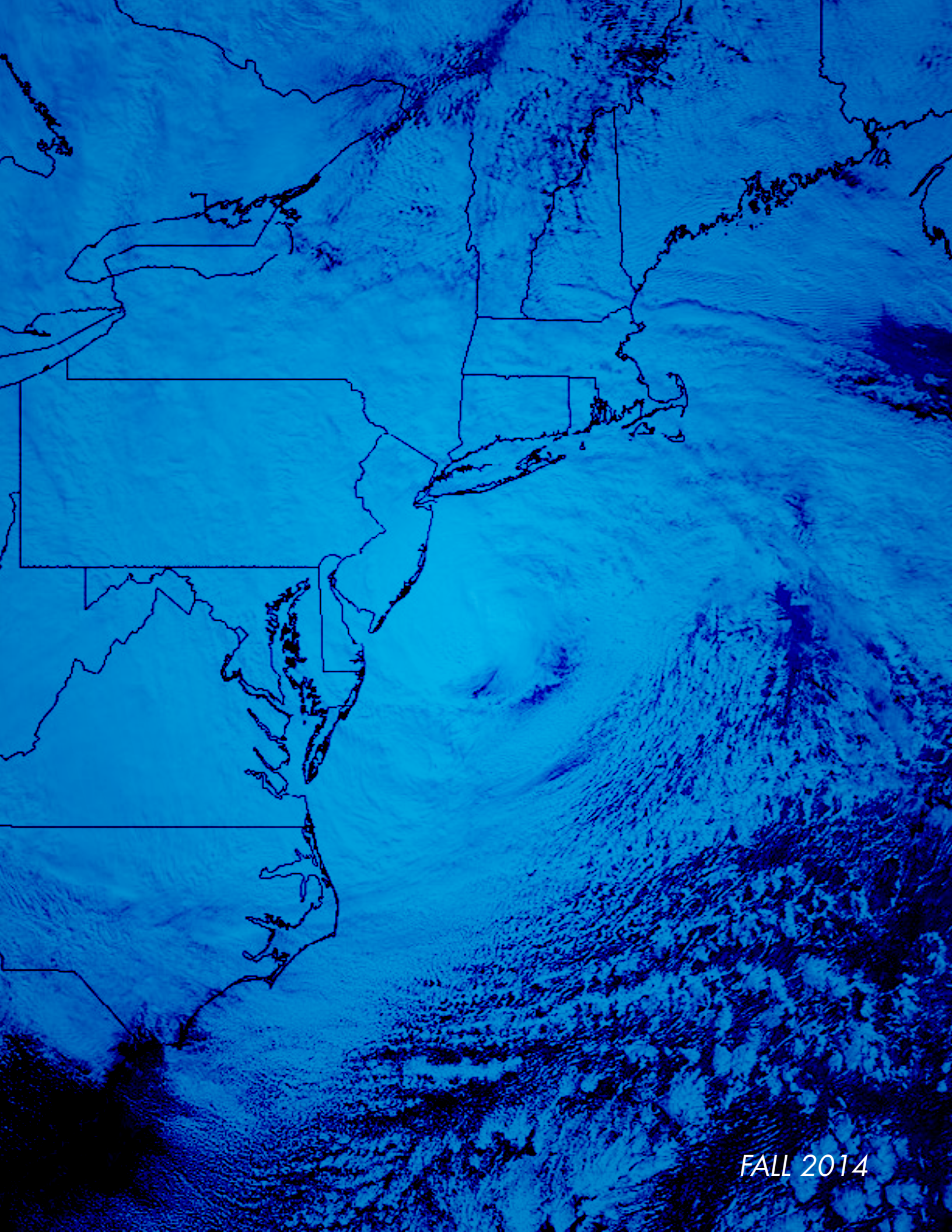
f. This order is not intended to, and does not, create any right or benefit, substantive or procedural, enforceable at law or in equity by any party against the United States, its departments, agencies, or entities, its officers, employees, or agents, or any other person.

BARACK OBAMA
THE WHITE HOUSE,
December 7, 2012.

APPENDIX E: ACRONYMS AND ABBREVIATIONS

ARRA	American Recovery and Reinvestment Act of 2009
BW-12	Biggert-Waters Flood Insurance Reform Act of 2012
CDBG-DR	Community Development Block Grant – Disaster Recovery
CDFI	Community Development Financial Institution
CEQ	White House Council on Environmental Quality
CHP	Combined Heat and Power
CNJG	Council of New Jersey Grantmakers
CPCB RSF	Community Planning and Capacity Building Recovery Support Function (FEMA led)
CSRIC	Communications, Security, Reliability and Interoperability Council
CoF	Council of Foundations
DBC	Delaware Bayshore Committee
DHS	U.S. Department of Homeland Security
DOC	U.S. Department of Commerce
DOD	U.S. Department of Defense
DOE	U.S. Department of Energy
DOI	U.S. Department of the Interior
DOJ	U.S. Department of Justice
DOL	U.S. Department of Labor
DOT	U.S. Department of Transportation
EOP	Executive Office of the President
EPA	U.S. Environmental Protection Agency
ERB	New Jersey Energy Resilience Bank
ETA	Employment and Training Administration (DOL)
FAA	Federal Aviation Administration (DOT)
Fannie Mae	Federal National Mortgage Association
FCC	Federal Communications Commission
FDRC	Federal Disaster Recovery Coordinator (FEMA)
FEMA	Federal Emergency Management Agency (DHS)
FFB	Federal Financing Bank
FHA	Federal Housing Administration (HUD)
FHFA	Federal Housing Finance Agency
FHWA	Federal Highway Administration (DOT)

FIO	Federal Insurance Office (Treasury)
FRA	Federal Railroad Administration (DOT)
FRP	Sandy Regional Federal Review and Permitting
Freddie Mac	Federal Home Loan Mortgage Corporation
FTA	Federal Transit Administration (DOT)
GIS	Geographic Information System
GSA	General Services Administration
GSE	Government Sponsored Enterprise
HHS	U.S. Department of Health and Human Services
HUBZone	Historically Underutilized Business Zone
HUD	U.S. Department of Housing and Urban Development
IA	Individual Assistance (FEMA)
IBC	International Building Code
IBHS	Insurance Institute for Business and Home Safety
IRC	International Residential Building Code
LDRM	Local Disaster Recovery Manager
LEED	U.S. Green Building Council's Leadership in Energy and Environmental Design
LWD	New Jersey Department of Labor and Workforce Development
MitFLG	Mitigation Framework Leadership Group
MOU	Memorandum of Understanding
NDRF	National Disaster Recovery Framework
NFIP	National Flood Insurance Program
NGO	Non-Governmental Organization
NIST	National Institute of Standards and Technology (DOC)
NOFA	Notice of Funds Availability
NOAA	National Oceanic and Atmospheric Administration (DOC)
NSC	National Security Council
NPPD	National Protection and Programs Directorate (DHS)
NTIA	National Telecommunications Information Administration (DOC)
NYC-HDC	New York City Housing Development Corporation
NYRCR	New York Rising Community Reconstruction Program
OMB	White House Office of Management and Budget
OSHA	Occupational Safety and Health Administration (DOL)
OSTP	White House Office of Science and Technology Policy
PII	Personally Identifiable Information



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