



The Hurricane Sandy Rebuilding Strategy

How the Federal Government
is Working to Ensure
Resilience and Mitigation in
Recovery from Hurricane
Sandy

December 2013

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Agenda

- **Policy Process for the Hurricane Sandy Rebuilding Strategy**
- The Final Strategy and Recommendations
- Recommendations: A Closer Look
- Strategy Rollout Summary
- Implementation and Succession
- Progress to Date



The Hurricane Sandy Rebuilding Task Force was established to support federal, state, local, and tribal initiatives to rebuild stronger, safer, and more resilient communities

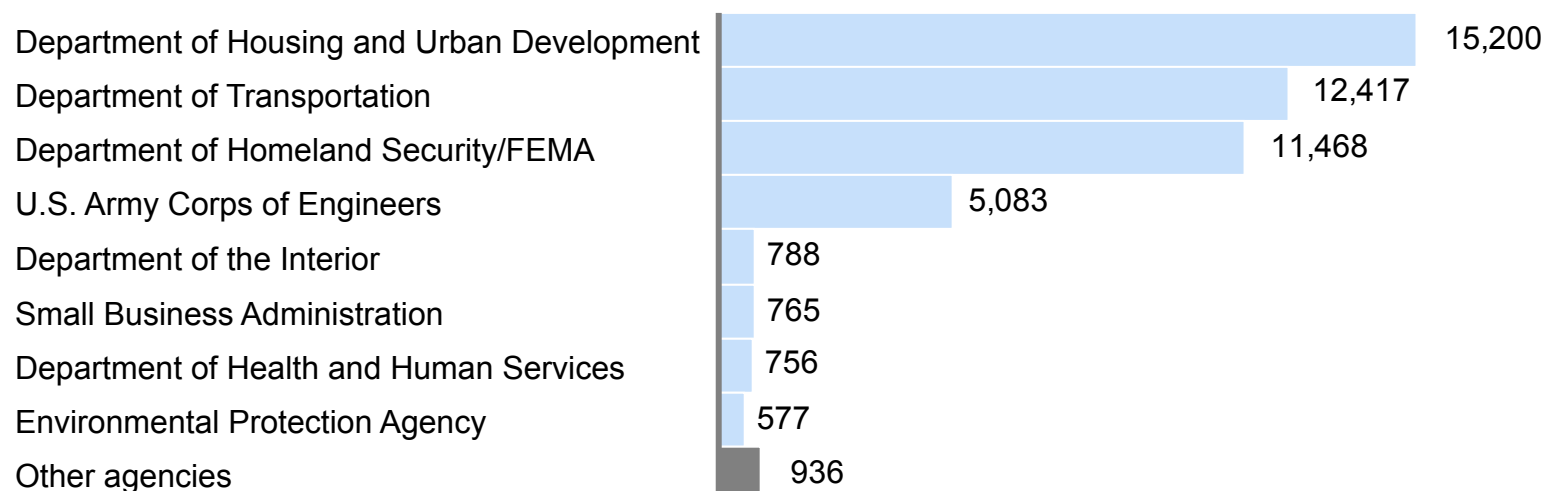
Establishment

- Created by Executive Order 13632 on December 7, 2012 to supplement FEMA's recovery efforts in the region – designed to be in place for less than one year
- Chaired by HUD Secretary Shaun Donovan, headed by an Executive Director; members consisted the heads of 23 federal departments and White House offices
- EO 13632 states that a truly coordinated effort requires Cabinet level attention
- Sought "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"
- Coordinated the **federal investment of \$60 billion** passed by Congress primarily for the region impacted by Hurricane Sandy

Disaster Relief Appropriations Act of 2013, or Sandy supplemental bill: ~\$48B net of sequester

Breakdown of recovery spend amounts (top-8 agencies)

\$ Millions



Spend for all other agencies

\$ Millions

Department of Commerce	308	NASA	14
Department of Veterans Affairs	236	General Services Administration	7
Department of Agriculture	217	Smithsonian Institution	2
Department of Defense	104	Social Security Administration	2
Department of Labor	24	Legal Services Corporation	1
Department of Justice	20		

The Task Force had a DC and regional presence to deliver national policy and region-specific rebuilding recommendations

Structure

- Members – the TF consisted of heads of each of a series of executive departments, agencies, and offices, or their designated representatives
- Worked closely with FEMA and within the National Disaster Recovery Framework (NDRF)
- Staffed by Washington, DC, and NY and NJ teams of policy advisors (including detailees from HUD, FEMA/DHS, the Army Corps of Engineers, SBA, Energy, EPA, Commerce, and HHS), plus communications, legislative affairs, legal, PMO, and other support staff.
- Advisory Group - comprised of state, local, and tribal elected officials from the most impacted jurisdictions to advise the Task Force and ensure that the rebuilding and recovery effort reflected the input of the those communities.

Deliverables Set by EO 13632

- Long-term rebuilding recommendations informed by an assessment of current vulnerabilities to extreme weather events and seek to mitigate future risks
- Signature policy initiatives
- Plan for monitoring progress and providing transparency on how funds are spent
- Recommendations on Federal framework for disaster recovery

Policy Process: Quantitative and Qualitative Data

We set a consistent level of quantitative and qualitative data for each policy recommendation in the Strategy document

Quantitative Research

- We assembled a team to review the Strategy document and set a baseline level of data and consistent set of sources for each recommendation.
 - E.g. for Energy we included the following statistics to substantiate the importance of addressing energy: (a) how many homes lost power for how long; (b) how many businesses lost power for how long; (c) what was the projected economic loss due to the power outage.
- Further, within each policy topic, the team included analyses and/or case studies to substantiate and prioritize each proposed recommendation.
 - E.g. for our recommendation to prioritize critical infrastructure (medical, waste-water treatment, public transportation and schools) we included: (a) the number of facilities impacted; (b) the number of patients/students/residents displaced; (c) the economic impact of facility failure; etc.

Qualitative Research

- We also engaged in a policy-driven community engagement process and included a summary of this work to enforce the recommendations in the Strategy document.

Policy Process: Engaging Stakeholders

Agencies and state, tribal, and local elected officials contributed to the recommendations:

- **Policy Development:** Task Force designees from each agency worked directly on informing and shaping the policy recommendations, through formal meetings and smaller working group sessions.
- **Local input:** The Task Force worked closely with elected officials and their designees to determine priorities for rebuilding.
 - Three in-person meetings with Advisory Group members (NY, NJ, White House)
 - Series of policy rollout briefings for Advisory Group members via conference calls.
- **Strategy Review:** Task Force designees and agencies reviewed informal drafts of the Strategy, and then provided formal comment through formal interagency review. The White House coordinated adjudication of top-level concerns.

Briefing key external stakeholders before release:

- In advance of the release of the strategy document, the Task Force identified more than 500 local and national third-party stakeholders that would be interested and invested in the rebuilding strategy.
- The Task Force hosted a series of briefing calls that had a total of **more than 500 participants** and resulted in **48 statements of support** from local and national validators.

The Policy Process: Congressional Outreach

Congressional Outreach

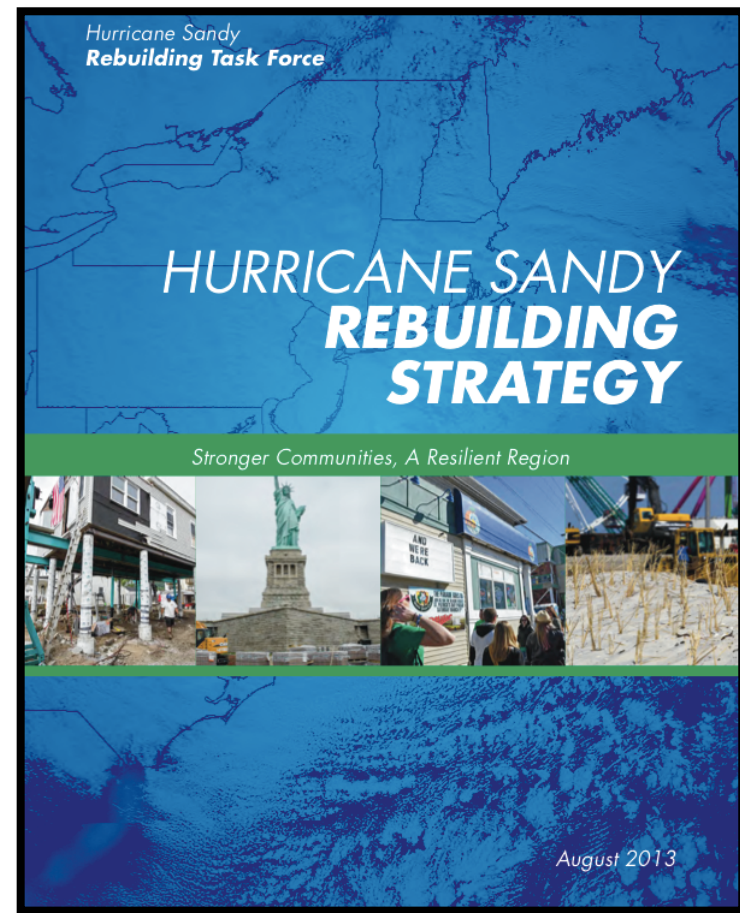
- Provide regular email updates on policy announcements, trips, and general notifications to list of approximately 200 congressional offices & 400 staff from the 5 states eligible for FEMA individual assistance, Senate & House Appropriations, and any other office that has shown interest on Sandy to the Task Force or any other involved agency.
- Organized member briefings with the New York and New Jersey delegations hosted by Secretary Donovan.
- Held Hill staff briefings hosted by the Task Force Executive Director.
- Organized Task Force trips with congressional delegations from affected states.
- Organized working group of Federal Congressional & Intergovernmental Affairs (CIR) counterparts to keep agency partners updated on the work of the Task Force and relevant hearings.

Congressional Briefings & Incoming Requests

- Participated in hearings in front of the Senate HSGAC, House THUD, and other congressional committees.
- Consistently responding to incoming congressional inquiries about policy priorities.
- Briefing calls with individual offices around specific policy initiatives of the Task Force.

Agenda

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The Strategy: The Focus

- Focuses on what will **guide the region's long term recovery**, with an emphasis on **federal actions** that will enable New York, New Jersey, and the other affected states **to rebuild resiliently and mitigate** against future disasters.
- Leverages evidence developed over many months from the Sandy-impacted region to make recommendations that will affect future disasters across the country.
- Sets forth recommendations that fall into three categories:
 1. Recommendations related to the **Sandy supplemental appropriation** and its role in the recovery effort in the region.
 2. Recommendations related to **the recovery effort in the region that are not directly tied to the supplemental appropriation** but will have an impact on the recovery moving forward when/if implemented.
 3. Recommendations related to the region's **recovery efforts from future storms** or that have national policy implications.

The Strategy: Recommendations

Issue	Recommendations
Ensuring a Regionally Coordinated Resilient Approach to Infrastructure Investment	<ul style="list-style-type: none"> ▪ Providing a forum to coordinate and discuss large-scale, regional infrastructure projects and map the connections and interdependencies between them, saving money and getting better results for all levels of government. ▪ Establishing guidelines to ensure those projects are situated and built to withstand the impacts of existing risks and future climate change, in the region, and across the country. ▪ Making the electrical grid smarter and more flexible, and protecting the liquid fuel supply chain to better prepare for future storms and other threats. ▪ Helping to develop a resilient power strategy for telephone and internet communication systems and equipment, so that our ability to communicate when it's most necessary is less vulnerable to disaster. ▪ Assessing the performance and full value of green infrastructure and using natural approaches to addressing the impacts of climate change in our coastal communities.
Promoting Resilient Rebuilding, Based on Current and Future Risk, Through Innovative Ideas	<ul style="list-style-type: none"> ▪ Giving governments and residents the best available data and information on current and future risks to facilitate good decision making for recovery and planning – for example by creating and making widely available a Sea Level Rise planning tool. ▪ Leveraging the REBUILD BY DESIGN competition to deliver innovative, resilient rebuilding ideas to the Sandy-impacted region. ▪ Prioritizing the engagement of vulnerable populations on issues of risk and resilience.

*Please note not all recommendations and initiatives are included. Please see Strategy for full list.

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The Strategy: Recommendations cont.

Issue	Recommendations
Providing Families Safe, Affordable Housing Options and Protecting Homeowners	<ul style="list-style-type: none">▪ Helping affected families to stay in their homes by allowing homeowners to make emergency repairs quickly.▪ Foreclosure moratoria: Preventing responsible homeowners from being forced out of their homes due to short-term financial hardship while recovering from disaster by creating nationally-consistent mortgage policies.▪ Making housing units – both individual and multi-family – more sustainable and resilient through smart recovery steps including elevating above flood risk and increased energy efficiency.▪ Communicating to state, tribal and local governments, residents, and workers consistent guidance on how to remediate indoor environmental pollutants such as mold.
Supporting Small Businesses and Revitalizing Local Economies	<ul style="list-style-type: none">▪ Making it easier for small businesses to access federal contracts for Hurricane Sandy rebuilding.▪ Creating Specialized skills training programs in the areas needed most for Sandy rebuilding including opportunities for low income individuals and other vulnerable populations.▪ Developing a one-stop shop online for everything related to small businesses and recovery▪ Improving the process for accessing critical disaster recovery loans and other resources; and increasing SBA's unsecured disaster loan limits and expediting the disbursement of small dollar loans.

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The Strategy: Recommendations cont.

Issue	Recommendations
Addressing Insurance Challenges, Understanding, and Accessibility	<ul style="list-style-type: none">▪ Encouraging homeowners and other policy-holders to take steps to mitigate future risks, such as elevating their homes and businesses above flood levels, which will not only protect against the next storm but also make their flood insurance premiums more affordable.▪ Streamlining payouts to homeowners and other policy-holders in the wake of a disaster.▪ Examining ways to address affordability challenges posed by Congressionally-mandated reforms to the National Flood Insurance Program (aka the Biggert-Waters reform).
Building Local Governments' Capacity to Plan for Long-Term Rebuilding and Prepare for Future Disasters	<ul style="list-style-type: none">▪ Supporting regional planning efforts underway in New York and New Jersey to create and implement locally-created and federally funded strategies for rebuilding and strengthening their communities against future extreme weather.▪ Funding Local Disaster Recovery Manager positions in communities in the Sandy-impacted region and taking additional steps to prepare for future disasters.

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Infrastructure Resilience Guidelines

- The Infrastructure Resilience Guidelines are a tool for the federal government and our grantees to use when investing in infrastructure, with the dual intention of better protecting communities and ensuring wise investment of scarce public resources.
- Guidelines:
 1. Comprehensive Analysis (look forward, not backward)
 2. Transparent and Inclusive Decision Process
 3. Regional Resilience
 4. Long-Term Efficacy and Fiscal Sustainability
 5. Innovative and Environmentally Sustainable Solutions
 6. Targeted Financial Incentives
 7. Development and Attainment of Resilience Performance Standards
- The Task Force has initiated a process to ensure the Guidelines will ultimately be integrated into all relevant agency regulations and program guidance.
- The Guidelines are consistent with the President's Climate Action Plan.

Regional Coordination of Infrastructure Projects

- To optimize investments in mitigation and resilience, we address the interdependencies of current and future infrastructure projects— including investments in Sandy-impacted infrastructure and those hardening non-impacted infrastructure.
- The overall goal of adopting a regional approach is better decision-making, more efficient and effective projects, and avoidance of unintended impacts.
- This process was initiated with a workshop with state, local and federal participants in July and will consist of additional meetings, workshops, and development of a database of projects and linkages.
- HUD is continuing the regional coordination effort for the Sandy recovery post-Task Force sunset.

Expedited Federal Review and Permitting

- We expect \$20-\$30B of the \$48B provided in the Sandy recovery supplemental will be used for infrastructure projects – many of which will require some form of permitting and or federal review.
- We proposed that a subset of particularly complex Sandy projects leverage the project planning tools and processes developed by the Steering Committee established by Executive Order 13604 to improve Infrastructure permitting. Proponents of the EO 13604 process say it shaved up to five years off the Tappan Zee Bridge replacement.
- HUD Deputy Secretary Maurice Jones is leading the effort. Since HUD does not issue permits, but has the single largest appropriation under the supplemental, we believe the Deputy Secretary is in a unique position to exert leadership to ensure coordination of federal review and permitting.
- We are also establishing a Sandy Regional Infrastructure Team. This team will work to ensure that relevant Federal and State permitting officials have an open channel of communication about the permitting and review of projects once they have been selected, to facilitate early and ongoing coordination and prompt identification and resolution of issues, and to align Federal and State processes, where appropriate.

And Now We Get Really Creative... Rebuild By Design

- REBUILD BY DESIGN is a multi-stage regional design competition which aims to promote innovation while developing and implementing regionally-scalable but locally-contextual solutions that increase resilience in the region. The Task Force has been working closely with state and local jurisdictions, as well as philanthropic organizations to develop this process. Philanthropies, led by the Rockefeller Foundation and the NJ Community Foundation, have donated more than \$5 million in cash and in-kind services.
- The design competition centers on four focus areas:
 - Coastal communities
 - High-density urban environments
 - Ecological and water body networks
 - A catchall “other areas” category

REBUILD BY DESIGN cont.

Traditional Approach

- Competition host provides the problem-set or scenario
- Competition participants propose the best solutions

REBUILD BY DESIGN

- Host identifies desired outcomes (reduced risk, innovation)
- Participants:
 - Begin with research and analysis to understand the region... local priorities, regional vulnerabilities, interdependencies
 - Define the problem via identification of opportunities
 - Propose the best solutions

REBUILD BY DESIGN

Hurricane Sandy exposed complex, interdependent, regional problems throughout the Northeast: infrastructural governmental, economical, ecological, and social.

Complex problems need innovative solutions. Through innovation, we are building to a new standard, both on the ground and in policy design.

PROCESS FUNDING TALENT

Compete
+ HUD
\$ Federal

Research
+ Institute for Public Knowledge, NYU
+ Municipal Art Society
+ Van Alen Institute
+ Regional Plan Association
+ Research Advisory Group
\$ Philanthropy

Design
+ State & Local Gov
+ Community Orgs
+ Local Stakeholders
\$ Philanthropy

IMPLEMENT
+All
\$ Federal
\$ Other Partnerships

- 148 teams competed
- Interdisciplinary from 15 countries: architects, engineers, scientists
- 10 selected
- Studied region vulnerabilities
- Met with 57 government entities
- Met 145 people from 74 organizations
- Held 7 community conversations with community members and leaders
- Toured 30 neighborhoods
- Identified 41 opportunities
- 10 projects selected
- Teams work with states, mayors, community stakeholders, and experts
- Proving concepts for design solutions
- Pushing innovation while reflecting local, state, and regional priorities
- Rebuild smarter through design
- Drive change through how we build and how we legislate

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A Few Pre-Rollout Events

- Hosted a small business matchmaking event with the SBA to educate and connect more than 400 small business owners to commercial buyers from the private sector and federal, state and local governments
- Facilitated the partnership between the City of Hoboken, U.S. Department of Energy, N.J. Board of Public Utilities, and PSE&G to design an energy resilient “smart grid” to improve Hoboken’s resiliency to power outages.



Rollout Validators and Social Media

Validators

- **Statements of Support:** on August 19th we issued press releases with statements of support from 48 validators.
 - We had statements from public officials as well as leaders of non-profits, think tanks, advocacy groups, academic institutions and philanthropic organizations.
 - We had both Democratic and Republican validators from across the region and the country.
 - We released a statement from Minister Melanie Schultz van Haegen of the Netherlands.
- **Bipartisan Op-Eds:**
 - Joint op-ed by Long Island county executives Ed Mangano (R-Nassau County) and Steve Bellone (D-Suffolk County) running in community papers throughout Long Island the week of August 26th.
 - Joint op-ed by Congressman Michael Grimm (NY-17) and Congressman Bill Pascrell (NJ-9) is being pitched to the NY Daily News and NY Post.
- **Quick Social Stats:**
 - The AP story has been Tweeted over 500 times and liked nearly 600 times on Facebook.
 - 630 total tweets on August 19th with the hashtag #RebuildingStrategy.
 - #rebuildingstrategy was trending in #DC on August 19th.
 - @RedCross tweeted about the Rebuilding Strategy to over 1 million followers.

Rollout Coverage and Amplification

Strong Volume of Coverage

- More than 10 outlets ran the Monday AP story (including the Times-Picayune in New Orleans)
- More than 15 national outlets posted unique stories
- More than 20 regional outlets posted unique stories

Media Coverage was Substantive, Positive and On Message

- Top Headlines:
 - Task force: Coasts should prepare for rising seas (AP)
 - Hurricane Sandy task force urges better construction (USA Today)
 - New Obama plan aims to prepare communities for climate change (MSNBC)

Administration-Wide Amplification

- In addition to tweeting, the following agencies posted blogs about the Rebuilding Strategy:
 - Hurricane Sandy Rebuilding Strategy: Helping Communities Prepare for the Impacts of a Changing Climate (WH Blog; Cross-Posted on HUD Blog and SBA Blog)
 - Rebuilding Stronger in the Wake of Hurricane Sandy (EPA Blog)
 - Commerce Agencies Participate in Hurricane Sandy Rebuilding Task Force (Commerce Blog)
 - Treasury Continues to Aid Individuals and Businesses Affected by Hurricane Sandy (Treasury Blog)
 - Task Force releases Hurricane Sandy Rebuilding Strategy (DOT Blog)

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Next Steps: Task Force Succession

The Task Force wound down on September 30th. We built a succession plan to ensure the Administration and the participating agencies of the Task Force would stay focused on implementing the 69 Strategy recommendations over the longer term.

The Task Force's Succession Goals:

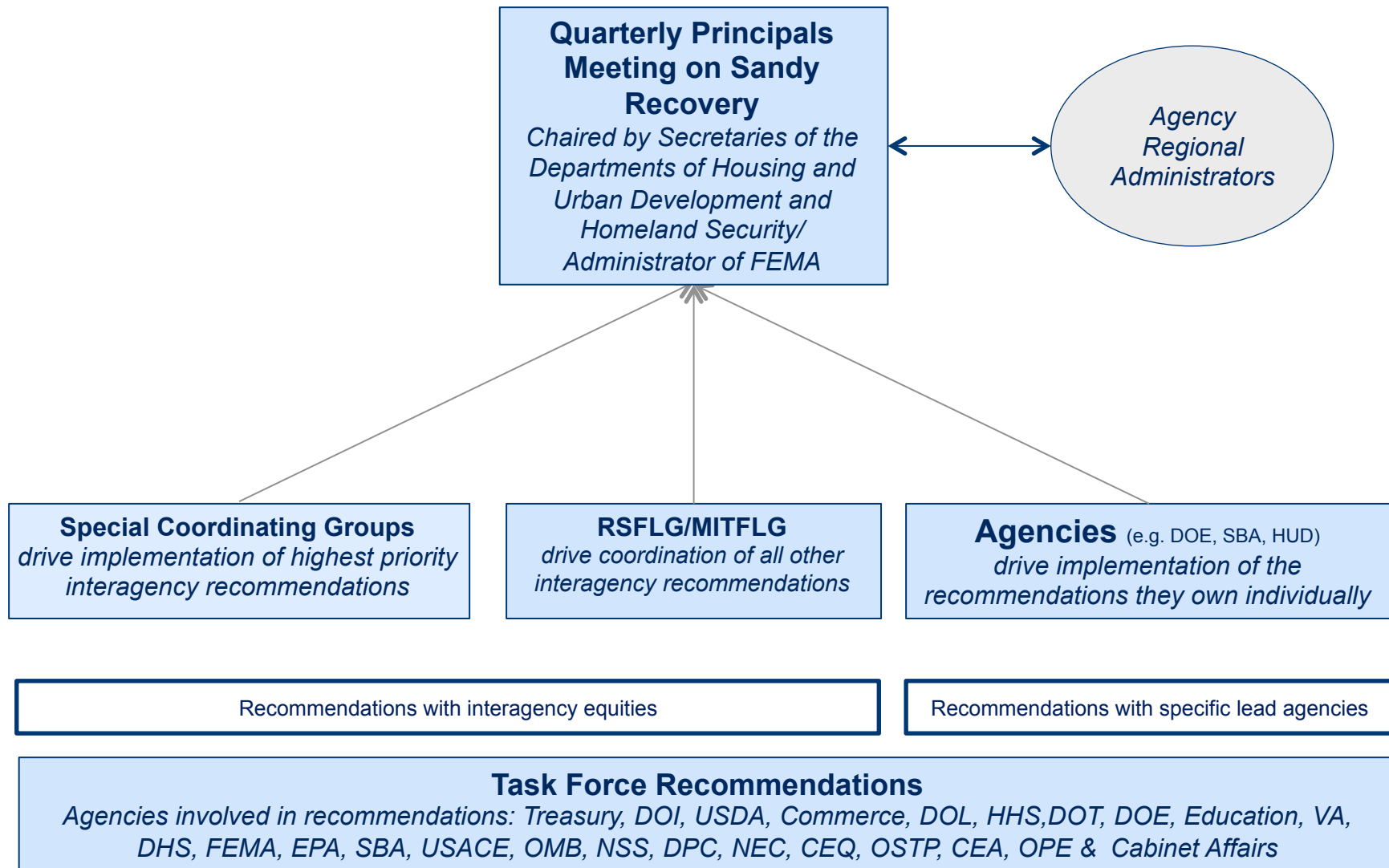
- Ensure that all recommendations have post-Task Force owners and are implemented after the rollout
- Ensure that grantee needs are addressed, and effectively coordinated across agencies and funding streams
- Ensure that the Federal Government remains responsive to concerns raised over the course of the rebuilding process

Next Steps: Task Force Succession cont.

We will accomplish these goals by having Cabinet-level participation in the implementation of these recommendations and by monitoring their progress

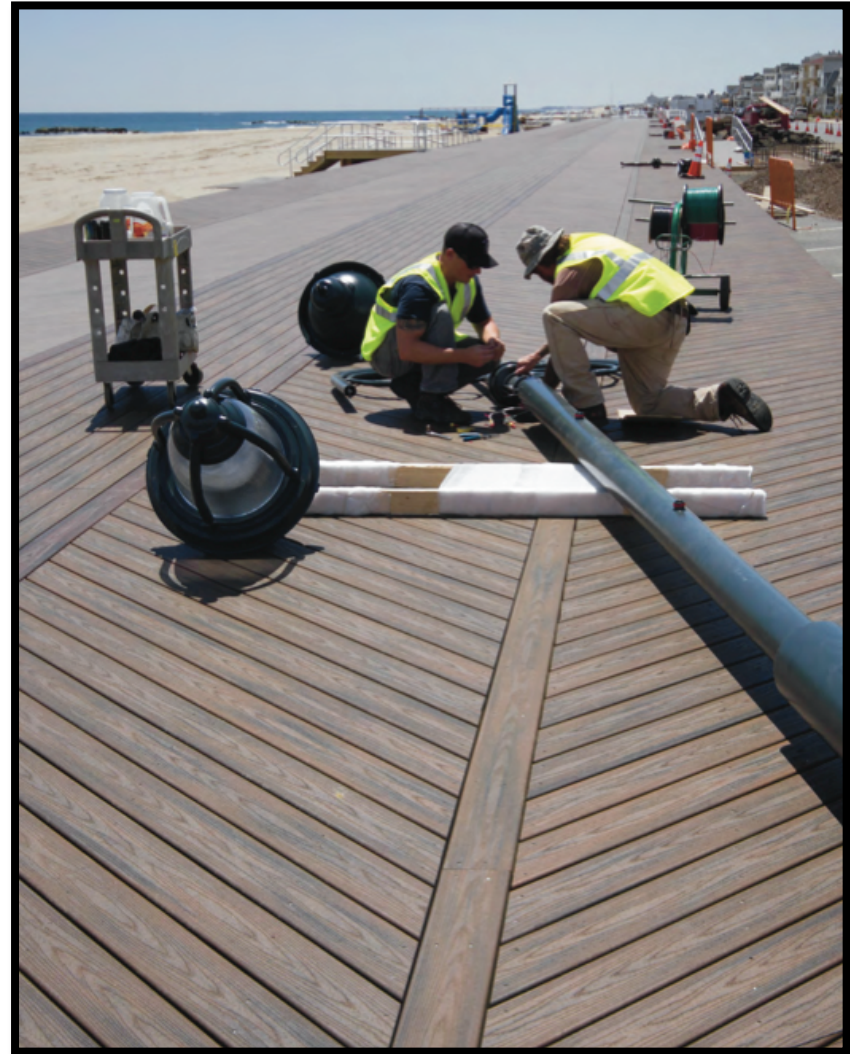
- Ongoing Cabinet engagement led by the White House and by HUD Secretary Donovan and the Secretary of DHS/Administrator Fugate
- Consistent reporting into White House policy councils (including DPC and NSS)
- At HUD, we formed a Sandy Working Group comprised of Task Force alums and others to implement the 30 HUD-related recommendations and ensure achievement of relevant milestones.
- Ongoing management of all of the recommendations will take place through existing interagency coordination efforts (such as the FEMA-led Recovery Support Function Leadership Group); HUD's Sandy Working Group members, including Program Management Office (PMO) staff, will play a key role.
- Regular monitoring of implementation plans, with focus on key milestones; goal is to ensure transparency and accountability

Succession Plan Organizational Framework: Implementation



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Federal Funds are Flowing to Individuals, Businesses, and Communities

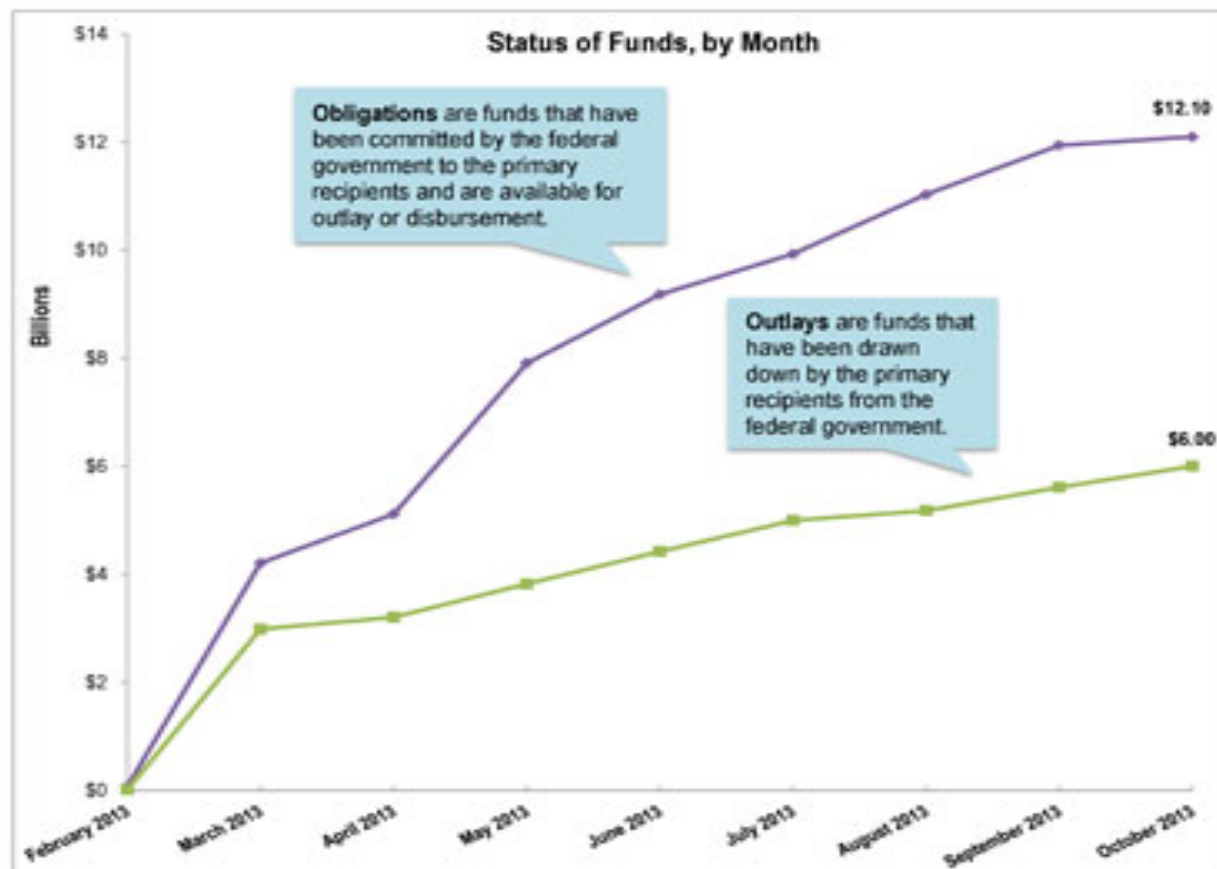
As of the one year anniversary of Hurricane Sandy on 10/29/2013, the Federal Government has served nearly 255,000 people and thousands of businesses.

- SBA's Disaster Loan Program has approved \$1.3 billion in Sandy loans to 17,943 households and 3,236 businesses since January 2013
- FEMA's Disaster Relief Fund has approved 236,375 registrations for individuals and households with Sandy funds since October 2012
- Over 99% of Sandy-related NFIP claims, totaling \$7,778,529,803 in payments, have been paid out.
- We worked with State and local governments to reopen 97% of public beaches from New Jersey through Connecticut before Memorial Day 2013.
- HUD allocated more than \$10.5 billion in CDBG-Disaster Recovery funds to six Sandy grantees.

Status of Sandy Supplemental Funds: Through October 31, 2013

\$12.1 Billion Obligated, \$6 Billion Outlaid

Total Obligated: ■ \$12.1 Billion (25.2% of total appropriated) Total Outlaid: ■ \$6.0 Billion (12.5% of appropriated; 49.6% of obligated)



For More Information

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DOWNLOAD THE HURRICANE SANDY REBUILDING STRATEGY
<http://portal.hud.gov/hudportal/documents/huddoc?id=HSRebuildingStrategy.pdf>