Los Angeles/Long Beach/Riverside RCPGP Region

Disaster Housing Planning Guide

(Including Los Angeles, Orange, Riverside, San Bernardino, and Ventura counties)

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Prepared For

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Disclaimer: The content within this Regional Disaster Housing Planning Guide is strictly
advisory. The purpose of this Guide is to assist in housing recovery planning—not to
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or their internal organizations to carry out their specific authorities or perform their
responsibilities under all applicable laws, executive orders, and directives. This guide is
not intended to alter the existing authorities of individual municipal or county agencies
and does not convey new authorities upon any local, State, or Federal official.
I. **RECORD OF CHANGES**

Changes to this Regional Disaster Housing Planning Guide should be recorded in the following record of changes table. A copy of each document that is used as a basis for effecting a change to this Guide should be kept for reference purposes.

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II. EXECUTIVE SUMMARY

The Regional Disaster Housing Planning Guide (DHPG) is designed to be a stand-alone document, but will also be referenced in the Los Angeles Regional Recovery Planning Guidance for Emergency Planners. As a stand-alone document, the purpose of the DHPG is to serve as a resource and guidance for jurisdictional disaster housing planning efforts. It presents an all-hazards approach for conducting disaster housing planning in the Los Angeles/Long Beach/Riverside Regional Catastrophic Preparedness Grant Program (RCPGP) region which includes jurisdictions within Los Angeles, Orange, Riverside, San Bernardino, and Ventura Counties. This Guide outlines strategies, best practices, procedures, recommendations, and organizational structures that may be used when developing inter-jurisdictional housing plans and/or implementing a coordinated disaster housing effort within the five-county region.

Among other housing-related topics, this Guide addresses short-term/interim and long-term housing, critical disaster housing coordination points, disaster housing stakeholder roles and responsibilities, and current State and Federal disaster housing programs.

It is consistent with the California State Emergency Management System (SEMS) and the National Incident Management System (NIMS) and incorporates concepts from the National Disaster Housing Strategy; the Practitioner’s Guide to Disaster Housing (draft) from the National Disaster Housing Task Force; and other relevant local, State, and Federal housing and recovery documents.

The Los Angeles Regional Recovery Guidance for Emergency Planners (currently in progress) provides guidance on the establishment and planning for a jurisdictional recovery organization based of the Recovery Support Functions (RSF) consistent with the National Disaster Recovery Framework (NDRF). This guide provides greater detail for the Housing RSF within the overall recovery organization.
III. ACKNOWLEDGEMENTS

This Guide has been prepared through significant participation from and in coordination with numerous agencies and organizations within the realm of housing and disaster recovery, including nonprofit/non-governmental organizations; the private sector; and local, regional, State, and Federal government agencies that play key roles in ensuring that residents within the five-county region are housed in the most effective, efficient, and safest manner possible following a disaster. These agencies, organizations, and departments include the following:

- Allstate Insurance
- A Community of Friends
- AMCAL Multi-Housing, Inc.
- American Red Cross Los Angeles Region
- Anaheim Emergency Management
- Anaheim Fire Department
- Anaheim Resort RV Park
- Area Housing Authority of the County of Ventura
- Barker Management, Inc.
- Bet Tzedek Legal Services
- Beth Stochl Associates
- Building Industry Association
- California Apartment Association Greater Inland Empire
- Cabrillo Economic Development Corporation
- California Community Foundation
- California Department of Housing and Community Development
- California Emergency Management Agency
- Century Housing
- City of Covina
- City of El Monte
- City of Fullerton
- City of Garden Grove
- City of Hawaiian Gardens
- City of Irvine
- City of Los Angeles
- City of Los Angeles Department of Recreation and Parks
- City of Los Angeles Emergency Management Department
- City of Los Angeles Housing Department
- City of Los Angeles Planning Department
- City of Ojai
- City of Orange
- City of Rancho Cucamonga Community Services Department
- City of Riverside Office of Emergency Services
- City of San Bernardino
- City of San Gabriel
- City of Santa Clarita
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Disaster Housing Planning Guide

- City of Santa Monica Housing and Economic Development
- City of Ventura
- City of Villa Park
- College of the Canyons
- Communities Actively Living Independent and Free
- Community Corporation of Santa Monica
- Community Development Commission of the County of Los Angeles
- County of Riverside Building and Safety
- County of Riverside Fire Department
- County of Riverside Office of Emergency Services
- County of Riverside Planning Department
- County of San Bernardino Fire Department, Office of Emergency Services
- County of San Bernardino Housing Authority
- County of San Diego Office of Emergency Services
- County of Ventura Sheriff's Office of Emergency Services
- Crenshaw Christian Center
- Fairplex
- Fannie Mae
- Federal Emergency Management Agency (FEMA)
- FEMA Individual Assistance Technical Assistance Contract III
- FEMA Region IX
- Habitat for Humanity of Greater Los Angeles
- Hollywood Community Housing Corporation
- Home Aid
- Hotel Association of Los Angeles
- Housing Authority of Long Beach
- Housing Authority of the County of Los Angeles
- Housing Authority of the City of Los Angeles
- Housing Authority of the County of San Bernardino
- Housing Rights Center
- Legacy Partners Residential, Inc.
- Legal Aid Foundation of Los Angeles
- Little Tokyo Service Center, CDC
- Local Initiative Support Corporation
- Long Beach Housing Authority
- Los Angeles Convention Center
- Los Angeles County Community Development Commission
- Los Angeles County Community Development Corporation
- Los Angeles County Department of Animal Care and Control
- Los Angeles County Department of Public Social Services
- Los Angeles County Office of Emergency Management
- Los Angeles County Public Safety Department
- Los Angeles County Regional Planning Department
- Los Angeles Fire Department
- Los Angeles Housing Department
- Los Angeles Southwest College
- Low Income Investment Fund
- McCormack Baron Ragan Management Services
- Neighborhood Housing Services of Orange County
- Ontario Convention Center
- OperationOC/Orange County Rescue Mission
- Orange County Community Services
- Orange County Emergency Management Bureau
- Orange County Sheriff-Coroner Department, Emergency Management Bureau
- Orange County Social Services Agency
- Orangeland RV Park
- Oxnard Performing Arts and Convention Center
- Paramount Swapmeet
- Pasadena Housing Department
- San Bernardino Unified School District
- San Diego County Office of Emergency Services
- Santa Monica Housing and Economic Development Services Center for Independent Living
- Shelter Partnership
- Skid Row Housing Trust
- SRO Housing Corporation
- Sunset Vista RV Park
- U.S. Army Corps of Engineers, Los Angeles District
- U.S. Bank
- U.S. Department of Housing and Urban Development
- University of Southern California
- Ventura County Fairgrounds
- Western Community Housing, Inc.
- Western National Group
- World Music Commission
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I. INTRODUCTION

A. Overview

Geological experts agree that Southern California could be affected by a devastating earthquake or other incident that would displace hundreds of thousands of residents. The response phase of a disaster operation focuses on the safety of the population and the evacuation and sheltering of people who are in harm’s way. Once the immediate danger has passed, the focus shifts to recovery. While many people may be able to return to their homes almost immediately after or within a short period of time (e.g., hours to days) of a disaster incident, a more serious and widespread disaster may result in the destruction and damage of thousands or hundreds of thousands of residences in the Los Angeles/Long Beach/Riverside Regional Catastrophic Preparedness Grant Program (RCPGP) region. Homes may be destroyed or uninhabitable for an unknown or extended period of time; during this time, many people will need housing, and interim and permanent housing options will be required. Disaster housing planning allows responsible government entities to put protocols and processes in place that will promote the ability of people who are unable to return home quickly to recover some semblance of self-sufficiency.

B. Purpose

The purpose of the Regional Disaster Housing Planning Guide (DHPG) is to provide strategies, guidance, planning considerations, lessons learned, and best practices to support local jurisdictions in developing disaster housing plans. Among other housing-related topics, this Guide addresses interim and long-term housing, critical disaster housing coordination points, disaster housing player roles and responsibilities, and current State and Federal disaster housing programs.

This Guide is one component of a broader set of planning guidance documents for the five-county region. It is consistent with the California State Emergency Management System (SEMS) and the National Incident Management System (NIMS) and incorporates concepts from the National Disaster Housing Strategy; the Practitioner’s Guide to Disaster Housing (draft) from the National Disaster Housing Task Force; and several other relevant local, State, and Federal housing and recovery documents.

The Los Angeles Regional Recovery Guidance for Emergency Planners (currently in progress) provides guidance on the establishment and planning for a jurisdictional recovery organization based on the Recovery Support Functions (RSF) consistent with the National Disaster Recovery Framework (NDRF). This guide provides greater detail on the Housing RSF.
The content of this guide is supported by several reports relevant to disaster housing recovery which are available from the City of Los Angeles Housing Department.¹

- The *Short-Term/Interim Housing Options Research Report* provides discussion on short-term/interim housing options; planning assumptions and considerations for different types of disaster housing.

- The *Legislative and Regulatory Resources and Barriers Report* focuses on practical concerns and details legal issues that have been identified as likely to be encountered from an authority, regulatory, or programmatic perspective.

- The *Disaster Housing Assessment and Gap Analysis Report* documents the results of a survey conducted to identify and clarify areas for discussion by the Disaster Housing Working Group (DHWG). The survey instruments used for developing the report may also be useful as an effective tool for individual agencies, organizations, and jurisdictions for identifying areas of importance for internal discussions and planning.

C. Situation

Once the threats associated with a disaster have passed, many residents will be able to leave emergency shelters and return to their homes. Individuals, both homeowners and renters, whose homes have sustained extensive damage or are not accessible, will need to secure alternative forms of housing. There are many types of disaster housing assistance, including rental assistance, immediate temporary repairs, manufactured homes, rehabilitation, or new permanent housing in a different location.

Under the FEMA Individuals and Households Program (IHP), temporary housing assistance is available during the intermediate period (up to 18 months from the disaster declaration date, subject to extension at the request of the FEMA Regional Administrator and approval by the FEMA Assistant Administrator for Recovery) between emergency sheltering and the securing of a permanent housing solution by the disaster survivor.²

Sheltering and transitional sheltering, which are topics that are covered in detail in the *Los Angeles Operational Area (LAOA) Mass Care Guide (2010)*³, may be types of assistance that can be provided within the currently defined timeframes as follows:


³ The LAOA Mass Care Guide is available at [http://www.catastrophicplanning.org/](http://www.catastrophicplanning.org/)
1. Emergency Sheltering: day one–two (2) weeks (such as congregate shelters)

2. Transitional Sheltering: two (2) weeks–six (6) months (such as hotels)

As the affected populations are displaced from their homes for longer periods of time, recovery housing support may be needed from the State and Federal government for both the direct and indirect effects of a disaster in the five-county region. To support this displaced population, a wide range of housing options must be considered. Planning should consistently consider that people with disabilities and others with access and functional needs, including those living in nursing homes and assisted-living facilities as well as homebound populations will require assistance after a major disaster. For people with disabilities and access and functional needs, who are often on fixed incomes, post-disaster rental property availability is especially important. Replacement or restored housing needs to be accessible as well as affordable.

D. Scope

Housing operations conducted after disaster events within the five-county region will necessitate the coordination of local, State, and Federal government, nongovernmental organizations (NGOs), and the private sector for an indeterminable length of time. Requests for assistance for housing support may be made when a jurisdiction’s recovery needs exceed its capabilities following established State procedures found in the SEMS Resource Ordering Guide. When the ability to meet those needs requires more than the combined resources and capabilities of both the jurisdiction and the State, requests for assistance should be made through the State of California to other states through the Emergency Management Assistance Compact (EMAC) and/or from the Federal Government.

E. Assumptions

Assumptions consist of information accepted as being true in the absence of facts in order to provide a framework or establish expected conditions of an operational environment so that planning can proceed. For example, when producing a plan, planners may assume the location and extent of the damage. When the plan is put into effect as the incident unfolds, assumptions are replaced with the facts of the situation and the plan modified accordingly. Assumptions will need to be reviewed, validated and replaced by facts as operations evolve. The list below should be carefully reviewed to ensure that these assumptions are appropriate for the jurisdiction or operational area. For the purposes of this guide, the following assumptions apply.

1. The duration and scope of local, State, and Federal involvement in a recovery operation will be scalable to reflect the situation’s severity and the level of assistance required by the affected population.

2. Housing assistance planning may take into consideration both the impacted area and the area surrounding the impacted area and may be scalable to accommodate various levels and types of incidents.

3. At the county level, the type of event, proximity of the county to the impacted area, and the county’s housing stock and capacity may affect the county’s ability to conduct recovery housing operations.

4. Many jurisdictions within the region have a high percentage of people who rent their homes. Effective planning will need to consider repairs to rental housing and assistance to apartment owners as well as homeowners. The availability of affordable rental housing is essential to community recovery.

5. Rental property owners are small business owners in the community and their housing assets are essential to recovery. While many assistance programs apply only to a homeowner’s principal residence, rental property owners need similar assistance to restore sufficient amounts of affordable rental housing in the community.

6. Housing resources within the impacted area and surrounding area may be extremely limited immediately following a disaster in which there has been widespread damage.

7. There will be a need to coordinate with neighboring jurisdictions for support and assistance.

8. There may be a need to prioritize who receives specific interim housing resources/assistance.

9. A large proportion of the five-county region’s infrastructure (e.g., power sources, water, sewers, hospitals, communications) may be inoperable, inaccessible, damaged, or destroyed and therefore may be unavailable or of limited service to support recovery operations.

10. Some buildings that will be used for recovery housing may be damaged and may require inspection prior to use, while others may be unusable.

11. Residents may be displaced and will be sheltered in other parts of the State of California, as well as in other states or territories.
12. Following a major earthquake or disaster event, it will take time to complete safety inspections, and aftershocks may cause damage to buildings that had previously been inspected and deemed safe, thus requiring re-inspection in some cases.

13. Clear and concise public messaging tactics, including the provision of content for people with disabilities and others with access and functional needs, may be used to help those in shelters understand their available housing options and the steps required to obtain this housing.

14. Displaced residents prefer to remain near their affected property or as close as possible to the impacted area and will want to return to the area as soon as possible.

15. Personnel and staff who work to address housing recovery needs may also be dealing with being displaced themselves.

16. Approximately 38 percent\(^5\) of the homeless population is disabled; many individuals have dual diagnoses of physical and mental health disabilities.

17. Support will be provided as needed for people with disabilities and others with access and functional needs, unaccompanied minors, and dependent adults as an integral part of “whole community” planning.

18. The Housing Choice Voucher (HCV) programs (formerly called Section 8 rental assistance) are normally fully utilized and without available funds for use to assist eligible displaced disaster victims. To effectively use HCVs as a disaster housing program would require a post-disaster funding increase or an alternative rental assistance disaster program. Planning to include a request for such funding in the initial disaster declaration may help expedite consideration of these options following a major disaster. After Hurricanes Katrina and Rita in 2005 and Gustav and Ike in 2008, FEMA, HUD, and HUD’s network of public housing agencies (PHAs) joined efforts and operated a Disaster Housing Assistance Program (DHAP) to provide resources for rental assistance, security and utility deposits, and case management services for families displaced by the Hurricanes.

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19. Multi-family dwellings may take longer to repair and rebuild than single-family dwellings because their physical and financial structures are typically more complex than single family homes. Condominium buildings, townhouses and gated communities have complex legal structures comprised of individual housing units with separate mortgages plus group ownership of the property’s common areas; agreements to move forward with repairs can take long to develop. The greater the population in damaged multi-family dwellings, the longer the housing recovery will take.

20. It may be necessary to find housing for recovery workers and volunteers who arrive in the impacted area to help with restoration efforts.

21. A percentage of the five-county region’s population may be subject to judicial and/or legislative orders restricting their freedom of movement geographically (e.g., registered sex offenders or people under court orders) and may require alternative housing options.
II. **Disaster Housing Principles**

Short-term/interim housing planning should begin with setting clear expectations among all parties involved and should extend well beyond the objective of simply providing structures where displaced people can stay. Interim housing must be safe, secure, and accessible. It is intended to be a temporary measure, and all involved must accept this reality and act accordingly. In addition, catastrophic incidents can dramatically extend the length of stays in interim housing and may present challenges that require substantial advanced planning among all levels of government, NGOs, and the private sector.

Permanent housing planning begins with individual and community decisions on where and how to rebuild, which is a challenging task that can pit individual sense of place and property ownership against the need for safety and long-term community viability. Ideally, permanent housing would be better constructed than the housing it replaces. (This may be characterized by incorporating more energy-efficient features and making the building more accessible for those with disabilities). Permanent housing would also be built in safer locations and would be more adequately insured than the housing it replaces.

The size, location, and type of disaster plays a very large role in defining the approach to permanent housing. Key principles to consider when planning for permanent housing include the following:

- There is no “one size fits all” strategy for facilitating a person’s return to permanent housing. As part of a whole community approach to planning, the requirements of people with disabilities and others with access and function needs are considered an integral part of disaster housing recovery planning.
- Rebuilding usually takes more time than people would like, and individuals need to prepare for this eventuality.
- Individual and community preparedness measures that are in place before a disaster strikes are essential to post-disaster housing recovery.
- Repaired or replacement housing should be in better condition than the housing that is being replaced and should be adequately insured.
- Some interim housing solutions can become permanent housing.

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Catastrophic incidents require extra coordination and resources to achieve permanent housing solutions.

Identifying clusters of permanent housing opportunities can expedite and enhance recovery efforts.

III. DISASTER HOUSING CONCEPT OF OPERATIONS

The Concept of Operations sets forth the steps that may be taken by local and regional decision-makers to house those who are unable to return to their homes due to destruction, damage, or inaccessibility. It includes consideration for actions that disaster housing leadership may implement to support disaster housing operations in the event of a large-scale or catastrophic incident. Activities and steps that are taken may need to be coordinated with all levels of local, tribal, State, and Federal disaster housing officials to enable an efficient return to normal living conditions.

A. Planning

Comprehensive Preparedness Guide (CPG) 101 describes a collaborative planning approach that is applicable at all levels of government and allows private and nongovernmental organizations to integrate with government planning efforts. Although the specifics of CPG 101 are response-oriented, the general planning process is equally applicable to planning for disaster housing operations. The planning process is flexible and allows communities to adapt it to varying characteristics and situations. For example, small communities can identify and follow the steps that are relevant to the size, known risks, and available planning resources of their communities.

Past experience and lessons learned indicate that planning is best performed by a team. Employing a team or group approach helps organizations define the roles they will assume during recovery. Case studies and research reinforce the value of this concept by pointing out that the common thread found in successful plan implementation is that participating organizations have understood and accepted their roles. This approach helps establish a planning routine so that processes followed before an incident occurs are the same as those used during and following an incident.

Establishing a Disaster Housing Working Group (DHWG) of involved stakeholders is especially important when planning for the provision of disaster housing because housing providers, housing practitioners, and important stakeholders from the private sector are often not typically participants in traditional emergency management planning. The working group should be composed of knowledgeable local representatives from

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each of the disaster housing partners described in the Disaster Housing Partners – Roles and Responsibilities section of this Guide. An effective local DHWG will work closely with regional and state DHWG stakeholders to ensure the successful integration of plans and policies. Planning may be necessary to also include the transition of the role of the DHWG—from acting as a planning body for an operational function to implementing the disaster housing plan post-disaster.

A good disaster housing plan can be defined as one that establishes a disaster housing task force with a leading agency, communicates the roles of stakeholders, and identifies which residents may be eligible for housing financing programs. In addition, it informs people where housing recovery resources can be obtained, establishes agreements about long-term goals, and integrates mitigation policy into the disaster housing planning process. A good plan will integrate vertically and horizontally with neighboring jurisdictional, county, State, and Federal housing plans and will establish policies for coordination and decision-making following a disaster.

These items should be considered as the planning process begins.

1. **Step 1: Form a Collaborative Planning Team**
   
   Experience and lessons learned indicate that planning is best performed by a team. Using a team or group approach helps organizations define the role they will play during housing recovery. Case studies and research reinforce this concept by pointing out that the common thread found in successful plan implementation is that participating organizations have understood and accepted their roles. In addition, members of the planning team should be able to understand and accept the roles of other departments and agencies. This approach helps establish a planning routine, so that processes followed before an incident occurs are the same as those used during and following an incident.

2. **Step 2: Understand the Situation**
   
   Planners should start the problem-solving process by conducting research and analysis to understand the situation of the jurisdiction. The situation section helps define the environment in which housing recovery operations will occur and identifies trends or indicators that will assist planners in determining the type of resources and support they will need during the recovery process. For example, if the jurisdiction identifies a large population that is renting their home, this could increase the need to provide rental assistance or quickly identify temporary housing options.

   The first step of research focuses on gathering information about the jurisdiction’s planning framework, potential risks, resource base, demographics, household pet and service animal population, and geographic characteristics that could affect housing recovery.
operations. Jurisdictions’ hazard mitigation plans are an excellent resource for this step, as they are required to identify, catalog, and analyze all natural hazards that have the ability to impact the specified community. Jurisdictions should take additional steps to include human-caused and technological hazards.

The planning team should make extensive use of existing information about the jurisdiction. For example, the local planning and zoning commission or department may have extensive demographic, land use, building stock, and similar data. Building inspection offices maintain data on the structural integrity of buildings, codes in effect at time of construction, and the hazard effects that a code addresses.

3. Step 3: Determine Goals and Objectives
It will be important to maintain housing recovery objectives, goals, and targeted timelines by which key milestones in the recovery effort can be documented. Goals and objectives must be carefully crafted to ensure they support accomplishing the plan mission and housing recovery priorities. They must also clearly indicate the desired result or end-state they are designed to yield. This approach enables unity of effort and consistency of purpose among the multiple groups and activities involved in executing the plan.

a) Goals
Goals are broad, general statements that indicate the intended solution to problems identified by planners during the previous step. They are what personnel and equipment resources are supposed to achieve. They help identify when major elements of the recovery are complete and when the operation is successful. An example goal could be to provide housing to all of the displaced population within 6 months.

b) Objectives
Objectives are more specific and identifiable actions carried out during housing recovery. They lead to achieving recovery goals and determining the actions that participants in housing recovery must accomplish. Translating these objectives into activities, implementing procedures, or operating procedures by responsible organizations is part of planning. As goals and objectives are set, and activities commence, planners may identify more requirements or changing priorities that will further refine the development of courses of action as housing recovery progresses. Sample objectives based on the above goal could include identifying moderately damaged residences that could be made habitable with minor repairs, identifying short-term housing
options and assigning displaced residents to facilities, and
determining plans for populations who need housing beyond
a few months.

4. Step 4: Plan Development
This step is a process of generating, comparing, and selecting
possible solutions for achieving the goals and objectives identified
in Step 3. For each housing recovery task, some basic information
is needed. Planners correctly identify a task when they can provide
the following information.

a) Define the action
b) Identify the responsible agencies or organizations
c) Outline the timeline for completing the action
d) Determine how long the action will take and if there are any
   mandates or requirements for fulfilling it
e) Identify what tasks have to occur before the action can be
taken and what tasks are waiting to be done until this task is
   completed
f) Determine the personnel or resources to complete the task

A sample task based on the above goal and objectives could
be to assess residences with minor to moderate damage to
determine repairs needed. The local housing department or
building and safety officials would likely be responsible. They
could provide an estimate of how many housing units each
staff could do in a day and determine how long it would take
to complete them all. To complete this task, they would need
an inventory of all residences classified as having minor or
moderate damage. Once the assessment was complete,
they could work with property owners to take the necessary
actions to make the homes habitable. They would then
identify everyone who could be committed to the task and
the assessment tools required to finish it.

5. Step 5: Plan Preparation, Review, and Approval

a) Write the Plan
The planning team develops a rough draft of the basic plan,
annexes, or other parts of the plan as appropriate. The
recorded results from Step 4 provide an outline for the rough
draft. As the planning team works through successive drafts,
members add necessary tables, charts, and other graphics.
The planning team prepares and circulates a final draft to
obtain the comments of organizations that have
responsibilities for implementing the plan.
b) Review the Plan

Commonly used criteria can help decision makers determine the effectiveness and efficiency of plans. These measures include adequacy, feasibility, and acceptability. Decision makers directly involved in planning can employ these criteria, along with their understanding of plan requirements, not only to determine a plan’s effectiveness and efficiency but also to assess risks and define costs. Some types of analysis, such as a determination of acceptability, are largely intuitive. In this case, decision makers apply their experience, judgment, intuition, situational awareness, and discretion. Other analyses, such as a determination of feasibility, should be rigorous and standardized to minimize subjectivity and preclude oversights.

c) Approve and Disseminate the Plan

Once the plan has been validated, the planner should present the plan to the appropriate elected officials and obtain official promulgation of the plan. Obtaining the senior official's approval through a formal promulgation documentation process is vital to gain the widest acceptance possible for the plan. It is also important to establish the authority required for changes and modifications to the plan. Once the senior official grants approval, the planner should arrange to distribute the plan and maintain a record of the people and organizations that received a copy (or copies) of the plan.

6. Step 6: Plan Implementation and Maintenance

a) Training

After developing a plan, it must be disseminated and managers must be required to train their personnel so they have the knowledge, skills, and abilities needed to perform the tasks identified in the plan. Training will identify additional necessary technical assistance or subject-matter expertise. Personnel should also be trained on the organization-specific procedures necessary to support those plan tasks.

In addition to training personnel and staff about housing recovery plan operations, it is also imperative that all recovery staff and participants be trained in, and understand, the California SEMS.

It is important to include and educate elected officials in disaster housing recovery planning processes and procedures. It is also important to remember to educate
newly elected officials when local leadership staff changes. Roles, procedures, and priorities for officials change following a disaster and often require a different combination of skills than what officials are used to on a day-to-day basis. Job functions change, workloads increase dramatically, and the work involves new players, new terminology, and new organizational structures, such as Incident Command or the California SEMS. There will be increased public scrutiny and political pressure as officials try to maintain the daily functions of government.

b) Exercise and Validate the Plan

Evaluating the effectiveness of plans involves a combination of exercises and real-world incidents to determine whether the goals, objectives, decisions, actions, and timing outlined in the plan led to a successful recovery. Exercises provide an essential means to validate recovery plans and procedures and evaluate skills and knowledge of recovery personnel.

c) Review, Revise, and Maintain the Plan

This step closes the loop in the planning process. It focuses on adding the information gained by exercising the plan to the research collected in Step 2 and starting the planning cycle over again. It is recommended that a plan be updated annually, with a major update every 2 to 4 years. It might also be considered by the jurisdiction to coordinate the housing recovery plan update with the updating schedule of other county plans. This will ensure personnel and stakeholder participation while maintaining consistency across all documents.

The following components may be addressed on an annual basis:

1. Review stakeholder membership and update as needed
2. Document actions that have been completed
3. Include new actions as recommended by the stakeholder group
4. Determine if priorities need readjusting, review the actions previously scheduled to be implemented over the next year, and adjust implementation timeframe of actions accordingly
5. Seek resources and funding for actions scheduled to be implemented in the next 2 years
Compile a report of accomplishments for presentation to the appropriate local officials.

The following components may be included in the 2- to 4-year major plan updates:

1. Research new guidance on post-disaster housing redevelopment or new lessons learned.
2. Update vulnerability analysis if any new data are available, if necessary.
3. Update institutional capacity and plans assessments.
4. Research and update potential funding sources.
5. Review and revise issues, if necessary.
6. Reprioritize issues based on current assessments.
7. Update actions and add more if applicable.

B. Timeline and Sequence of Delivery

The phases of disaster recovery begin with the local, State, and Federal government’s infrastructure, public health considerations, and public safety recovery actions. The government—at all levels—acts as a first responder, providing triage for essential services such as electrical, communications, water, and sewage systems. Local governments and FEMA identify the habitable and uninhabitable housing units, often resulting in short-term relocation of households deemed at risk.

Households, upon being allowed to return to their homes, use funds and materials from private insurance, private resources, and short-term FEMA assistance programs to stabilize or repair housing units when possible. These household efforts are severely hampered by swiftly rising costs and scarcity of materials, scarcity of licensed or qualified labor, processing times for insurance and other assistance payments, and possibly less financing available than required to repair or rebuild.

Nonprofit and faith-based organizations initially provide a variety of basic-level services, such as mental health support and basic survival supplies. Some nonprofits are operators of large and small portfolios of multifamily housing, generally targeted at low-income households.

Nonprofit organizations and the faith-based community may also organize groups of volunteers to assist households in the repair and stabilization of housing. The private sector may provide resources in the form of volunteers, services, and financial or material donations.

Once the situation is stabilized, the housing private sector provides the labor, skills, and materials to effect immediate repairs to households with housing units that draw upon private-sector insurance and resources. Scarcity of labor and materials immediately increases costs on a square-
foot basis for virtually every housing trade. The resulting price spike attracts “outside” contractors to enter the market to reduce the scarcity of labor. Materials suppliers generally increase their shipments of supplies to the area but such shipments are often constrained by the damage to the transportation infrastructure. The scarcity of the materials generally decreases within one year but may last up to three years or may become a permanent change.

As local, State, and Federal disaster recovery funds become available, the private sector provides the labor, skills, and materials to repair housing for populations without insurance and those households with inadequate insurance. The transition from Congressional authorization of funds to actually obligating the funds is entirely dependent on the locality or State’s ability to react quickly to establish mechanisms to properly disburse and account for the Federal funds. It is important to remember that Federal financial assistance cannot duplicate assistance received from insurance policies. It is also important to realize that private insurance will not provide 100% of coverage of all disaster damages. And many residents are likely not insured adequately enough to cover the different types of disasters, which may be due to costs of insurance or the assumption that government assistance will cover all costs related to a disaster. Residents, even those with insurance, will need a variety of resources to recover from a major disaster. Rental property owners will also need assistance in order to restore market rate and affordable housing which is essential to community recovery. Qualified rental properties may be eligible for assistance under the SBA business loan program.8

The local government’s role in housing as it relates to disaster recovery is pervasive. Regardless of the scale of damage, citizens of the community look first to the local government as the face of the response. When working with Federal agencies, citizens expect guidance from their local government. Similarly, when dealing with local codes and requirements, citizens expect to receive guidance and flexibility from their local government. Citizens also expect that local government will protect their interests as they navigate repair and rebuilding efforts with the flood of outside contractors. Finally, in connection with the distribution of Federal resources that are to be used for the repair, rehabilitation, or redevelopment of housing, citizens expect fairness, transparency, and reasonable speed of execution by the local government.

C. Limiting Displacement and Relocation

A priority for disaster housing is to get displaced families, both renters and homeowners, back into a normal living condition as soon as possible. If displaced individuals are unable to return to their residence or another suitable permanent residence, residents may need to be placed in interim

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housing available at that time. To the greatest extent possible, the coordination of several critical infrastructure items needs to be considered in advance of a disaster event:

1. Conduct regional planning and cooperation efforts to identify existing resources and capabilities among neighboring jurisdictions and determine which gaps already exist.

2. Estimate the timeframe required to successfully address the complete life-cycle of disaster housing needs. Coordinate with key stakeholders to develop a feasible disaster housing assistance execution timeline.

3. Endeavor to minimize the number of housing-related transitions that families must make. When multiple transitions are unavoidable due to the extent of damage or other circumstances, it will be necessary for officials to clearly explain how the affected households can transition from emergency or transitional shelters to interim and/or permanent housing.

4. Delineate key decision points for which information and decisions relating to emergency sheltering, interim housing, or permanent housing are needed to direct the actions and decisions of others to effect the rapid return to normal living conditions.

5. Damage assessments will estimate the magnitude of impact to the affected communities and determine the feasibility of returning to affected residential areas. This may help determine the placement of families into disaster housing based on the projected time to return to their homes after infrastructure and residential repairs have been completed. (For example, the complete destruction of a home, which will take a substantial amount of time to rebuild, may require the affected household to move directly into a permanent housing option as opposed to a temporary housing unit, whereas homes with minor damage may be able to be inhabited in a much shorter timeframe, with minimal disruption to the family.)

6. Consider identifying suitable pre-existing housing infrastructure that may be able to absorb the displaced population, while taking into consideration the resulting strain on infrastructure, including public utility systems and public transportation.

7. The development and cataloging of real estate and hotel contacts may help enable people to more rapidly enter into lease agreements for hotels, apartments, single- and multi-family housing, and/or modular homes.

8. Suitable and feasible disaster housing options based on jurisdictional needs may need to be identified, coordinated, and communicated, together with disaster housing objectives and plans, with other counties, regional, State, and Federal partners.
9. The use of land or open space for potential disaster housing sites needs to be considered as it relates to local zoning ordinances, permitting laws, and ease of compliance.

10. Site surveys will need to include environmental impact analyses and siting for basic utilities in areas designated for new disaster housing efforts (i.e. the rapid stand-up of modular homes in disaster interim housing areas).

11. The coordination of efforts beyond jurisdictional borders will help ensure overlapping capabilities are identified and addressed in the event mutual aid and resource sharing is required, thereby facilitating a more rapid return to normal living conditions.

12. The coordination and distribution of public information on housing recovery efforts and timelines beyond jurisdictional borders will help individuals and families who have temporarily relocated outside the impacted area to remain informed and return to the area as soon as possible.

13. Account for people with disabilities and others with access and functional needs when developing housing solutions and transportation for the displaced population.

14. Proper placement of displaced citizens that have limited freedoms or are under court orders (i.e. sex offenders, restraining orders) may require alternate housing options.

15. The local and regional culture and its traditions and views need to be considered in the housing planning and recovery phases.

16. Determine mitigation efforts that may need to be explored to ease the strain of a displaced population on the local community through public outreach and information-sharing.

D. Logistics

Logistical requirements depend on the needs of the population affected by the disaster and the type and location of the disaster housing site (e.g., pre-existing hotels, motels, apartments, interim housing sites). An assessment of the logistical requirements may also need to be a part of the site survey process when considering locations for interim and permanent housing.

1. There may be a need for additional inspectors, as well as planning and zoning personnel to augment local jurisdictions.

2. Consider both materials and the appropriate placement of the impacted population when thinking about housing logistics.

3. Support measures that may be required to implement a housing strategy, such as electrical and sewer hook-ups, will vary in terms of length of time to become operational and available.
4. Consider the temporary housing needs for additional groups, such as relief and construction workers who come into or near the impacted area.

5. Assess the potential availability of building supplies and suppliers early on and develop strategies about how to resupply. Consider all types of equipment and supplies (e.g., assistive devices for housing modification that may be needed by those with disabilities and others with access and functional needs).
   a) Enter into vendor agreements with national suppliers pre-disaster.
   b) Consider regionalizing vendor agreements with national suppliers to mitigate competition for limited resources since many or all of the affected jurisdictions may intend to rely on the same vendors; this may help alleviate issues concerning allocation and competition for resources post-disaster.
   c) When infrastructure is damaged, consider using water tenders for water supplies, portable toilets, temporary power, and sanitation to keep residents at or near their homes as rebuilding occurs. Before a disaster occurs, develop relationships with vendors who may be able to provide these services following a disaster. Consider the use of additional staffing to deliver these services using NGOs, neighborhood organizations, existing staff, and volunteer recruitment from area neighborhoods.

6. Consider the development of a logistics plan—to be integrated with State and Federal programs—with written procedures, roles, and responsibilities with regard to housing operations. The plan may also include procedures for use of available logistics nodes for access to construction supplies, basic living essential supplies, supply/resupply processes, financing, and logistics management.

7. As a part of preparedness activities, review and develop memorandums of understanding (MOUs)/memorandums of agreement (MOAs) and cooperative agreements with regional partners, support agencies, and the private sector for resources that may be needed for housing sites.

8. An assessment of wrap-around services such as education, public transportation, essential social services, emergency services, healthcare facilities, food and shopping services, laundry, and childcare may help to mitigate limitations and discrepancies in these services, including transportation to these locations when necessary.
9. Establish relationships and develop agreements with local realtors and rental associations to develop processes for identifying housing resources once housing recovery operations have begun.

10. Consider the processes that would be most beneficial and efficient to request and acquire resources, as needed, from other jurisdictions and the State following a disaster, including those on housing assistance that are displaced to other jurisdictions.

11. Communicating with neighboring jurisdictions about the plans and processes that are in place for the potential use of certain facilities for housing or housing-associated logistical support in the event of a disaster will help clarify and coordinate the use of those facilities following a disaster.

12. Sharing innovative forms of housing, best practices, and lessons learned with community partners and other jurisdictions as such information resources are developed will greatly benefit all communities that are ultimately affected by a disaster.

13. Employ innovative forms of housing such as modified overseas shipping containers, modular housing, converted warehouses, and prefabricated dwellings where logistics may consist of simply being moved/transported.

14. Consider the long-term use of developed temporary housing resources (converting manufactured housing infrastructure to permanent resources, such as single-family housing units). Coordinating with FEMA during the development of the disaster housing mission may allow for infrastructure to be retained (versus removing the infrastructure altogether) when doing so would result in a cost savings.
IV. RECOVERY SUPPORT FUNCTIONS (RSFs)

At the Federal level, Recovery Support Functions (RSFs) comprise the National Disaster Recovery Framework (NDRF) coordinating structure for key functional areas of assistance. Their purpose is to support local governments by facilitating problem solving, improving access to resources, and fostering coordination among State and Federal agencies, nongovernmental partners, and stakeholders. The RSF objective is to facilitate the identification, coordination, and delivery of Federal assistance needed to supplement recovery resources and efforts by local, State, tribal, and territorial governments and the private and nonprofit sectors. An additional objective is to encourage and complement investments and contributions by the business community; individuals; and volunteer, faith-based, and community organizations. These RSF activities assist communities with accelerating the process of recovery, redevelopment, and revitalization.

This concept may also be applied at the State and local government levels to ensure effective recovery coordination from the local to the Federal level. The six RSFs are:

- Community Planning and Capacity Building
- Economic
- Health and Social Services (HHS)
- Housing
- Infrastructure
- Natural and Cultural Resources

This coordinating structure coexists with and builds upon the Federal Emergency Support Function (ESF) concept, although the tenets of these concepts differ with regard to mission objectives, partnerships, approaches, time spans, and organizational structure; additionally, there may be differences between the players and skill sets involved. Planning guidance for the establishment of jurisdictional recovery organizations within the five-county region can be found in the LAOA Regional Recovery Guidance for Emergency Planners produced in a collaborative effort by stakeholders throughout the region.

As part of the overall recovery organization the success of the Housing RSF depends on the coordination of communication and information sharing between and collaboration among the six RSF planning groups. It is suggested that collaboration between the RSF planning groups be achieved to ensure that a system that encourages and allows for this collaborative effort is in place and that it remains consistent during recovery efforts.

Within this Guide, there are additional suggestions and recommendations relating to the coordination of two or more RSFs. These suggestions were initially captured by disaster housing stakeholders from the five-county region early on in the development stages.
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V. HOUSING RECOVERY SUPPORT FUNCTION (RSF)

The core recovery capability for housing is the ability to implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience. Like infrastructure and safety services, housing is a critical and often challenging component of disaster recovery. It is critical because local economies cannot recover from devastating disasters without adequate housing—especially affordable rental housing. It is challenging because housing repair, rehabilitation, reconstruction, and new construction efforts that would normally take many years to accomplish often need to occur at an accelerated pace as a result of a disaster-related damage. These conditions create design, construction, labor, materials, logistics, inspection, and financing issues.

The Housing RSF works toward addressing disaster housing issues pre-disaster, focusing on solutions that are implementable, sustainable, and resilient.9

A. Disaster Housing Planning Considerations

1. The transition from sheltering (largely a response function) to short-term/interim housing is an important function. Coordination with the Health and Social Services RSF will be necessary to ensure that essential services are provided to those in interim housing.

2. Early consideration and implementation of permanent housing solutions may help minimize the number of times people must move after being displaced. Direct transition from shelter to permanent housing will help expedite the recovery of the community and reduce support requirements.

3. Advocates for people with disabilities and others with access and functional needs must be included and are an integral part of the planning process. Concerns and considerations regarding those with disabilities and others with access and functional needs may need to be coordinated with the Health and Social Services RSF.

4. Review existing MOUs/MOAs and cooperative agreements with regional partners, support agencies, and the private sector for resources needed for housing sites as a part of preparedness activities.

5. Identify and implement housing to rebuild and renew the community, since interim housing decisions can have a profound impact on the direction and character of permanent housing. It may be necessary to coordinate with the Community Planning and Capacity Building, Infrastructure, and Cultural Resources RSFs.

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9 Ibid.
6. Insurance coverage may not provide funds that are sufficient for financing repairs or replacement housing; however, State and Federal assistance program options to leverage insurance funds may be available to the affected population. Considering the high percentage of renters in many areas of the region, it is important that planning include identifying programs to help rental property owners restore affordable rental housing. Affordable rental housing to retain workers and consumers is essential for economic recovery. Not all programs will be available for every disaster and it is important to understand program provisions and limitations. Coordinate with the Economic RSF to avoid duplication of efforts.

a) FEMA’s Disaster Assistance: A Guide to Recovery Programs\textsuperscript{10} and California’s State Recovery Manual\textsuperscript{11} both list programs—including housing—which may be available following a disaster. The State manual also covers the process for local jurisdictions to apply for assistance.

b) Consider other assistance programs as resources, such as the Small Business Administration’s (SBA) Home and Personal Property Loans, SBA’s Business Physical Disaster Loans for rental properties, HUD/FHA’s Streamlined 203(k) Limited Repair Program, and FEMA’s Rental/Repair Program. Low-interest loans may be used for repair or replacement of homes, automobiles, clothing, or other damaged personal property. NGOs may be able to assist with loans for smaller repairs. Loans may also be available to businesses for property loss and economic injury.

c) Additional information is available in Appendix 1: State Recovery Programs and Appendix 2: Recovery Program Information Matrix.

7. A significant percentage of the population may not have any insurance coverage, may have difficulty procuring insurance, or may be underinsured for several types of disasters. Coordination with the Economic RSF may be necessary in these circumstances.


8. When the housing infrastructure of a community has been severely damaged, procuring permanent housing in a timely manner becomes an immense challenge that requires difficult choices to be made and, ultimately, requires the alignment of individuals and the local government and the provision of financial resources through both public- and private-sector sources. This consideration may need to be coordinated with the Infrastructure and Economic RSFs.

9. Officials may find it beneficial to coordinate with local realtors, title companies, and banks who may have loss mitigation lists or foreclosure registries of unoccupied and viable vacant buildings (single and multi-family dwellings).

10. Identify businesses that have the capability of building pre-fabricated homes quickly.

11. Lessons learned from recent disasters have shown that the private sector plays an extremely important role in the provision of disaster housing services and products.

12. Integrating the private sector—especially stakeholders that own rental properties or can provide repair services or supplies—is important as such an effort may help communicate priorities and direction for the jurisdiction.

13. Consider coordinating with rental property owners to establish post-disaster lease agreements at a lower rate, or the waiving of security deposits or monthly rent for a period of time.

14. Consider how the circumstances of a disaster situation might lead to price gouging attempts for materials and resources that will be in high demand throughout the recovery phase; identify ways in which to mitigate this and other similar issues.

15. Consider what housing plans, resources, or tools (such as toolkits or repair tools) may be communicated or distributed to residents to encourage those with the desire to move back into their homes to begin rebuilding themselves.

16. Incorporate NGOs, faith-based organizations (FBOs), and other such groups in efforts to help homeowners and rental property owners repair and rebuild.

17. Consider methods to expedite local processes, such as rental assistance and homeless prevention programs. Identify increased staffing requirements for processing additional grant funds, applications, and solutions for meeting the increased requirements.
a) To effectively overcome documentation challenges and avoid problems with accounting for funds years later, consider assigning existing, experienced, staff for the more complicated disaster housing programs and training new hires on general programs.

b) Determine which job types will need more people and anticipate how the vacancies can be filled. Consider which positions can be trained more easily and which require more experience. For example, use new hires for eligibility reviewers and use mutual aid staffing for jobs requiring more expertise.

18. In coordination with the Health and Social Services RSF, consider ways in which to expand local programs to meet projected or anticipated needs.

19. Coordinate with Health and Social Services RSF to verify family size in regards to housing placement requirements.

20. Consider coordinating with neighboring counties and across municipal boundaries with regard to resident placement.

21. Consider that most existing government programs may not service undocumented residents. Coordination with nonprofit organizations will be necessary to address these housing needs. Effective communication of available services to the target audience will be an important aspect of this coordination.

22. Understand that property owners will not be readily identifiable, especially considering the number of foreclosed homes and rental properties in the region. The owner identification process will require coordination with mortgage lenders, title companies, county tax assessor, and others.

23. In connection with pre-planning efforts, understand the requirements/processes that are in place for requesting information, as covered by the Privacy Act, as well as requirements/parameters for requesting and using that information.

24. In order to identify housing requirements quickly, consider teaming with Voluntary Organizations Active in Disaster (VOADs) to provide pre-event training for FBOs and NGOs that may be involved in the sheltering stage. Training may need to address how to capture numbers relating to occupancy and verify family size with regard to expediting placement of individuals in interim or permanent housing. This may be coordinated with the Health and Social Services RSF.
25. Develop options for long-term housing reconstruction, including affordable rental housing, and relocation strategies that meet the needs of the community. Coordination with the Community Planning and Capacity Building RSF will be necessary.

26. For large projects, consider the potential use of a development agreement (a contract between a municipality and a landowner/developer) for development approval. Include Federal partners in discussions in an effort to maximize the effectiveness of Federal assistance programs that may be implemented.

27. Consider establishing online housing locator services.\(^{12}\)

28. Employ the use of Geographic Information Systems (GIS) or some other type of geocoding format to map progress, track where accomplishments and production is occurring and has been done, and help track areas of concern, for both the public and local officials. This may also help to show where to deploy more resources and where to focus more outreach.

29. Identify potential open space in parks that already have sewer and water infrastructure that may be used for temporary housing sites.

30. Consider the documentation requirements in order to keep funding after review; for example, HUD requires demographic information about grant beneficiaries which must be documented and provided or grant expenditures could be disallowed years later and repayment required. Information acquired and created during response activities forms the basis for recovery documentation. As such, a local government may consider incorporating disaster documentation into the current financial tracking system. More information on documentation requirements is found in the Finance section of this Guide under the Documentation paragraph.

31. Fulfilling the housing mission may extend well past the objective of simply providing a “house.” A “home” will require furnishings and other basics to be habitable. Coordination with the Health and Social Services and Economic RSFs will be necessary. Additionally, there may be local private companies or non-profit organization able to provide or reasonably rent furnishings and other basic household wares. It may be beneficial to identify those companies in advance and coordinate an agreement.

32. Homeowners Associations/HOAs

Homeowners associations are unique in the fact that they legally may impart restrictions on homeowners (and renters) on their property that may differ from those imposed by the municipality.

Since they essentially run in a “quasi-government” manner, it is important for jurisdictions/municipalities to coordinate and communicate with the associations following a major disaster to identify and/or address certain restrictions and rules that may impede a recovery process for the homeowners. The legality of a municipality in suspending or altering an HOA’s policies may need to be examined (e.g. to facilitate debris removal).

HOAs may have insurance policies that cover damage to such things as the common areas, private roads, and outside light fixtures, while the homeowners are generally expected to have insurance that complements the overall HOA policy. Planning considerations regarding HOAs include:

a) Determine how support may be provided to HOAs regarding preparedness efforts and planning about what may be allowed on a temporary basis.

b) Identify what policies should they write now in case of an event. Consider a sample letter to give to HOAs.

c) Encourage HOAs to communicate to their homeowners regarding the expected minimum insurance coverage requirements and emergency policies.

d) Familiarize HOAs with SBA programs for HOAs\(^\text{13}\) and unit owners.\(^\text{14}\)

\(^{13}\) Small Business Administration Fact Sheet for Associations. (http://www.sba.gov/content/fact-sheet-associations), Accessed August 30, 2012.

VI. CRITICAL COORDINATION POINTS

A critical coordination point is a site or function that could affect disaster housing operations throughout the recovery process. The DHWG and its committees may need to consider the following sites or functions, the roles of each, and the need to integrate these functions into disaster housing operations.

A. Family Assistance Centers (FACs)
   As defined in the LAOA Reception Processing Guide (2011), family assistance centers (FACs) are sites used during mass casualty events as safe and secure locations where families of missing victims can wait for or receive information regarding their family member(s). Families may also provide information to authorities and FAC personnel to assist in identifying victims, receiving updates regarding incident recovery, and receiving emotional support, spiritual care, and health and social services as requested and available.

B. Local Assistance Centers (LACs)
   As defined in the LAOA Reception Processing Guide (2011), local assistance centers (LACs) serve as hubs for information related to city, county, and State assistance that is available for those affected by a disaster; applications for rental assistance and information on local housing options; referrals to organizations for assistance with immediate unmet needs; and other available resources. LACs generally open during the recovery phase, and coordination may only be needed during return and re-entry phases. A jurisdiction may find it beneficial to pre-identify sites, or multiple potential sites, that may be used for LACs on a long-term basis (up to three months or more) after a disaster.15

C. Disaster Recovery Centers (DRCs)
   A Disaster Recovery Center (DRC) is a readily accessible facility or mobile office where applicants may go for information. DRCs are staffed with state and Federal disaster recovery specialists, including representatives from the SBA who provide information and answer questions about disaster assistance programs. DRCs are normally operated as ‘one-stop’ centers for information and referrals. If local disaster housing programs, which may require repeat visits, are operated from a DRC location, consider establishing separate areas that do not overlap to avoid conflicts with normal DRC flow, tracking, and reporting procedures.

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VII. Disaster Housing Partners – Roles and Responsibilities

The participation of several players is crucial for the recovery of disaster housing and the implementation of disaster housing operations. Brief summaries of roles and responsibilities are listed below with regard to disaster housing and recovery, including some of the specific departments or agencies that may likely act in primary or support roles in housing operations. It is important to remember that the roles and responsibilities for each sector may vary greatly throughout the different stages of the recovery process.

A. Local Government

Several local stakeholders have key roles and make significant contributions. The role of the local government includes communicating with and disseminating information to the public, media, and other government entities regarding disaster effects and progress on operations during the recovery phase. Creating, upholding, and enforcing local laws and ordinances will be among the responsibilities for local governments, including the types of entities listed below:

1. Building and Safety Departments
2. Children, Family, Senior, Homeless Support Services
3. Community Development/Planning/Zoning/Office of Planning and Research
4. County Counsel/City Attorney
5. Disability
6. School District
7. Emergency Management
8. Fire
9. Historic Preservation
10. Housing Authority
11. Law Enforcement/Security
12. Elected and appointed officials (decision-makers)
13. City and county analysts serving elected officials, city or county managers
14. Human relations commissions
15. Consumer protection and education
16. Housing finance and regulation
17. Mental Health
18. Parks and Recreation
19. Public Finance
20. Public Health
21. Public Works/municipal utilities

B. Regional
Public and private regional entities may play a major role in the assistance with and coordination of services and resources that extend beyond one local boundary. Examples include:
1. American Red Cross
2. Independent living centers and other advocate agencies for people with disabilities and others with access and functional needs
3. Legal Services, Fair housing
4. Immigration rights and services
5. Regional Transit Agencies
6. Salvation Army of Southern California
7. Southern California Association of Governments (SCAG)

C. State and Tribal Governments
The State government establishes laws, programs, and the coordination of funding distribution processes for housing recovery. State entities may also act as liaisons between the local and Federal governments when necessary and may regularly attend or be part of the local housing recovery committee meetings.
1. Area Agencies on Aging
2. Army National Guard
3. California Attorney General
4. California Department of Consumer Affairs
5. California Department of Housing and Community Development
6. California Department of Insurance
7. California Department of Mental Health
8. California Department of Motor Vehicles
9. California Department of Social Services
10. California Department of Veterans Affairs
11. California Emergency Management Agency
12. California Employment Development Department
13. California Environmental Protection Agency
14. California Labor and Workforce Development Agency
15. Contractors State License Board
16. Institutions for Higher Learning
17. Port Authorities
18. State Board of Equalization

D. Federal
Several Federal government agencies and departments have programs that may provide support for and coordinate information related to sheltering and disaster housing. Federal assistance supports the local and State efforts, and is implemented at the request of the Governor of the State of California following a major disaster or emergency declaration. Some programs, such as the SBA’s disaster loan program, however, do not require a Presidential disaster declaration.

1. U.S. Department of Housing and Urban Development (HUD)
2. FEMA Recovery Division
3. Small Business Administration (SBA)
4. Environmental Protection Agency (EPA)
5. Internal Revenue Service (IRS)
6. National Legal Aid and Defender Association
7. U.S. Army Corps of Engineers
8. U.S. Department of Agriculture
9. U.S. Department of Health and Human Services
10. U.S. Department of Veterans Affairs
11. U.S. General Services Administration

E. Nonprofits, NGOs, FBOs
Nonprofit and non-governmental organizations provide vital (and, in most cases, donated) goods and services including sheltering, home repairs, labor and materials, mental health support, long-term case management, and services to address several other unmet needs. Communicating with this sector during the entire recovery effort will be important as it may be able to provide valuable information regarding anticipated housing needs and other information about the affected population.

1. American Red Cross
2. Voluntary Organizations Active in Disasters (VOADs)

F. Private
The private sector may act as a resource provider for supplies, materials, and labor for housing operations. Private-sector stakeholders may also act as employers in an impacted area since they have a significant interest in restoring the economic infrastructure within a community. For example, they may be involved in helping their employees return to their homes in
an effort to resume normal business operations. As observed in one best practice, an employer made its own maintenance department available to help employees with home repairs to damaged properties and provided other staff to help locate interim housing solutions for affected employees.\footnote{Best practice from the Florida Post-Disaster Redevelopment Planning Guide, p. 66.}

1. Apartment and Homeowner Associations
2. Architectural firms
3. Banking and Finance
4. Communications
5. Construction
6. Home building supplier retailers
7. Hotel/motel Owners
8. Housing Developers
9. Insurance
10. National or International Corporations
11. Realtor Associations
12. Transportation
13. Utilities
VIII. DISASTER HOUSING OPTIONS

Several disaster housing options exist, and strategies in one impacted area may not work for another area. Therefore, it is important to plan for housing solutions that best match the situation and needs of the community.17

A. Transitioning from Shelter to Interim or Permanent Housing

During the response phase, the most basic needs for those affected by the disaster, such as food, water, shelter, and immediate medical aid, are generally provided by the American Red Cross, Salvation Army, other VOADs, and other selected private-sector partners. Many shelters will remain open until those who remain have secured other types of interim housing options. In addition, if FEMA’s Individual Assistance (IA) program is authorized, the State and Federal support begins. Some residents may be able to return to slightly damaged homes, while others cannot return due to substantial damage to their homes. It may need to be determined what minimum safety requirements a damaged home must have (such as access to electricity, water, and power) before residents may return. Homeowners may run out of funding options before any other assistance starts; therefore, many types of community outreach and services, such as legal assistance with interpreting insurance policies, are especially important for homeowners, rental property owners, and renters as they work through the housing recovery transitions.

It is critical that effective coordination takes place with those agencies and organizations which are actively participating with Emergency Support Function (ESF) 6, as it will help result in a much more successful transition from the shelter phase into the interim and permanent housing phases. This coordination is significant because many of the mass care organizations and agencies participating during the response phase will have key information regarding the situation of the displaced population. This information will help anticipate some of the housing (and other) needs of those who are displaced. Strategies for transitioning to permanent housing may include considerations at the local level, such as resources for public education, counseling, and case management throughout the long-term recovery stage to ensure that government assistance is provided to those who need help moving out of interim housing. Possible solutions for quickly allowing people to move back into their homes, if they are otherwise safe, include:

1. Providing materials—through individual assistance, nonprofits, or business donations—for those who can do their own small repairs but need the materials and tools

2. Coordinating with insurance providers to help expedite payments

17 Additional discussion of regional disaster housing options is contained in the Short-Term/Interim Housing Options Research Report available from the City of Los Angeles Housing Department.
3. Planning for assistance to homeowners and rental property owners, where possible, to cover costs of code required improvements and/or deductibles to expedite housing repairs

B. Short-Term/Interim Housing

Interim housing can be described as a disaster housing unit that allows families to secure their belongings and provides a greater level of privacy than sheltering while they work on securing other long-term options. Examples of interim housing include military barracks, cruise ships, modified shipping containers, travel trailers, and modular homes. The intent of the interim housing solution is to temporarily house individuals until a permanent housing solution can be found. Interim housing brings into play numerous legal authorities, and the costs of interim housing are generally more significant than the costs associated with sheltering. Because this form of assistance may involve government programs, those who are affected by the disaster must formally register for the programs and meet eligibility requirements. Some considerations for interim housing are listed below.

C. Short-Term/Interim Housing Options

Interim housing options generally aim to provide those affected by a disaster with accessible, habitable, and more safe and secure places to live. Interim housing options should be accessible to community services such as shopping and schools and should foster the opportunity to begin the process of recovery. Possible interim housing options are described below. Solutions will vary among different jurisdictions, depending on the capabilities and post-disaster situation for each jurisdiction.

1. Rental Assistance

This may be an optimal solution when adequate rental property is available. It includes financial assistance and assistance with locating privately owned apartments, condominiums, and single and multi-family homes, as well as Federal- or State-owned residential property. This may entail the collaboration of several nonprofit, private, and government groups to inventory available rental properties. It will be vital to keep those who are relocated close to community services. Due to limited available rental property in the five-county region, if using this option, additional transportation services may be necessary. This option is available to renters and homeowners.

2. Rapid Repair Assistance

Rapid repair refers to the process of homeowners making minor repairs, the costs of which are covered by homeowners insurance.

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In some cases, nonprofit organizations may assist the homeowners with repair costs. When available, Federal programs may assist by installing or affixing plastic sheeting or tarps to structures to help prevent further damage as repairs are being made. Accessibility fixtures, such as railings or ramps, may also be repaired. Before Federal assistance can be granted, homes must be inspected and a Presidential disaster declaration must have been made. Additional Federal assistance includes funding to be used for repairs or to cover costs related to the replacement of a destroyed or condemned home. Secondary homes or vacation properties are not eligible for these loans. However, qualified rental properties may be eligible for assistance under the SBA business loan program.19

3. Manufactured Housing
Also known as mobile homes, manufactured homes are designed to serve as more of a long-term housing option. Manufactured housing may also be a consideration if there is limited available rental property. Manufactured homes must meet HUD standards, are permanently installed to the ground, and are subject to any local zoning and other land use controls, ordinances, or restrictions. These structures may be sited at viable, safe, and unused commercial sites, adjacent to a damaged home, or may be developed as part of a larger community site. The installation of manufactured homes requires substantial advance planning. This option is available to renters and homeowners.

4. Recreational Vehicles (Park Models and Trailers)
It is recommended that recreational vehicles only be used for short-term/interim housing solutions when no other options are available. Recreational vehicles are designed to be either mounted on or towed by another vehicle and to be used as temporary living quarters for camping or travel. There are often strict regulations regarding the placement of RVs on private property, such as from homeowner associations. Depending on the severity of the disaster, jurisdictions and HOAs may need to coordinate and implement waivers for these types of restrictions.

A park model is built on a single chassis, mounted on wheels, and has 400 square feet or less of living space. Park models typically have one bedroom with a fold-out hide-a-bed, can accommodate people with disabilities and others with access and functional needs, meet the Uniform Federal Accessibility Standards (UFAS), and comply with the Americans with Disabilities Act (ADA). This may be an adequate short-term/interim option when a homeowner

wants to remain on his or her property while home repairs are being made, and when the terrain or lot size prevents the installation of a manufactured home.

A travel trailer is designed to provide temporary living quarters for recreational, camping, or travel use and should be of such size or weight that will not require special highway movement permits when towed by a vehicle. A travel trailer may be a short-term/interim option for a household of limited size that would like to remain on existing property or nearby while permanent housing is being restored. The travel trailer may be used as a temporary living quarter in circumstances when terrain or lot size prevents the use or installation of other forms of manufactured housing.

Placing a second structure or dwelling on property that is not impacted by a disaster (i.e., a trailer in the yard or driveway of an unaffected home) may also require waiving restrictions and/or regulations. It is important to ensure that any added temporary units will not negatively impact the current situation.

These options may be available to renters, however, due to the intended temporary nature of these solutions other options should be explored first if the time to repair or replace their rental property is not known or is known to be more than a short time.

5. Modular Homes

Modular homes are housing units that are pre-assembled in three dimensions at the factory and may be more than 90 percent complete. They are towed to the site on flatbed trailers and then assembled. Modular homes are constructed to the same state, local, or regional building codes as site-built homes. These differ from manufactured homes in that manufactured homes are constructed according to the HUD Code. Unlike conventional building codes, the HUD Code requires manufactured homes to be constructed on a permanent chassis.20 This option is available to renters and homeowners.

6. Panelized Housing

Panelized homes consist of panels and include an entire wall with windows, doors, wiring, and exterior siding; panels are built in a factory and are then transported and assembled on site. These panels come in a variety of sizes and designs, allowing for more customization options than modular homes. Panels can be shipped flat, which is less costly than moving three-dimensional

components of modular housing. This option is available to renters and homeowners.

7. Pre-cut Housing
Pre-cut homes consist of building materials that are factory-cut to design specifications, transported to the site, and assembled. Kit, log, and dome homes are examples of pre-cut homes. This option is available to renters and homeowners.

8. Temporary Structures on Private or Commercial Property
This option entails placing a temporary structure on property to meet an interim housing need and tying into existing utility infrastructure. It may be initiated and paid for by the homeowner, insurance providers, nonprofits, employers (to house employees), or through a government program. Any such installation must comply with local laws regarding zoning and permitting. This will likely require a consideration of waiving or expending permitting or zoning restrictions from the local government. This option is available to renters and homeowners.

D. Temporary Group Housing Site Criteria, Provision, and Removal
FEMA temporary housing is a category of housing options that falls within the short-term/interim housing classification. Travel trailers, motor homes, and other types of manufactured housing may be provided in group sites as short-term/interim housing solutions for displaced homeowners and renters. Greater detail and discussion of temporary housing solutions, as well as other short-term/interim housing options, can be found in the City of Los Angeles Housing Department Regional Disaster Housing Planning Project Short-Term/Interim Housing Options Research Report.

When temporary housing missions are authorized by FEMA, close coordination between FEMA and the jurisdiction is essential as the housing mission must comply with all local and State laws. To ensure that temporary housing is well placed, communities can choose sites or develop criteria before a disaster that can be used to designate these sites after a disaster. Criteria can be used to ensure that housing sites are consistent with and comply with local and State laws, growth management plans, community vision priorities, and ideally are located near employment centers and are accessible by public transportation. When deemed safe and feasible, a community may also consider allowing the placement of temporary housing on private property during repair and rebuilding as well as allowing employer-supplied temporary housing on commercial properties. If temporary units are to be used, it will be necessary to ensure that units being brought in are thoroughly inspected and prepared for habitation.

General criteria categories that characterize the questions that comprise the online Housing Assessment Tool (HAT), which was devised for the
purpose of identifying a range of viable disaster housing options by the Joint Housing Solutions Group, include the following:\footnote{FEMA Joint Housing Solutions Group Housing Assessment Tool information. (https://asd.fema.gov/inter/hat/public/aboutJHSG.htm), Accessed August 13, 2012.}

1. Range of Use: How adaptable the housing option would be under various environmental, geographic, and cultural or conditions required by local government.

2. Livability: How well the units can accommodate or help provide for a household’s daily living essentials as well as their physical and emotional needs.

3. Timeliness: How fast units could be made ready for occupancy.

4. Cost: How cost-effective the unit would be in absolute terms and in terms of its value relative to other housing options.

An ideal scenario would be for a temporary group housing site to be designed in such a way that it could provide interim housing and then transition into a permanent, affordable housing development. A consideration may be made for the reuse of sites that have already been well developed with infrastructure. Development sites’ reusable infrastructure, site plan, and lot size and arrangement may be leveraged for permanent housing and overall community development. Once interim housing is no longer necessary, the site may then be replaced with a combination of housing and commercial facilities (a mixed-use development) through a public-private partnership.

However, it is important to ensure that temporary disaster housing is, in fact, temporary when placed on sites intended for temporary use, and that removal timeframes and procedures are in place and enforced so that temporary housing may be removed in a timely manner when necessary. Having a temporary housing removal strategy before a disaster may be a significant factor in gaining the approval for an interim development site.

1. If possible, temporary housing may be arranged for displaced residents in individual family-sized units as soon as the emergency is declared.

2. How and where temporary housing supplies and materials will be acquired will need to be identified.

3. Pre-identify potential staging areas to serve as points of distribution for temporary housing supplies and materials.

4. Identify groups that may be able to rapidly manufacture prefabricated structures.

5. Develop policies and actions programs addressing the need for rapid post-event development of a permanent replacement housing program.
6. Develop interim and long-term policies and actions that address the correction of illegal occupancies and construction within reasonable limits; based on essential health and safety factors and given the existing and projected shortage of adequate low- and moderate-income housing.

7. Consider the establishment and/or agreement with organizations who oversee land trusts within the jurisdiction.

8. Discuss possible incentives for the school districts, if possible, for the temporary use of educational facilities, such as playing fields or other open spaces, for temporary housing.

9. Identify and engage owners of open space and vacant properties who may be able to lease their property temporarily; keep an updated inventory of such properties.

10. Pre-identify vacant sites, as well as accompanying zoning and other considerations, which may be leased through an agreement for temporary group housing sites.

11. Site Identification Considerations:

   a) The creation of a computerized list and inventory, based on predicted number of families, of alternate sites in various areas of the jurisdiction that may be considered for temporary housing structure placement. Maintain a current inventory to include capabilities, capacities, and other features of each site.

   b) A new temporary location may be impacted by subsequent or follow-on disasters, such as liquefaction from earthquake aftershocks. The use of USGS modeling and other types of predictive software may be necessary to inform planners of such potential concerns.

   c) It is most beneficial if temporary housing sites are identified as rapidly as possible, if not beforehand, to help facilitate closure of emergency shelters.

   d) Identify the anticipated types and volumes of equipment that may be necessary for temporary housing operations.

   e) There may be a need for communication and coordination of potential temporary housing site options between neighboring jurisdictions.
f) Ports within the region may be considered adequate potential temporary housing sites as they are located near the sources for many shipping containers, which themselves may be used as temporary units, with the understanding that these structures will need ventilation and heating/cooling systems.

g) Local beach parking lots may be considered adequate temporary sites due to their expanse and proximity to public showers and restroom facilities.

h) Consider coordination with local military installations that have properties that may serve as temporary housing facilities.

i) Other potential sites for consideration include public parks, campgrounds and recreational vehicle (RV) parks, sports venues, horse racing tracks, fairgrounds, convention centers, "big box" retail parking lots, and vacant large commercial buildings.

j) Developing a list of all required permits, fees, and points of contact for each, and providing this information to FEMA when a housing mission is being negotiated, will significantly expedite the placement of temporary housing units. More recommendations and suggestions on inspections and permitting can be found in the Inspections, Building Permitting, and Temporary Permit Suspension section of this guide.

12. U.S. Army Corps of Engineers (USACE) and FEMA Temporary Housing Missions

Following a natural disaster or emergency, the U.S. Army Corps of Engineers can manage the installation of temporary housing for FEMA as part of the Federal Government’s unified national response. When an event has left large numbers of existing homes uninhabitable, FEMA can assign a temporary housing mission to the Corps of Engineers.

Temporary housing missions can be wide ranging and may include technical assistance to FEMA and/or their contractors, placing pre-fabricated units on private property or in existing mobile home parks, as well as design and construction of new group mobile home sites, including the necessary infrastructure and placement of units.22

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The USACE mission for temporary housing is to provide support to FEMA in the development of temporary housing for disaster victims. Missions could include, but may not be limited to: design and development of new trailer/mobile home parks; purchasing, hauling and installing travel trailer/mobile homes for new trailer/mobile home parks, private home sites and existing travel trailer/mobile home parks; modular home construction, or even tent sites.23

E. Permanent Housing

Permanent housing can be described as a long-term housing unit that is accessible, affordable,24 and allows families to secure their belongings, provides privacy, and enhances self-sufficiency. Examples include the repair or rehabilitation of the original housing structures, the construction of multiple housing units, the rental of different housing options, and/or even a permanent relocation. Also, several State and Federal programs may be able to provide or fund incentives for permanent construction. When examining potential permanent housing solutions, the needs of renters as well as homeowners must be considered. Some permanent housing planning considerations are as follows:

1. Encourage immediate repair for interim re-occupancy of damaged properties.

2. Develop criteria for minimal habitability based on health and life safety measures. Standards of damage will be determined and will depend on the magnitude of event.

3. In coordination with the County Tax Assessor’s Office, identify and examine assistance programs in an effort to determine obstacles for loan expediting assistance such as:
   a) Appraisals
   b) Lot Book Report in lieu of Title Report
   c) Income and mortgage verification documents
   d) Judgments and liens
   e) Control of construction funds

4. Plan for inspection and prepare for staff surge requirements by initiating coordination and MOUs with local agencies, neighboring jurisdictions, and private sector organizations that have certified inspectors.

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5. Consider the potential need for additional building inspectors, engineers and contractors, specifically those who are certified to handle lead-based paint hazards, to help with addressing potential bottlenecks for these types of specialized requirements and concerns.

6. Research options regarding the potential use of preparedness grant funding—possibly through FEMA, HUD, or CDBG—to help fund the training and certification for lead paint hazard remediation contractors prior to a disaster.

7. Develop an outreach strategy to encourage agencies, contractors, and local government inspectors to make sure they have completed certification, as well as awareness for certification and training that may be available to them from local private entities, such as the Building Industry Association.

8. Consider the establishment or creation of a communications process plan, which shares information about specific roles and responsibilities, with appropriate State and Federal agencies.

9. Initiate coordination through a MOU with local housing authorities and community development agencies, HUD, FEMA, and SBA that details specific roles and responsibilities, including inspections, damage assessment, and sharing of data.

10. Investigate and establish, if feasible, a jurisdictional loan program for financing loans to rental property owners and homeowners of damaged properties. Coordinate this effort with the submission of State and Federal assistance applications to avoid duplication of benefits issues.

11. Consider the need to pre-develop policies and actions programs that address the need for rapid post-event development of a permanent replacement-housing program.

12. Research and identify criteria for opportunities and necessities for rehabilitation, reconstruction, relocation, and new housing options, including modifications to alternative housing sites to replace damaged or destroyed accessible and affordable rental housing.

13. Expedite local processes, such as Section 8 (the Housing Choice Voucher Program) and homeless programs.
   a) Requirements can be estimated by considering how many properties are affected that are subsidized by government programs through rental assistance or vouchers.
b) Pre-disaster planning can address how the Housing Authority will prioritize emergency vouchers with the existing waiting list, new applications, and those displaced from public housing facilities and project-based Section 8 residents. Consider documenting the prioritization in the Housing Authority Administrative Plan.

c) Portability features of Section 8 can be more effectively coordinated by enlisting the aid of National Association of Housing and Redevelopment Officials (NAHRO) and the Public Housing Authority Executive Director Association (PHAEDA) to help prioritize and assist in locations outside the disaster area.

d) Anticipate that 'normal' processes using the mail may not work because people may not be able to receive mail. Consideration should be given to using the same program processes used for Title I Set-Asides for Homeless Children and Youth programs.

F. Permanent Housing Options

When the infrastructure of a community has been severely damaged, procuring permanent housing in a timely manner becomes an immense challenge that requires making difficult choices; the alignment of individuals and the local government; and the provision of financial resources through public, private, and nonprofit sources. Several factors will be considered, including determining whether the affected individuals are renters or if they are property owners.

1. Permanent Construction and Repairs

Some affected homeowners may prefer to rehabilitate, repair, or rebuild their homes with or without insurance funds and with varying degrees of assistance from housing programs. Local governments may desire to expedite this option in order to maximize the retention of as much of the original population as possible. Possible solutions for quickly allowing people to move back into their own homes if they are otherwise safe include:

a) Providing materials through individual assistance, nonprofits, or business donations, for people who can do their own small repairs but need materials and tools. While FEMA Individual Assistance for repairs is limited to owner-occupied single family dwellings, no such restrictions necessarily apply to donations from nonprofits or business.

b) Coordinating with insurance providers to expedite payments.
c) Planning for assistance to be made available to homeowners, including rental property owners, to cover costs of regaining accessibility and meeting code-required repairs and/or deductibles in order to expedite the return to their homes.

2. Transfer of Deed or Title through Purchase or Donation

An individual may desire to keep a temporary housing unit that he or she used as interim housing. The unit may have been provided by a charitable organization, privately leased, or provided through government assistance. There may be an option to purchase the unit, or the providing entity may donate it. This option, however, will need to be approved by local permitting and zoning.

3. Relocation

The decision to rebuild or relocate a home, neighborhood, or even an entire community, will be a very difficult decision for individuals and local governments to make. Relocation may be necessary and may be the option that is chosen by those who have been too severely affected personally to stay in the area or because the area itself has been too severely affected.
IX. COMMUNICATION

Communications consists of two parallel and interrelated functions. One system involves communicating essential information and instructions to the public, including those people with disabilities and others with access and functional needs, which includes residents with limited English proficiency. The other system involves operational communications and development and coordination of a common operating picture. A basic, flexible organizational structure or mechanism for internal and external coordination and communications needs to be in place and include all those involved in recovery operations, including local agencies/organizations, the private sector, NGOs, and State and Federal agencies.

A. Public Education, Information, and Outreach (Pre- and Post-disaster)

Public outreach initiatives, before and after disasters, are an essential activity to ensure a smooth return to normal living conditions. Some public service announcements may be coordinated and pre-established with media outlets prior to a disaster to ensure ready and rapid dissemination to the public when the emergency occurs. Local and State nonprofit organizations may be a resource in helping disseminate information, as well as providing public education regarding potential scams and what steps to take following a disaster. It will be necessary to find alternate methods of dispersing information in case of extended power failures. A public information and outreach program for the public prior to and following a disaster may consist of a variety of specific information, including but not limited to the items listed below.

1. Where and how to access disaster program assistance and other resources
2. How to determine credibility of contractors
3. How to avoid potential scams
4. Level and type of damage that may be allowed or considered safe for a dwelling for residents to stay there while repairs are made
5. Checklists and other information/recommendations about what steps property owners may need to take following a disaster, as well as suggestions for property owners before a disaster occurs. (For example, opening an equity line of credit pre-disaster to draw down after a disaster as a source of emergency cash.)
6. The benefits of renter’s insurance

Mass relocations can strain the local community infrastructures in several ways. It is extremely important that local leaders and decision makers inform the public of their plan to mitigate the effects of the disaster and return the affected communities to normal in as little time as possible. Local leaders will find it necessary to develop a means to disseminate information to the affected areas in a clear and concise way via
multimedia communications such as TV, radio, social networking, public gatherings at community centers, and site visits to disaster areas. These communications initiatives should be accessible as to disability and language barriers. Additionally, public meetings will need to be ADA-compliant to accommodate people with disabilities or other access and functional needs wherever feasible. Members of the community will be interested in providing feedback and input for planning and housing recovery options. However, they may need several different opportunities to attend any public gatherings and meetings to discuss planning and housing efforts and options. It may be necessary to hold public gatherings at a range of times and days in order to gain maximum community attendance.25

B. Communication among Housing Partners/Stakeholders

Ensure that all housing and recovery partners are informed regarding the process and programs available before making announcements to the public. This would include that each partner has agreed upon the specific tasks and functions that they are to undertake regarding the administration of a program. Even though it may take longer for a message to get out, it will help ensure more accuracy and quality of information that is eventually released to the public.

Additionally, information regarding program and resource availability needs to be clearly defined and finalized, and local administrators need to be prepared for applications before program information is released. Officials and housing recovery partners will need to work closely to ensure that everyone is prepared and has the same information.26

These efforts will keep the community well-informed and promote a community effort to return to normal conditions and work together.

Since elected officials make the decisions that affect how housing is prioritized and determine which programs are created or activated, a process needs to be created to get key information to elected officials early on in the recovery and planning process. This will help ensure that officials understand and make the connection that maintaining a focus on housing concerns is a way to maintain a constituent base and affects overall choices that benefit the community as a whole and housing recovery in the short and long term.

26 Ibid.
X. **INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION**

Following a disaster, access to information and key data will affect the decisions of displaced residents, government agencies, nonprofit organizations, and development and reinvestment by the private sector. Providing accurate information to the appropriate audiences is critical to establishing situational awareness and a common operating picture during emergency response and is equally important during recovery. Pre-disaster development of an information plan will help ensure the right information is collected and available for sharing. During the planning process, several factors should be considered in developing an information plan. Factors to consider include:

- Identifying the information to be collected, analyzed, confirmed, and disseminated.
- Determining who is responsible for collecting the information.
- Determining who needs to receive the information.
- Identifying how often the information will be reported or disseminated (e.g., every 2, 4, 12, or 24 hours).
- Stipulating how the information will be shared: electronically, person-to-person, form submission, or via other means.

A. Create and utilize a standardized form containing information necessary to the disaster housing mission such as the following:

1. Personal information, such as family numbers and ages of people in the household
2. Those with disabilities and access and functional needs
3. Insurance (property)
4. Income (may be necessary for historic context or any type of assistance previously given)
5. If they rent or own
6. Need contact address and physical address affected (not a P.O. Box)
7. Signatures
8. Phone numbers, email addresses and other social media contact information (e.g. Facebook, Twitter)
9. Personal narratives or statements from those who are impacted; what are the perceived needs in terms of housing?
10. Driver’s license and social security number
11. Registration numbers for Red Cross and FEMA
12. Are they required to report to law enforcement for any reason?
B. Identify who will collect and record the information and how the information will be exchanged with housing stakeholders, for example:

1. Shelters
2. 211 call centers
3. Local assistance centers (LACs)
4. Disaster recovery centers (DRCs)
5. Field outreach teams which may be comprised of county and/or city staff, nonprofits, and/or volunteers
6. Offices managing State or Federal assistance programs
XI. **PEOPLE WITH DISABILITIES AND OTHERS WITH ACCESS AND FUNCTIONAL NEEDS**

People with disabilities and others with access and functional needs, including those living in nursing homes and assisted-living facilities as well as homebound populations, will require assistance after a major disaster. Disabled populations are going to require specific arrangements and accommodations throughout the response and recovery phases. In many communities, some of these residents may be registered for and included on emergency management access and functional needs lists of individuals to receive assistance. However, there may be many individuals—registered or not—who will require long-term assistance to deal with traumatic changes and return to “normal circumstances”.

It is important to note that disabilities and access and functional needs go beyond physical limitations and accessibility. A variety of challenges exist, such as hearing and sight impairment; language barriers; and developmental, cognitive, and psychiatric disabilities.

Every disaster planning phase will need to take these needs and requirements for assistance into consideration and incorporate them into their plans. It is an integral part of the process and will require adequate and appropriate representation and advocacy on behalf of those with disabilities and others with access and functional needs. Specifically, planners may need to take into account concerns regarding interim and permanent housing, such as:

- Who is likely to require special assistance?
- How will they be identified? What outreach efforts will be required to ensure that these needs are met?
- What resources will be required to meet these needs?
- Where are potential interim housing options located?

Examples of how to integrate these efforts using the whole community approach in response and recovery planning include:  

A. **Engaging groups with expertise in these issues in preparedness and evacuation planning.**
   
   This may require supporting the work of local NGOs to produce materials and tools that are accessible and user-friendly for a broader audience.

B. **Communication practices**
   
   This may require providing Sign Language Interpreters, Computer Aided Real-time Translation (CART), public information materials in alternate formats, facilitators with expertise in supporting inclusive discussions,

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27 *Grants Programs Directorate Information Bulletin, No. 361, May 2011. FEMA*

accessible transportation, or other assistance for community members with disabilities and others with access and functional needs.

C. Tools to support gap analysis and tracking resources
Tools may be needed for gap analysis purposes and for tracking the resources that may be needed to support access and functional needs, rather than solely relying on pre-existing registries of people (e.g., accessible transportation, durable medical equipment, personal assistance service providers, sign language interpreters, accessible housing resources).

D. Cross-training for disabled and other community groups, planners, and emergency managers
This may be required to improve the capacity for integrating access and functional needs awareness into emergency preparedness, response, and recovery.

Additionally, a 1997 report by the California Department of Rehabilitation recommends the following measures with regard to housing replacement and restoration:

“For people with disabilities, who are often on fixed incomes, post-disaster rental increases are a significant problem. Replacement or restored housing is often inaccessible as well as unaffordable. To maximize the opportunities for recovery of people with [disabilities and others with access and functional needs]:

a) Disaster response agencies and local housing authorities and other entities responsible for residential facilities should work with disability related resources, such as the independent living centers and regional centers, to develop options for placement of individuals with disabilities once their homes have been declared temporarily or permanently uninhabitable (i.e., “yellow-tagged” or “red-tagged”, respectively).

b) City agencies should be encouraged to work with community-based disability related agencies through the local disaster councils’ Disability Services Coordinator to expeditiously provide for repair and hazard removal at the housing sites of people with disabilities. An emphasis should be placed on physically reorganizing for safety and simple access modifications, such as installing ramps.

c) The Department of Housing and Community Development should develop programs to assist consumers in applying for replacement Section 8 (HUD) vouchers and certificates.

d) Policies for allowing service animals or pets at temporary shelter sites should be part of relocation programs.

e) Any specialized restoration task force should include representation of individuals with disabilities.”
XII. **Housing Recovery-Related Issues**

A. **Unmet Needs**

A successful recovery adequately addresses unmet needs for individuals and families, including vulnerable and underserved populations, as they recover from a disaster. Unmet needs that could influence housing decisions may include all or some of the following: transportation for and during relocation, child care, accessible and affordable long-term housing, investigation of underinsured properties, affordability of repairs, legal services, access to financial assistance, and access to information concerning other support programs.

B. **Case Management**

Case management may be a critical need for many disaster survivors to successfully connect or reconnect with social services for assistance during the transition from interim to permanent housing. Case management is typically performed by voluntary agencies and relies upon having a social services network in place. Appropriate housing needs and requirements for those displaced by the disaster must be integrated into case management processes.

C. **Transportation**

After a disaster, changes in the locations of housing and employment centers (interim or permanent) may alter a community’s public transit needs or the population that is dependent on public transit may increase. In the pre-disaster planning phase, one activity might include determining which populations would require public transit following a disaster and identify potential alternate routes and means for supplying uninterrupted services, including para-transit services (for the elderly and persons with disabilities). After a disaster, it might be necessary to realign bus routes to account for shifts in population and/or to be closer in proximity to newly constructed interim housing complexes.

D. **Homeless Population**

There is often an increase in the homeless population after a major disaster due to the destruction of affordable and older housing stock. Jurisdictions may want to conduct further research on available HUD funding for emergency sheltering, transitional sheltering, interim housing, permanent housing, and supportive services under HUD’s McKinney-Vento Homeless Assistance Grants program.

*The National Disaster Housing Strategy* states that “[h]ousing funded under McKinney-Vento can either be in a building owned or leased by a grantee or tenant based. Insurance covers most project-based programs as required in grant agreement documents and regulations. For tenant-based programs following a disaster, the program will assist tenants to move to other suitable units in order to continue the rental assistance. HUD does allow some flexibility in disaster situations (with approval from..."
the appropriate field office) in terms of budget and program changes so that the program and/or community can serve the changing population and maximize housing resources. Following a disaster, these continuum-of-care programs serve those who were homeless prior to the disaster and may serve those who are newly homeless after a disaster.\textsuperscript{29}

Local homeless outreach teams from agencies serving the homeless populations and service providers\textsuperscript{30} should be incorporated into the planning process. The local ‘Continuum of Care’ lead agency is a good place to start. Contact information can be easily found via internet search or provided by the local or regional HUD office.

E. Undocumented Population

Planning and coordination with local private and nonprofit organizations and VOADs will be essential when addressing disaster housing needs of undocumented individuals. According to the Practitioner’s Guide to Disaster Housing (draft), the following information applies if a local government pursues Federal assistance:

“Pursuant to Section 403 of the Stafford Act, FEMA provides emergency sheltering to all individuals regardless of citizenship status. However, FEMA’s temporary housing assistance is only available to applicants who are eligible to receive Federal public benefits as defined under Title IV of the Personal Responsibility and Work Opportunity Reconciliation Act of 1996 (\textit{P.L.-104-193}), commonly known as the Welfare Reform Act. It specifies that applicants who are not U.S. Citizens, Non-Citizen Nationals, or Qualified Aliens may not be eligible for assistance and their cases will require further review. Organizations with specific programs to help undocumented residents can assist individuals in shelters who are not eligible for Federal programs with finding interim housing.”

F. Asbestos and Lead Paint

The presence of lead paint and asbestos in older buildings, built before 1978, may prove to be a significant health issue in housing repair and demolition. It is important to consider adequate programs that may assist with covering costs related to handling, repairing, or disposing of structures with lead paint and asbestos. Contractors who are specifically trained on how to properly handle this type of debris will be needed. Furthermore, if volunteer labor is used in the repair or demolition of housing units, this group will also need to be kept safe from exposure. It will be necessary to provide volunteers and other workers with rules and

\textsuperscript{29} The National Disaster Housing Strategy, p. 80.
\textsuperscript{30} For more information, see websites for the Los Angeles Homeless Services Authority (\url{http://www.lahsa.org} Accessed August 13, 2012.) and People Assisting the Homeless (PATH) (\url{http://www.epath.org/index_01.php} Accessed August 13, 2012.).
regulations regarding working with these hazards, including lead safe work practices required by California state law.31

Local and State Public Health and Environmental and Natural Resources departments may need to be involved in the planning and recovery process at an early stage to ensure that requirements regarding lead paint and asbestos removal are provided. An ongoing education process may be necessary if personnel and groups working with lead paint and asbestos shift.32 Requirements for debris removal and disposal of construction materials may need to be coordinated with the Natural and Cultural Resources and Infrastructure RSFs.

G. Salvaging

If there is a possibility that a large number of structures will need to be destroyed, it may be desirable to salvage building materials and pieces. Debris removal operations may also incorporate recycling initiatives.

With regard to historic buildings, local historic preservation agencies and other organizations involved with and/or interested in property acquisition, demolition, and salvaging may find it beneficial to determine how a salvaging program may be implemented following a disaster and if it would be feasible.

Salvaging and recycling material would provide several benefits, such as reducing the volume of debris that would end up in landfills and reusing significant elements of historic structures. Potential barriers to the salvaging and recycling effort may include health and safety concerns, liability and contractual issues, and demolition delays.33 Planning and activities may need to be coordinated with the Natural and Cultural Resources RSF.

H. Historic Properties and Section 106 Review

In preparation for housing demolitions under FEMA’s Public Assistance (PA) or Hazard Mitigation Grant Program (HMGP), a Section 106 review is required. As set forth in the National Historic Preservation Act of 1966 (NHPA), the Section 106 review requires consideration of historic preservation for projects that involve any Federal agency in the United States. The effects of the demolition activity are documented in the event the demolitions (or any other similar action) affect historic properties, as defined by the National Register of Historic Places under the U.S. Department of the Interior. Local, State, and Federal officials agree on how best to avoid, minimize, or mitigate any adverse effects on these properties through a MOA process.

33 Ibid.
Following a disaster, it may become quickly apparent that demolition and acquisition programs that use Federal funds will be needed—especially on a large scale. If this is the case, it may be necessary for the relevant agencies at the local, State, and Federal levels to meet early in the process to determine how property surveys and other historic property work will be accomplished. Funding may need to be secured to begin Federal reviews, such as Section 106 reviews, as a means of mitigating future property acquisition delays. If historic dwelling properties are affected, it will be important to coordinate with the Natural and Cultural Resources RSF. Local housing finance and community development agencies that use HUD funds may already have policies, procedures and expert contractors in place for Section 106 review work and should be included in this discussion.

I. Online Housing Databases and Housing Locator Services

HUD’s National Housing Locator System (NHLS)\textsuperscript{34} complements HUD’s housing and emergency disaster voucher programs and is designed to be a single, Internet-based web site that will assist individuals and families in finding rental housing in a Presidential-declared or local disaster.

The NHLS is a searchable, web-based clearinghouse of available rental housing nation-wide. It allows HUD and its business partners, in particular State housing authorities, public housing authorities, and critical first responders, to deliver housing assistance by rapidly locating rental housing and available government-owned single family homes for sale during an emergency. The NHLS uses a rental housing industry standard for requesting data, and collects available responses to a housing request from private and public housing locators across the country. A selected housing query through a web site sends the requester to the private or public housing locator providing the data. The original data provider provides the details on the rental, points of contact and other value added resources.

At the onset of an event, HUD staff will confirm the current housing availability within reasonable distance of potentially displaced populations. This information is passed along to the staff that assists those who are impacted by the disaster and are seeking housing resources.

The FEMA Housing Portal\textsuperscript{35} is intended to help individuals and families, who have been displaced by a disaster, find a place to live. The portal consolidates rental resources identified and provided by Federal agencies, such as the U.S. Department of Housing and Urban Development (HUD), U.S. Department of Agriculture (USDA), U.S. Veterans Administration (VA), private organizations, and the public, to help individuals and families find available rental units in their area.

Some local jurisdictions, as well as private real estate agencies, may have some type of housing database that allows anyone with computer access to research the types of housing, to rent or buy, that is currently available within a particular area. There also are some apartment, condominium, and housing associations that have some type of housing registry or list of the current vacant housing stock within an area.

There are challenges, however, with the different types of online housing locator systems, whether locally, federally, or privately managed and maintained. One challenge includes being able to capture the true current picture of vacant, viable housing and data in an efficient manner that is manageable and verifiable.

Another issue includes keeping any housing inventory updated, accurate and valid. It is important to keep in mind during the planning stages that the housing market may be completely different following a disaster, and that all housing options are subject to change due to the changing market.

For some jurisdictions, housing inventory or stock lists may not exist, or it may be that the local government is not given access to existing housing lists maintained and managed by private sector realtor/apartment/housing associations that may keep such lists. As previously emphasized, these private agencies/organizations play an important role in disaster housing recovery. Their businesses are basically built on the gathering, management, and maintenance of accurate and updated information regarding available housing stock. Relationships and communication regarding the sharing of housing inventory and other information between disaster housing stakeholders need to be pursued pre-disaster. It is imperative to include private sector agencies in the planning efforts and the development of relationships that may result in collaboration during those times when it is most needed. An example of a local government online housing database and housing locator service is the Los Angeles County Housing Resource Center established to assisting residents in locating housing resources for affordable, specialized and emergency housing.36

XIII. **LAND USE PLANNING**

A. **Pre-Disaster Housing Planning Considerations**

Pre-disaster planning helps to improve the knowledge and ability of a community to address disaster issues and sets priorities in advance so a faster and more effective recovery is possible post-disaster. Land use decisions, infrastructure restoration, the provision of community services, and other long-range needs are significantly tied to housing decisions made during the recovery process. The following are some examples of land use planning considerations with regard to post-disaster interim and permanent housing. Additional issues may arise that will require further consideration. For planning effectiveness, each planning consideration will need to be supported by planning strategies from the local jurisdiction land use and housing planning organizations and may need to be coordinated with the Community Planning and Capacity Building RSF.

1. The various housing transition points will need to be identified and clearly addressed, such as the transition from shelters to interim to permanent housing situations.\(^{37}\)

2. Ensure compatibility of new land use and development decisions with existing jurisdictional plans, such as the comprehensive, long-range transportation, and mitigation plans, which may have pre-existing policies and procedures affecting post-disaster development.

3. Local, State, and Federal policies and regulations regarding placement of housing units in floodplains are likely in place and will need to be consulted prior to the pursuit of placement in those areas.

4. Excessive and restrictive requirements may delay housing assistance.

5. Examine how local plans and codes will affect post-disaster redevelopment and recommend changes that could result in a faster and more sustainable recovery.

6. Consider the use of a pre-established provision for a phased building moratorium or other temporary restrictions on processing development orders that are not related to, or will not facilitate, disaster recovery.

7. Consider what current codes and floodplain regulations may be essential to comply with in connection with building a more disaster-resilient community, and identify codes and regulations that may be a hindrance or burden on recovery efforts.

\(^{37}\) For detailed information regarding shelter operations, refer to the *LAOA Mass Care Guidance (2010).*
8. Some residents may choose to not return to their homes or may lack the necessary funds to repair them, and some severely damaged multi-family buildings may remain in damaged and unrepaired condition, resulting in vacant buildings and sporadic blight throughout a community. Planning considerations may need to include identification and implementation requirements for the condemnation process for abandoned properties.

9. Blight abatement after a major disaster could be beyond the capability of traditional local code enforcement procedures.

10. Timeframe protocols relating to the demolition of destroyed structures will need to be reviewed so that unsafe, blighted structures do not remain in neighborhoods. Opportunities for streamlining processes need to be considered.

11. Property liens may not be adequate to maintain demolition operations if condemnations are widespread and extended beyond Federal reimbursement program timeframes.

12. Streamline the acquisition and reselling of adjudicated/blighted properties.

13. Consider the opportunities of rebuilding in high-hazard locations through the review of regulations or through the use of voluntary programs, such as acquisition, transfer of development rights, and mitigation incentives, which may bypass issues concerning private property rights infringement.

14. Regulatory methods that may apply include reduced intensity or density of use, special permit requirements, increased setbacks from hazard sources, hazard-specific site design requirements, and increased structural mitigation requirements.

15. The provision of accessible and affordable rental units in proportion to the needs of the community will need to be included in redevelopment planning and projects.

B. Criteria/Considerations to Demolish, Rebuild, Buy-out/Acquisition of Properties or Relocation

Establishing criteria for determining different types of structures that are uninhabitable and unsafe may need to be in place or considered by a jurisdiction prior to a disaster. A plan may need to include methods for arriving at this determination as well as adequate and realistic timeframes for removal of structures. A specific example of this includes the removal of destroyed mobile homes in a timely manner so that new temporary housing units may be put in their place. Planning should establish processes that can quickly determine who would be responsible for removal of these structures, the timeframe in which the removal can be
accomplished, and what type of waivers may be necessary to implement the removal correctly and efficiently.

While relocation decisions ultimately will need to be made after a disaster, a community may consider the development of standards or criteria pre-disaster in order to assist in making post-disaster decisions about which facilities should be relocated based on factors such as extent of damage, cost, and location in coordination with the Community Planning and Capacity Building RSF.

C. Zoning and Land Use

Prior to a disaster, policies regarding variances, densities, and other non-conforming issues need to be evaluated, including the land use issues that will likely arise with interim and permanent housing implementation, including property rights, zoning, preservation, and phasing of reconstruction and development. Obstacles may include any or all of the following: extension of infrastructure, minimal or no available space in built-out communities, zoning limits, environmental constraints, or growth limitation policies. Identifying existing plans and supporting the development of a master plan for post-disaster land use, as appropriate for residential redevelopment, may be initiated. The following are further considerations with regards to zoning and land use:

1. Decision-making regarding rebuilding in a particular area.
2. If rezoning is necessary, areas would be rezoned and designated for what type of use (e.g., residential use, single-family housing, multifamily house, mixed use, open space).
3. Land use decisions and subsequent effects/impacts on responsible floodplain management and earthquake or wildfire risk.
4. Temporary zoning allowances that allow temporary housing in business/commercial zones or vice-versa; some businesses currently have plans such as this in place. This may be coordinated with the Community Planning and Capacity Building RSF.
5. The inclusion of community groups early on in the process to de-conflict potential industry and business recovery/reconstruction zones with potential residential zones through coordination with the Economic RSF.
6. Sustainable rebuilding strategies and other Federal and State initiatives, such as Transit-Oriented Development (TOD) and Smart Growth.  

38 Additional discussion related to zoning is contained in the Legislative and Regulatory Resources and Barriers Report available from the City of Los Angeles Housing Department  
7. Ways to ensure consistent public participation in the rezoning process; however, note that rezoning processes may not be expeditious and that community dissention and contention may occur.

D. Floodplain Management

Planners and decision-makers should avoid placing shelters and interim and permanent disaster housing in floodplains to the maximum extent possible. In the event placing disaster housing in other areas is impossible and the “no action” option is not feasible, planners need to be prepared to account for all concerns of floodplain development and mitigation of the effects of the aforementioned as outlined in CFR Part 44 Part 9 “Floodplain Management and Protection of Wetlands” and the associated “8-Step Decision Making Process.”

In addition, any state, tribal, and local laws, codes, and statutes must be adhered to in the absence of waiver authority when considering the use of floodplains for disaster housing development, which may include actions such as the elevation of structures above of the flood plain.

Due to the sensitivity of development in floodplain areas, it is essential to begin the coordination process as early as possible in the disaster response cycle when development in these areas is necessary. Planners may need to investigate any associated waiver requirements and begin these coordination processes with local, tribal, State, and Federal agencies early in the disaster housing phase to mitigate any delays for those needing housing placement.

Furthermore, the Practitioner’s Guide for Disaster Housing (draft) states that “[a]ccording to CFR 44 § 206.117 (C) any site upon which a FEMA-provided housing unit is placed must comply with applicable State and local codes and ordinances, as well as 44 CFR Part 9, Floodplain Management and Protection of Wetlands, and 44 CFR Part 10, Environmental Considerations, and all other applicable environmental laws and Executive Orders. Because Federal agencies must comply with all State and local laws, it is up to State and local officials to enforce or consider amending laws to allow and accommodate temporary housing units. Likewise, the community may choose to limit the timeframe or exclude temporary housing units and retain existing laws to bar their placement.”

No units may be placed in “V Zones” or floodways; however, there have been past allowances for the placement of temporary housing units (trailers) in Flood Zone A for 180 days (six months). Federal interim policy would need to be rescinded or changed in a major or catastrophic event to allow for placement of units in Flood Zone A; however, it is recommended

Accessed August 13, 2012]
that counties continue to plan for the consideration of using trailers in Flood Zone A. If units need to remain in those locations longer than the six-month period, a waiver may be required from the jurisdiction. It may be necessary for counties to enforce their own flood zone policies.

E. Roads Permitting

If temporary housing sites are used, planning efforts and research may include methods of expediting permitting for the transportation of temporary housing units into and through local jurisdictions. Coordination for this may be necessary with local public works departments for transporting within a jurisdiction; and the California Office of Truck Services\textsuperscript{42} regarding oversize, overweight load permits (for non-reducible cargo), restrictions, and other special considerations, when transporting on interstate highways.

\textsuperscript{42} \url{http://www.dot.ca.gov/hq/traffops/trucks/} Accessed August 13, 2012.
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XIV. **Inspections, Building Permitting and Temporary Permit Suspension**\(^\text{43}\)

An established provision for a phased building moratorium or other temporary restrictions on processing development orders may be a vital tool for a local government after a major disaster. Temporarily modifying the local permitting process can allow for rapid disaster repairs to take place while affording permitting officials and property owners a reasonable amount of time to assess the situation and make smart redevelopment decisions.

**A. Permitting**

Since the information concerning the placement of temporary housing units, such as travel trailers, and individuals within a jurisdiction generally does not need to be released, this situation creates a gap in much-needed information for the jurisdictions in which these structures and individuals may be placed. For inspection and other purposes, it is imperative that this information be collected. An effective method for gathering this information may include a requirement for permitting the placement of these types of units. It will also provide a record of properties with damaged houses; this record may help monitor and enforce home repair inspections.

The review and consolidation of local requirements and restrictions into a disaster housing plan pre-disaster will allow informed decisions to be made regarding post-disaster housing policies, which will help expedite housing recovery. Housing structure placement and permitting will depend on what the jurisdiction will allow and require, such as:

1. The allowance for park models, mobile homes, and/or travel trailers.
2. Requirements for zoning, permitting, and inspections.
3. Prices for permits and how the charges will differ between the types of units, if used.
4. Allowable anchoring systems for mobile homes beyond current standards and power tie-ins for travel trailers.

**B. Streamlined Permitting Considerations**

Expedited post-disaster repair permitting and inspection processes can support a community’s ability to reconstruct homes rapidly. An important pre-disaster action is to analyze permitting and inspection procedures in an effort to identify opportunities for temporary changes to be made post-disaster that will allow for operations to be completed quickly without compromising quality.

Some considerations for streamlining the permit process at the local level are discussed below, although not all of the considerations may apply for each particular jurisdiction.\(^\text{44}\)

\(^{43}\) Additional discussion related to inspections and permitting is contained in the *Legislative and Regulatory Resources and Barriers Report* available from the City of Los Angeles Housing Department

\(^{44}\)
1. Foster better communication between regulatory officials and applicants.
   a) Establish one point of contact for permit applicants who can further point the applicant in the right direction for next steps.
   b) Develop a quick and practical reference guide for the applicant that easily describes and guides them through the permitting process, including flow charts and checklists.
   c) Be clear and concise in submittal requirements.
   d) If development projects require more than one permit, consider a process for concurrent application submittal.
   e) Combine necessary public hearings that can address multiple permits.
   f) Coordinate permit application review by using a technical review team of representatives from boards and commissions involved in land use permitting.
   g) Coordinate and enhance permitting process issues and updates through regularly scheduled inter-departmental meetings.
   h) Consider locations for the provision of a “one-stop shop” for permit applicants.
   i) Consider development agreements.
   j) Use third-party consultants to help enhance project review and approval, especially when there is limited knowledgeable staff.

2. Standardize forms and procedures
   a) Create predictable impact fees for permit applicants.
   b) Determine objective criteria for special permits and master plans.
   c) Determine the most effective use of a site plan approval process.
   d) Establish a two-tier assessment process that will allow regulatory agencies to provide for different levels of review, depending on clear thresholds of scale or impacts of a project.
   e) Delegate decision making.

f) Establish uniform timelines, notifications, and appeals.

3. Provide sufficient resources to enhance permitting services.
   a) Ensure adequate staffing, or identify staff from other departments who may be trained in the process and supplement permitting staff.
   b) Consider developing agreements internally, with State agencies, and with nearby jurisdictions which are not as heavily affected by the disaster and which may provide supplemental personnel to help expedite the permit processes.\footnote{45}
   c) Maximize available local government web sites by providing access to documents and required forms from several departments or agencies, agendas, announcements, and guidance on the permitting process.
   d) Consider the use of electronic permit tracking systems that may help decrease administrative costs and provide more transparency, speed, and accuracy to the permitting process.

4. Encourage proactive planning
   a) Select preferred sites for development.
      (1) Review existing planning reports and studies and collect additional data as needed.
      (2) Propose appropriate sites and gather stakeholder input or buy-in.
      (3) Analyze physical, demographic, and market attributes of the site.
      (4) Evaluate the site with existing zoning and other land use controls.
      (5) Review criteria and potential uses.
      (6) Propose changes to the zoning ordinance bylaws.
   b) Designate priority development sites.
   c) Pre-permit for selected sites, if possible.

\footnote{45} Hurricane Ike best practice. FEMA Regulations and Codes Committee Conference Call, April 26, 2012.
Table 1: Implementation Considerations

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C. Inspections - Buildings and Interim or Permanent Housing Sites

1. Recognize that in earthquake scenarios, building safety inspections are key; however, aftershocks can affect the rate of recovery due to the necessity for re-inspections.

2. Address regulatory and statutory challenges that may occur as a result of the disaster.

3. Identify emergency permitting requirements for movement of temporary housing solutions, such as manufactured homes.

4. Establish one-stop processing centers.

5. Create a parcel database.

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6. Many types of organizations may have inspectors who can provide assistance in conducting necessary safety assessments and inspections that are required to allow people back in to their homes. The following types of organizations may be consulted to establish necessary agreements and plans for assistance:
   a) Building and safety departments
   b) Public works
   c) Ports with certified inspectors
   d) Housing
   e) Airports
   f) Department of water and power

7. Utility companies are influential with regard to making decisions about when to turn on utilities.

8. Some repair requirements may not be identified during official inspections. For example, lead and asbestos mitigation needs may not be identified until contractors begin working.

9. While temporary housing units are only one alternative, the following planning and coordination considerations, if addressed pre-disaster, will help expedite placement when they are required:
   a) Identify and plan for central coordination of all inspections by all required agencies.
   b) Document the costs for all inspections and permits to help expedite payment of the costs, and expedite housing placement when Federal temporary housing assistance is provided.
   c) Establish and document points of contact with utility providers to expedite connection.

10. Develop methodology for analyzing and defining buildings that are likely to fail or be damaged and make necessary mitigation plans. This may involve coordination with the Infrastructure RSF.

11. Consider modifying or creating retrofit ordinances for local hazardous buildings to include pre-disaster mitigation measures such as unreinforced masonry in-fills, tilt-up, reinforced masonry wall, and non-ductile concrete frame building categories, as budget permits.

12. Develop appropriate mitigation standards for new and existing construction commensurate with the degree of hazard and require building owners/developers to comply with standards.

D. Building Codes
Local jurisdictions may choose to develop mechanisms that would allow for the relaxation or waiving of local policies to be triggered by the declaration of a catastrophic event or major disaster. For example, in many residential areas, local building codes do not currently allow travel trailers to be placed on private property. To make an exception would require a local regulatory policy change. Pre-disaster planning could include modifying local laws, regulations, or codes to provide for an automatic shift to inspections focused on safety (as opposed to code compliance) for the purpose of expediting residents’ return to damaged homes.

Following a major disaster, there will likely be many issues and conflicts regarding and related to the need to rebuild and the desire to repair. Specifically, a challenge for jurisdictions may arise during the rebuilding and if those rebuilds will be aligned with the new overall vision, which may likely have changed from pre-disaster plans. Jurisdictions may find it difficult to accomplish this vision of what gets rebuilt and what gets repaired with existing property owners. Therefore, it would be advantageous for jurisdictions to look at the ongoing process of reviewing codes and finding any internal inconsistencies in those codes that may become exposed and become a major problem in a crisis situation, as well as review policies for “repair” versus “new construction” and associated permitting requirements for all options.

Also, builders in the jurisdiction may face similar inconsistencies or issues of “conflicting requirements” (e.g., when one department is requesting or suggesting to enact one type of outcome on a property and another department is requesting or suggesting a completely different outcome). It is important to find a balance to these types of potential competing or conflicting requirements prior to a major disaster.

Other considerations include:

1. Ensuring compliance with ADA, Section 504 (Federal) of the Rehabilitation Act, Uniform Building Code, State requirements, and local ordinances where necessary.

2. An advanced approval process for new and innovative ideas: Be aware of innovative structures or materials for housing options that may not be considered in current codes, but may have the potential to provide significant benefits and eventually get approved (e.g., new types of pre-fabricated structures).

3. Determining which codes may need to be enforced during repair and reconstruction and which codes can be initially bypassed, such as “green codes.” Reducing or temporarily suspending code requirements may reduce financing and insurance issues for property owners, reduce undue burden on an already stressed process, and expedite return to permanent housing.
4. The preparation of emergency regulations,
5. Updating of procedures to expedite permits,
6. The preparation of procedures, forms, and list of recovery planning team members,
7. The determination of criteria for balancing post-event work priorities.

E. Safety/Damage Assessment

Within California, the established program for assessing damage, safety and habitability is established in the California Safety Assessment Program (SAP).47 Information that is critical when determining the need for interim housing includes the number of households that have an eligible, disaster-related housing need. It will be necessary to coordinate an efficient collection and distribution of residential safety/damage assessment data and address the physical damages and associated occupancy data over time. Following a disaster, consider establishing an inventory of damaged homes, including rental properties, with defined categories of damage level. Information on State processes and requirements for initial and preliminary damage assessments is available in Section 3 of the State Recovery Manual.48

Methods concerning situations, such as how to determine if a structure needs to be demolished due to potential health and safety concerns, may need to be reviewed or developed. Developing a reasonably accurate estimate of the scope of short-term/interim housing needs during the early stages of the disaster housing recovery effort—when the availability and reliability of the needed information are low—is a significant challenge. This challenge can be reduced by readiness planning and resource identification efforts prior to an event.

An automated Safety Assessment Program module for field use in the region has been developed through FEMA grant funding to LAHD. The module will be made available to the five-county region to assist in expeditiously completing safety assessments.49

F. Design

A challenge for rebuilding is to retain the essential desired community or regional characteristics while transforming and modernizing. Incorporating contemporary building characteristics, while also respecting preexisting scale and character, can be a major political, economic, and aesthetic

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challenge. Housing design considerations also include the sites, planning, accessibility and resilience, sustainability, mitigation measures, and whether dwellings are meant to be temporary or permanent. Opportunities to improve accessibility for the disabled, in the form of community/public features such as sidewalks, may also need to be considered. Further design considerations are as follows:

1. Research new architectural concepts that allow for an expansion of infrastructure within community activity hubs and that may be accomplished quickly and easily following a disaster. This may be coordinated with the Community Planning and Capacity Building RSF.

2. The placement of housing relative to transportation infrastructure where possible.

3. The availability and access to commercial facilities and businesses including grocery, gas, retail merchants, schools, parks and recreational facilities, and places of employment.

4. Ensure that newly developed permanent housing structures are not placed in a hazard-type zone. This effort may be coordinated with mitigation functions, local flood plain managers, and the Community Planning and Capacity Building and Infrastructure RSFs.

5. Anticipate that additional codes or ordinances may be created as a result of a disaster.

6. Research current local and State building codes to know which are merely suggestive and which are mandatory.

7. Accessibility requirements to include concerns such as placement of individual units to accommodate disabled parking, entry height, and other issues.

8. Priority for placement of temporary housing units generally should follow these options:
   a) On homeowner’s property
   b) In existing mobile home parks
   c) New temporary housing site

G. Universal Design

“Universal design refers to broad-spectrum ideas meant to produce buildings, products, and environments that are inherently accessible to both people without disabilities and people with disabilities”. An original example includes curb cuts, which were intended to accommodate people in wheelchairs and strollers but are now standard in today’s built environment. More recent examples include smooth ground level entrances without stairs,
lever handles for opening doors rather than twisting knobs, and components that require less than five pounds of force to operate.  

H. Green Building

Green building encompasses measures to make homes and businesses more energy- and water-efficient, use renewable energy and sustainable building materials and construction practices, and improve indoor air quality. The need for large-scale reconstruction following a disaster provides the community with an opportunity to make strides in achieving goals of sustainability and incorporating green and healthy design components into a large number of both private and public rebuilding projects. Communities may consider offering incentives after a disaster, such as fast-tracking major redevelopment projects that meet green standards.

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XV. CONSTRUCTION

A. Critical Infrastructure (Water, sewer, sanitation)

Damage to potable water, sewer, and storm water infrastructure can weaken a community’s ability to recover as well as affect decisions regarding the timing of housing restoration or replacement. In cases of severe damage to infrastructure in highly hazardous locations, relocation may need to be considered. Close coordination with the Infrastructure RSF will be needed to effectively evaluate when housing can be restored and where community housing can be established.

B. Use of Contractors

While it remains a priority to use local contractors and businesses during the recovery process, jurisdictions may need to consider using out-of-state contractors in response to a large-scale event or in situations where local businesses and contractors do not have the capacity to meet recovery needs. If this becomes necessary, the out-of-town contractors will also require housing and this may strain already limited housing resources. Considerations need to include logistics for out-of-state contractors, including how the licensing will be enforced and if licensing will be necessary for each individual trade. It may be beneficial for a jurisdiction to compile a list of registered contractors who may have previously performed repairs in the area. Also, it may also need to be determined whether or not a mechanism can be put in place to ensure that the public can make use of such a list, such as providing this information at the LACs or providing information to the public through public service announcements. It will also be important to provide the contractors with lists of permit requirements and points of contact as out-of-town contractors may not be familiar with the jurisdiction.

There is generally a need for contractors that perform the following services:

1. Demolition and clearance
2. Rebuilding/Repairs/Roofing
3. Plumbing
4. Electrical
5. Heating, Ventilation, and Air Conditioning (HVAC)
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XVI. MITIGATION

The use of mitigation plans and the adoption of mitigation during the initial recovery phase can allow for expedited construction and repairs, which may then speed up the re-housing for those who were displaced. Existing local and State hazard mitigation planning measures may have already identified risks and challenges relating to building codes. The vulnerability of existing housing and proposals for how housing will be rebuilt and mitigated may need to be specifically addressed as part of the housing plan.

A. Hazard Identification, Vulnerability Assessment, and Risk Assessment
   An analysis of land uses within a defined hazard zone (e.g., FEMA flood zone, the Hurricane Vulnerability Zone, and the Coastal High Hazard Area) would help to inform redevelopment strategies concerning land use. Such an analysis may assist in prioritizing limited funding for land acquisition in such a way to remove vulnerable property from hazardous zones and create natural buffers.

   Pre-disaster planning can provide opportunities for modifying infrastructure systems and public facilities during restoration and repairs. A solid understanding of the infrastructure and facilities that are likely to be damaged is necessary to assess opportunities for hazard mitigation and relocation and to determine any delays in rebuilding that may be caused by severe infrastructure damage. Vulnerability assessments can also provide insight for prioritizing redevelopment areas based on estimated restoration timeframes.

B. Individual Mitigation Measures
   Immediately following a disaster, homeowners will be anxious to quickly repair and rebuild. Depending on the extent of damage, the window of opportunity for encouraging homeowners to voluntarily exceed building requirements and include mitigation measures may last for only a short time after a disaster. There are many cost-effective hazard mitigation techniques that can be applied to help educate homeowners on mitigation measures and benefits; information, educational materials, and even training are available through several nonprofit organizations and government agencies. Immediate and prompt public outreach strategies for reaching homeowners with this mitigation information and technical assistance may be a consideration for inclusion in the housing plan.
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XVII. FINANCE

A. Funding Implementation/Distribution Strategies

Pre-disaster planning considerations include looking at how relief funds will be directed toward housing recovery. Additionally, it may be beneficial to coordinate possible pre-disaster activities for private sector lending sources and insurance providers. It may be most beneficial that resource and assistance programs are identified in advance and pursued actively following a disaster, to include preparations to include requests for specific assistance program implementation within the disaster declaration. Existing local programs, such as those relating to housing rehabilitation, may be redirected to assume a housing recovery focus. The Economic RSF may need to be consulted for identification, coordination, prioritization, and distribution of potential funding sources.

B. Considerations for the financial aspects of disaster recovery for housing projects, developments, and programs are as follows:

1. Identify and facilitate availability and use of sources for recovery funding.

2. Know what the Federal programs do not cover in order to determine what local loan programs can cover.

3. Identify staff in other departments who understand loan processing and who may augment the core staff.

4. Identify staff who may be able to assist with overall management of grants and awards, with regards to tasks such as recordkeeping, requirement reporting, and regulations research.

5. Develop procedures to adopt emergency regulations, including the acceleration and expedition for housing funds.

6. Consider existing programs, such as rental assistance programs and Community Development Block Grants,\textsuperscript{51} that may be used to provide disaster housing solutions.\textsuperscript{52}

   a) Existing programs may receive additional funding to be used in recovery from the disaster; however it may not be automatic. Establishing procedures to request additional funds in the emergency declaration will expedite receipt.

\textsuperscript{51} Learn more about HUD’s disaster assistance at http://www.hud.gov/info/disasterresources_dev.cfm
\textsuperscript{52} The CT-NJ-NY-PA RCGPG region has created a ‘CDBG Playbook’ with detailed information about HUD’s Community Development Block Grant program. See http://www.regionalcatplanning.org/
b) Also consider requesting larger administrative fees to help cover reimbursements to mutual aid inspectors, eligibility reviews and other staff. Increased administrative fees may be justified to help implement an aggressive self-sufficiency assistance program that may ultimately end up saving money over the long term by helping people obtain permanent housing more quickly.

c) Consider, identify, and be prepared to expeditiously submit waivers that may be needed due to impacts of the disaster situation. Specific examples of waivers that may be considered include:

(1) The typical time period given applicants to find eligible housing under the Housing Choice Voucher (HCV) Program, Disaster Housing Assistance Program (DHAP), or any other available rental assistance program may not be adequate when housing shortfalls exist from widespread housing damage. Waiver or extension requests should be considered.

(2) Adequate staffing and time may not be available to always conduct public housing authority inspections normally done before assistance starts. A waiver to modify housing quality standards—setting up major housing quality measures versus minor ones—may be appropriate.

(3) Certifying contract rent does not exceed regular rent paid may be expedited if a waiver allowing use of area wide averages is obtained. (However, planning should identify how the averages will be determined; e.g., from existing databases containing area rent statistics.)

d) HUD provides a searchable database of previous housing waivers that may provide examples for consideration, including examples of waivers that were granted following the Northridge Earthquake of 1994.

7. Contract with lenders to train for and carry out application underwriting and documentation responsibilities on a county or regional basis.

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8. Develop and implement jurisdictional loan programs. Obtain pre-approval on loan procedures from Federal agencies. Coordinate with lenders to determine policies for loan extensions.

9. Consider education and outreach programs for homeowners and rental property owners about the availability and limitations of disaster programs; update insurance costs.

10. A majority of relief funding for recovery will come from individual homeowners’ insurance claims.

11. Replacement housing will need to be affordable if renters, as well as homeowners, are forced out of their homes or neighborhoods (e.g., from affordable area to more expensive area or if presented with limited options).

12. Low-interest disaster loans may be available after a disaster for homeowners and renters from the U.S. Small Business Administration (SBA) to cover uninsured or underinsured property losses. Loans may be used for repair or replacement of homes, automobiles, clothing, or other damaged personal property. Loans may also be available to businesses, including rental property owners, for property loss and economic injury.

C. Insurance

Considerations for the role insurance plays for disaster recovery are as follows:

1. Identifying and understanding insurance requirements, capabilities, and as well as high deductible needs

2. Conducting regular public education and outreach about the need for insurance, including renter’s insurance, and requirements pre- and post-event.

3. Regularly updating policies for replacement costs


D. Maximize available housing stock

Maximize available housing stock by protecting renters from unwarranted displacement and financial hardship as a result of unlawful actions by property owners. Some considerations regarding legal protection for renters and homeowners are listed below.

\footnote{Additional discussion related to insurance is contained in the Legislative and Regulatory Resources and Barriers Report available from the City of Los Angeles Housing Department.}
1. Consider the enactment of administrative regulations to prohibit the eviction of renters from rental units without just cause.
2. Relocate displaced renters into their original housing at the same rental level, dependent on debt requirements.
3. Develop loan guidelines and procedures for homeowners and rental property owners and coordinate pre-approval with SBA and HUD.
4. Prevent price gouging.
5. Implement procedures after the disaster to protect renters from displacement and unwarranted financial hardships resulting from property owner actions.

E. Establish process and priorities
Establish process and priorities to use both current and future funding for use and application of jurisdictional resources and programs for people applying for disaster assistance and for short-term/interim housing.

1. Pre-event
   a) Identify staff from other jurisdictional departments who are knowledgeable regarding loan processing and/or real estate practices and procedures.
   b) Develop loan guidelines and procedures.
   c) Establish procedures to streamline and expedite the building permit process and provide relief for the required fees.
   d) Develop post-disaster loan procedures and obtain pre-approval from Housing and Community Development, HUD, and SBA.
   e) Coordinate with Housing Authorities to understand the Section 8 Housing Program, public housing priorities, and how a post-disaster grant of DHAP for rental assistance would be handled.
   f) Consider financial stability of the jurisdiction pre-disaster so processes can continue. This may be coordinated with the Economic RSF.
   g) Consider all formats of social media that can be used to disseminate information regarding housing assistance.

2. Post-event
   a) Establish LACs/DRCs in areas where the highest concentration of displaced residents are located (or where they may need to be relocated).
b) Assist in efforts to verify the displaced population in an effort to qualify them for relocation assistance.

c) Identify and seek Federal and State grant funds to be included in the disaster declaration with funds appropriated by the U.S. Congress for recovery.

d) Identify assistance gaps and ways to meet those gaps.

e) Assist in identifying available housing units that meet health and safety standards for the displaced population.

f) Coordinate local emergency assistance for housing the displaced population.

F. Documentation

Departments and agencies must keep accurate and extensive records to justify and receive State and Federal financial assistance following a disaster. Jurisdictions should maintain documentation of resource condition and status at all times to compare to post-disaster condition.

Each assistance program has documentation requirements that need to be followed to maximize reimbursement. It is important that the agencies and individuals executing recovery functions are aware of the recordkeeping requirements. Documents such as the following should be carefully maintained and, whenever possible, tied to specific sites or projects:

1. Employee timesheets

   a) Timesheets are needed to track regular hours and overtime, tasks that a person actually performed, where they were performed, how long a person was assigned to a particular task, and the address where a person was assigned to a particular task.

   b) Information on timesheets should include whether the employee was from a staff force account, hiring hall, or borrowed from another department.

   c) Timesheets should indicate whether a position is grant-funded or a temporary hire.

2. Equipment cards

   a) Equipment cards identify serial numbers of equipment and provide description, model, make, year, department it belongs to, and length of time that the equipment was actually in use. There is no payment/reimbursement for standby or idle time.
b) Equipment cards identify equipment used for eligible disaster recovery work, hours of use, applicable equipment rates charged (local rates or government cost code), location of work, and name of employee operator.

c) Equipment cards identify services contracted for and/or purchased for use on eligible work, location of work purchase orders, costs, and invoices to support the costs.

d) Equipment cards list equipment damaged and cost to repair or replace.

e) The contractual scope of work should be included to document the specifics of the work and services provided.

3. Material requisitions
4. Pay stubs
5. Journal vouchers (logbook)
6. Purchase orders
7. Labor policies in effect at the time of disaster
8. Emergency contracts
9. MOUs

According to the California Disaster Recovery and Mitigation Handbook, to be eligible for the maximum State and Federal reimbursement for recovery (and all disaster-related) expenditures, it is critical that each department accomplish the following:

1. Implement its disaster documentation system during a disaster that was already pre-established.

2. Ensure disaster-related expenditures are easily distinguished from regular, ongoing activities. For example, a tractor-trailer driver loads a bulldozer and hauls it to firefight command center. The bulldozer is unloaded, but the driver has to stay at the command center. The driver is only paid for the actual work, not for standing by. The bulldozer operator is only paid for operating the bulldozer. The tractor-trailer driver is only reimbursed gas/mileage for use and not for standing by. Bulldozer equipment is only paid for gas, for use and not for down time. It does not matter whether the employee had to wait 15 hours before using the bulldozer; if a person or equipment is standing still, he or she or it does not get reimbursed.

3. Maintain accurate accounting records on all disaster-related expenses, including the following:
   a) Force account labor (timesheets) and equipment. Labor for hiring hall needs to also be recorded, and temporary workers or employees that are in grant-funded positions with no association with disaster management or involvement—that are on loan to help with disaster event—are a reimbursement cost as well.
   b) Invoices for rented equipment, materials, and purchases
   c) Photographs or videos of damage and repair. Damage must be to public infrastructure that the jurisdiction is legally responsible for and owned by the jurisdiction.
   d) Pre-incident photographs, if available, of damaged areas. Photographs of work sites, before and after, must be labeled with location and date.
   e) Maintenance records for government facilities and equipment for which reimbursement may be sought
   f) Insurance information
      (1) Is our jurisdiction self-insured? Is the risk manager involved and know about the disaster?
      (2) Insurance adjustments, settlements, and other documents and records related to project worksheets
   g) Environmental and historical preservation records
   h) Records of donated goods and services

Departments and agencies should employ their own internal process for recording and documenting expenditures and should maintain all recovery-related records for a minimum of 3 years after the last action on the disaster application (as deemed by Cal EMA). This process for recording and documenting expenditures by departments and agencies must be consistent with the overall jurisdictions disaster recovery policy and procedures.

Cal EMA releases an audit waiver letter that destruction of records may take place 3 years from the date of the audit waiver letter, not earlier, regardless if there was a final action.

G. Required Documentation for Assistance

The following are the components the jurisdiction must include when making a formal request to the Operational Area for assistance or reimbursement, as outlined by the California Mitigation and Recovery Handbook:

1. A signed and dated copy of the local proclamation (if required).
2. **Initial Damage Estimate (IDE)** – At this point, cost reports are critical estimates, and the EOC Finance/Administration Section should be working with staff to have this prepared if the EOC is still active.

3. Written request/resolution by designated official.

4. Type of disaster.

5. Date of occurrence and whether situation is continuing.

6. Areas affected.

7. Type of assistance needed.

Upon submission of a request for aid, FEMA coordinates with the State to conduct a Preliminary Damage Assessment (PDA) and determine if the incident is of sufficient severity to require Federal assistance under the Stafford Act. FEMA uses the results of the PDA to determine if the situation is beyond the combined capabilities of the State and local resources and to verify the need for supplemental Federal assistance. The PDA also identifies any unmet needs that may require immediate attention. The PDA may not be required if immediate response assistance is necessary. A jurisdiction’s records of costs and damages to public infrastructure will be requested most likely during the IDE and again at the PDA.

**H. Volunteers**

Identify pre-incident the required documentation for volunteer hours to use toward cost-share. This process needs to be outlined, evaluated and developed to appropriately account for it. Volunteer labor to include, for each volunteer, a record of hours worked, location, description of work performed, and equivalent information for equipment and materials. FEMA recommends that each volunteer’s time in and time out be recorded as a means to capture the total hours worked per day.
APPENDIX 1: STATE RECOVERY PROGRAMS

A. The California Disaster Assistance Act

The California Disaster Assistance Act (CDAA) authorizes the State to provide financial assistance for costs incurred by local governments as a result of a disaster. Such assistance is provided through the California Emergency Management Agency (Cal EMA) and may be implemented when local resources are exceeded but the President does not declare an emergency or major disaster under the Stafford Act. There are two levels of assistance through CDAA:

1. State of emergency: When the Governor proclaims a State of emergency, both emergency and permanent work is eligible for assistance. There is generally a 75–25 percent cost share between State and local governments.

2. Local emergency proclamation and Cal EMA Secretary’s Concurrence: The Cal EMA Secretary may concur with a local government request for State assistance independent of a Governor’s Proclamation of a State of emergency. A Secretary’s Concurrence is limited to eligible permanent repair work. There is generally a 75–25 percent cost share between State and local governments.

In general, the State’s share under CDAA is no more than 75 percent of the non-Federal share or 18.75 percent of total eligible costs. However, State funding up to 100 percent of the non-federal share has been authorized for specific events by special legislation.

Eligible costs under CDAA include:

1. Overtime and associated wage additive costs for emergency response personnel
2. Actual travel and per diem
3. Supplies, materials, and equipment
4. Repair, permanent restoration, and replacement costs for public facilities
5. Cost of basic engineering services when necessary for construction projects
6. Indirect and administrative costs (10% of total approved State share)
7. Costs for work performed under interagency assistance agreements for which an eligible applicant is legally obligated to pay
8. Local cost share required under Federal public assistance programs

In addition, when the Cal EMA Secretary determines there are mitigation measures that are cost-effective and substantially reduce the risk of future damage, hardship, loss, or suffering in an area where a state of emergency has been proclaimed by the Governor, the Secretary may authorize the implementation of mitigation measures.

1. Application Process

If State and/or Federal disaster assistance is available, Cal EMA and the local emergency management agency will conduct a meeting to inform prospective applicants of available assistance and eligibility requirements. The meeting is held as soon as practical following the emergency or disaster declaration. During the briefing, the local emergency management agency/Cal EMA will present the incident period and a description of the declared event. Applicant work, cost eligibility and the project formulation process will be reviewed. Cal EMA and the local emergency management agency will also discuss funding options, record keeping, and documentation requirements. The application packages submitted by applicants may be routed through the local emergency management agency or directly to Cal EMA. Cal EMA administers the financial assistance provided through CDAA and the Federal Emergency Management Agency (FEMA).

Depending on the nature of the disaster, special Federal funds may be appropriated for emergency response and recovery outside of the Stafford Act.

2. Application Forms

If recovery funds are available, eligible applicants must complete specific forms to apply for assistance. The local emergency management agency cooperates with Cal EMA to facilitate the process at the local government level to access funding provided through CDAA and FEMA public assistance grants. The forms listed below are examples of forms used by Cal EMA; (see www.calema.ca.gov for updated information following an emergency). Since the amount of funding, source(s) of funding, and application process may change depending on the disaster, local officials should check with Cal EMA for the latest information relevant to a particular disaster and opportunities to recover eligible disaster-related costs.

Effective January 1, 2009, any entity requesting funding through a Federal grant must have a Dun and Bradstreet Data Universal Numbering System (DUNS) number.
For more information, including current forms, consult the Cal EMA web site, www.calema.ca.gov.

a) Cal EMA Form 126 – Project Application. This is the initial form used to apply for public assistance under the California Disaster Assistance Act. This form must be submitted to Cal EMA within 60 days after the date of a local declaration. The Cal EMA Secretary may extend this deadline for unusual or extraordinary circumstances.

b) Cal EMA Form 130—Designation of Applicant’s Agency Resolution. This form is used to file a resolution designating an applicant’s authorized representative to whom all official correspondence and funding will be directed. Funding will not be provided until this form has been approved by Cal EMA.

c) Cal EMA Form 95—List of Projects. This form is used when filing an application for assistance. This form lists the applicant’s projects for which financial assistance is being requested and should be filed with Cal EMA Form 126.

d) Cal EMA Form 89—Project Application for Federal Assistance. This form is used to apply for Federal assistance as a result of a federally declared disaster.

e) Cal EMA Form 131—Large Project Reimbursement Request/Federal Public Assistance Program. This form is used to apply for reimbursement from the Federal account in federally declared disasters.

f) Request for Public Assistance (RPA)—This is FEMA’s official application form that public and private nonprofit organizations must use to apply for disaster assistance under the Federal Public Assistance Program. The RPA must be submitted to the State Public Assistance Officer at Cal EMA within 30 days of the date of the designation of an area by the President, unless the deadline has been extended by FEMA.

B. Reimbursement for Provision of Mutual Aid and Assistance

California’s emergency management system is based on a statewide mutual aid system designed to ensure that additional resources are provided to the State’s political subdivisions whenever their own resources are overwhelmed or inadequate. The California Disaster and Civil Defense Master Mutual Aid Agreement obligates each signatory entity to provide aid during an emergency without expectation of reimbursement, although no party is required to unreasonably deplete its own resources, facilities and/or services in furnishing mutual aid. Under specific conditions, Federal and State monies may be appropriated to reimburse public agencies that
assist other jurisdictions. If other agreements, memoranda, and contracts are used to provide assistance for consideration, the terms of those documents may affect disaster assistance eligibility and local entities may only be reimbursed if funds are available.

C. State Private Nonprofit Organizations Assistance Program\(^{59}\)

Recent State legislation created the State Private Nonprofit Organizations Assistance Program, which allows certain eligible private nonprofits (PNPs) or an intermediary PNP applicant to receive State assistance for costs incurred during a State disaster event. Cal EMA acts as the grantor for the program.

After a State disaster has been declared, an eligible PNP applicant may apply for reimbursement for the cost of performing an essential community service. To apply, an eligible PNP must submit a PNP Application (Cal EMA PNP-2011-APP) and a PNP Applicant's Authorized Agent Resolution (Cal EMA PNP-2011-AAR) to Cal EMA, within 60 days after the date of a Governor’s proclamation. The applicant must incur a minimum aggregate total damage cost of $1,000 for each declared disaster for costs to be eligible under this program.

D. Technical Assistance Programs\(^{60}\)

Technical Assistance Programs (TAPs) work on issues that require a degree of technical expertise that may not be available within other discipline areas. TAP provides these services internally within Cal EMA, and externally (other State agencies, local government, and the private sector when appropriate). TAP can provide expertise related to the items listed below.

E. Safety Assessment Program\(^{61}\)

The Safety Assessment Program (SAP) uses volunteers and mutual aid resources to provide professional engineers and architects and certified building inspectors to assist local governments in safety evaluation of their built environment in an aftermath of a disaster. The program is managed by Cal EMA with cooperation from professional organizations. SAP produces two resources, SAP Evaluators, described above, and SAP Coordinators, which are local government representatives that coordinate the program. Cal EMA issues registration identification cards to all SAP Evaluators that have successfully completed the program requirements.


Training for this program is now eligible for Homeland Security Grant Program funding.

F. Disaster Recovery Purchasing
Under the Disaster Recovery Purchasing Program, State and local government entities may purchase a variety of products and services from contracts awarded under GSA Federal Supply Schedules to facilitate recovery from a major disaster, terrorism, or nuclear, biological, chemical, or radiological attack.

This Disaster Recovery Purchasing authority is limited to GSA Schedule contracts and does not include any other GSA programs. GSA eLibrary (formerly Schedules e-Library) contains a list of all GSA schedules subject to Disaster Recovery Purchasing.

Schedule contractors participating in the Disaster Recovery Purchasing Program are identified in GSA eLibrary with the Disaster Recovery Purchasing icon. This icon is also used to identify those products and services available for Disaster Recovery Purchasing on GSA Advantage®, GSA’s online shopping and ordering system.

Schedule contractors that previously declined to participate in the Disaster Recovery Purchasing Program, but now wish to do so, should contact their GSA Administrative Contracting Officers (ACOs) for instructions on modifying their contracts to allow participation in this program.

State and local government entities may use GSA Schedule contracts to purchase products and services in advance of a major disaster declared by the President, as well as in the aftermath of an emergency event. State and local government entities are responsible for ensuring that the products or services purchased are to be used to facilitate recovery.

For more information see http://www.gsa.gov/portal/content/202321.
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XIX. **APPENDIX 2: RECOVERY PROGRAM INFORMATION MATRIX**

A. **General Information**

Grant and financial assistance programs may require Local Proclamations, State of Emergency, and/or Federal Declarations before becoming available. Once available, many may require Cost Share Requirements. Other programs may be available one year and not the next. As such, the information provided in this matrix is for reference only to assist in Recovery Planning research.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Website</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grants.gov</td>
<td><a href="http://www.grants.gov">www.grants.gov</a></td>
<td>Grants.gov was established in 2002 to improve government services to the public, and is a central storehouse for information on over 1,000 grant programs and provides access to approximately $500 billion in annual awards. Grants.gov is your source to FIND and APPLY for Federal grants.</td>
</tr>
<tr>
<td>Catalog of Federal Domestic Assistance</td>
<td><a href="http://www.cfda.gov">www.cfda.gov</a></td>
<td>The Catalog of Federal Domestic Assistance is a government-wide compendium of Federal programs, projects, services, and activities that provide assistance or benefits to the American public. It contains Federal administered financial and nonfinancial programs.</td>
</tr>
<tr>
<td>Federal Emergency Management Agency (FEMA)</td>
<td><a href="http://www.fema.gov">www.fema.gov</a></td>
<td>The Federal Agency responsible for disaster coordination and support on a Federal level to ensure capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. FEMA provides a host of programs for government and general public recovery assistance once a disaster declaration has been made.</td>
</tr>
<tr>
<td>DisasterAssistance.gov</td>
<td><a href="http://www.disasterassistance.gov">www.disasterassistance.gov</a></td>
<td>DisasterAssistance.gov provides information on how people can get help from the U.S. Government before, during, and after a disaster. It also provides information to help people prepare for, respond to, and recover from disasters.</td>
</tr>
<tr>
<td>California Emergency Management Agency (CalEMA)</td>
<td><a href="http://www.calema.ca.gov">www.calema.ca.gov</a></td>
<td>The State Agency responsible for disaster coordination on the State level to ensure capability to prepare for, protect against, respond to, recover from, and mitigate all hazards. CalEMA is responsible for administering and managing State grants and the majority of Federal Grants for homeland security, emergency management, justice programs, and victim services.</td>
</tr>
</tbody>
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62 Additional discussion related to assistance programs and authorities is contained in the *Legislative and Regulatory Resources and Barriers Report* available from the City of Los Angeles Housing Department.
B. Federal Agencies

*Note: Many Federal grants are only available by applying through the State.

<table>
<thead>
<tr>
<th>Organization</th>
<th>Website</th>
<th>Type of Assistance</th>
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<tbody>
<tr>
<td>U.S. Department of Agriculture</td>
<td><a href="http://www.usda.gov">www.usda.gov</a></td>
<td>Business and Industrial Loans, Crop Insurance, Disaster Supplemental Nutrition Assistance Program (D-SNAP), Emergency Conservation Program for Agricultural Producers, Farm Emergency Loans, Farm Operating Loans, Farm Ownership Loans, Noninsured Crop Disaster Assistance program, Rural Housing Loans and Grants, Rural Rental Housing, and Special Supplemental Nutrition Program for Women, Infants, and Children.</td>
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<td>U.S. Department of Education</td>
<td><a href="http://www.ed.gov">www.ed.gov</a></td>
<td>Federal Student Aid Loan and Grant Data</td>
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<tr>
<td>U.S. Department of Health and Human Services</td>
<td><a href="http://www.hhs.gov">www.hhs.gov</a></td>
<td>Disaster Assistance for Older Americans, Low Income Home Energy Assistance Program (LIHEAP), Substance Abuse and Mental Health Services Admin Disaster Relief Information, and Temporary Assistance for Needy Families.</td>
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<tr>
<td>U.S. Department of Homeland Security</td>
<td><a href="http://www.dhs.gov">www.dhs.gov</a></td>
<td>Disaster Recovery Center (DRC) Locator, FEMA Housing Portal, Individuals and Households Program-Housing and Other Needs Assistance, Disaster Legal Services (DLS), National Flood Insurance Program (NFIP), and the National Emergency Family Registry and Locator System.</td>
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<tr>
<td>U.S. Department of Housing and Urban Development</td>
<td><a href="http://www.hud.gov/info/disasterresources_de_v.cfm">www.hud.gov/info/disasterresources_de_v.cfm</a></td>
<td>Community Development Block Grant (CDBG) 203(h) Mortgage Insurance for Disaster Victims and 203(k) Rehabilitation Mortgage Insurance, HUD Public Housing Program, Housing Choice Voucher Program (Section 8), National Housing Locator System (NHLS): Disaster Resource Locator, and Disaster Housing Assistance Program (DHAP), in a joint effort with FEMA.</td>
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<tr>
<td>U.S. Department of Interior</td>
<td><a href="http://www.doi.gov">www.doi.gov</a></td>
<td>Bureau of Indian Affairs (BIA) Financial Assistance and Social Services, and funding opportunities to support Earthquake Hazards Research through the U.S. Geological Survey.</td>
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<tr>
<td>Organization</td>
<td>Website</td>
<td>Type of Assistance</td>
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<td>----------------------------------------------</td>
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<tr>
<td>U.S. Department of Treasury</td>
<td><a href="http://www.ustreas.gov">www.ustreas.gov</a></td>
<td>IRS Disaster Assistance and Emergency Relief Program, Go Direct, and Savings Bond Redemption and Replacement. Affordable housing resources: private activity bond for tax-exempt mortgage revenue bonds distributed via the California Debt Limit Allocation Committee and Low Income Housing Tax Credits distributed via the Tax Credit Allocation Committee.</td>
</tr>
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</table>
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XX. APPENDIX 3: AUTHORITIES

A. Federal

1. **Age Discrimination Act of 1975**\(^{64}\)
   The purpose of this act is to prohibit discrimination on the basis of age in programs or activities receiving Federal financial assistance.

2. **Americans with Disabilities Act of 1990**\(^{65}\)
   The ADA is a wide-ranging civil rights law that prohibits, under certain circumstances, discrimination based on disability. Disability is defined by the ADA as "a physical or mental impairment that substantially limits a major life activity." Title II requires a public entity to ensure that its communications with individuals with disabilities are as effective as communications with others. In order to provide equal access, a public accommodation is required to make appropriate auxiliary aids and services available, where necessary, to ensure effective communication.

3. **Architectural Barriers Act of 1968**\(^{66}\)
   The Architectural Barriers Act requires access to facilities designed, built, altered, or leased with Federal funds and is one of the first efforts to ensure access to the built environment. Four Federal agencies are responsible for these standards: the U.S. Department of Defense, the U.S. Department of Housing and Urban Development, the General Services Administration, and the U.S. Postal Service.


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\(^{63}\) A full discussion of Legislative and Regulatory disaster housing considerations is contained in City of Los Angeles Housing Department Regional Disaster Housing Planning Project Legislative and Regulatory Resources and Barriers Report, City of Los Angeles LAHD. 2012.


5. **Fair Housing Act of 1968, as amended**[^68]

This act prohibits housing discrimination on the basis of race, color, religion, sex, disability, familial status, and national origin. Its coverage includes housing regardless of type of funding, including privately owned housing, housing that receives Federal financial assistance, and housing owned or operated by State and local governments.

6. **National Historic Preservation Act of 1966**[^69]

The National Historic Preservation Act sets out the broad historic preservation responsibilities of Federal agencies and is intended to ensure that historic preservation is fully integrated into the ongoing programs of all Federal agencies.

7. **The Privacy Act of 1974, as amended**[^70]

The Privacy Act requires that agencies give the public notice of their systems of records by publication in the Federal Register. The Act prohibits the disclosure of information from a system of records absent the written consent of the subject individual, unless the disclosure is pursuant to one of twelve statutory exceptions. The Act also provides individuals with a means by which to seek access to and amendment of their records, and sets forth various agency record-keeping requirements.

8. **Rehabilitation Act of 1973, as amended, Section 504 and Section 508**[^71]

The U.S. Rehabilitation Act of 1973 prohibits discrimination on the basis of disability in programs conducted by Federal agencies and in programs receiving Federal financial assistance. Section 504 provides opportunities for children and adults with disabilities in education, employment, and various other settings. It allows for reasonable accommodations, such as special study areas and assistance as necessary for each student. Section 508 requires Federal electronic and information technology to be accessible to people with disabilities, including employees and members of the public.


   The Resource Conservation and Recovery Act (RCRA) gives the Environmental Protection Agency the authority to control hazardous waste from the “cradle to the grave.” This includes generating, transporting, treating, storing, and disposing of hazardous waste. RCRA also set forth a framework for the management of nonhazardous solid wastes.

   Robert T. Stafford Disaster Relief and Emergency Assistance Act amended the Disaster Relief Act of 1974 and constitutes the statutory authority for most Federal disaster response activities, especially as they pertain to FEMA and FEMA programs.

11. **Title VI of the Civil Rights Act of 1964**
   Title VI, 42 U.S.C. § 2000d et seq., was enacted to prohibit discrimination on the basis of race, color, and national origin in programs and activities receiving Federal financial assistance.

12. **Uniform Federal Accessibility Standards**
   Sets the standards for facility accessibility by physically handicapped persons for Federal and federally-funded facilities. These standards are to be applied during the design, construction, and alteration of buildings and facilities to the extent required by the Architectural Barriers Act of 1968, as amended.

**B. State**

1. **California Code of Regulations Title 19, Division 2, Chapter 6, Article 1 - State Public Assistance Program**
   This section specifically defines eligibility criteria for debris removal under the State Public Assistance Program.

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2. **California Code of Regulations Title 19, Division 2, Chapter 6, Article 2- State Private Nonprofit Organizations Assistance Program**

   This section defines terms within the article such as “private nonprofit” and “intermediary private nonprofit.”

3. **California Government Code Title 2, Division 1, Chapter 7.5 - California Disaster Assistance Act**

   This section specifically defines the funding authority and allocations to local and State agencies and nonprofit organizations.

4. **Standardized Emergency Management System (SEMS) Regulations** (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations and Government Code Section 8607(a))

   These regulations establish the Standardized Emergency Management System (SEMS) based upon the Incident Command System (ICS) adapted from the system originally developed by the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) program including those currently in use by State agencies, the Multi-Agency Coordination System (MACS) as developed by FIRESCOPE program, the operational area concept, and the Master Mutual Aid Agreement and related mutual aid systems.

5. **California Building Code Regulation - Title 24**

   California Code of Regulations (CCR), Title 24, also known as the California Building Standards Code, is a compilation of three types of building standards from three different origins: building standards that have been adopted by State agencies without change from building standards contained in national model codes; building standards that have been adopted and adapted from the national model code standards to meet California conditions; and building standards authorized by the California legislature that constitute extensive additions not covered by the model codes that have been adopted to address particular California concerns.

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6. **California Code of Regulations - Title 8, Section 5192** — Hazardous Waste Operations and Emergency Response
   This section states that employers should develop and implement a written safety and health program for their employees involved in hazardous waste operations. The program should be designed to identify, evaluate, and control safety and health hazards and provide for emergency response for hazardous waste operations.

7. **California Emergency Services Act** (Chapter 7 of Division 1 of Title 2 of the Government Code) in Article 3, Section 8568
   This chapter states: "The State Emergency Plan should be in effect in each political subdivision of the State, and the governing body of each political subdivision should take such action as may be necessary to carry out the provisions thereof." The City’s Emergency Operations Plan (EOP) and this Annex are consistent and compatible with the State Emergency Plan.

8. **California Natural Disaster Assistance Act (CDAA)**
   The CDAA provides State financial assistance for recovery efforts to counties, cities, and/or special districts after a State disaster has been proclaimed.

9. **California State Emergency Plan (2009)**
   The California State Emergency Plan (Section 9.1, Emergency Preparedness—Emergency Planning) indicates that local governments and other agencies are encouraged to develop recovery plans prior to the occurrence of a disaster. Such a plan should establish mechanisms for recovery decision-making and identify key participants in the recovery organization, including nonprofit and private-sector entities. The plan should also identify processes and procedures for requesting State and Federal recovery assistance and ensuring that recovery activities are carried out in accordance with the requirements of these programs.

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XXI. APPENDIX 4: REFERENCES, RESOURCES, AND ADDITIONAL INFORMATION

A. Federal

1. **Center for Personal Assistance Services (PAS)**[^85]
   This website provides research, training, dissemination and technical assistance on issues of personal assistance services (PAS) in the United States. It provides disability statistics, by county, based on the Census Bureau’s American Community Survey of 2009, as well as information regarding disaster preparedness for those with disabilities.

2. **FEMA Housing Portal**[^86]
   The intention of this website is to help individuals and families, who have been displaced by a disaster, find a place to live. The portal consolidates rental resources identified and provided by Federal agencies—such as HUD, USDA, VA, private organizations, and the public—to help individuals and families find available rental units in their area.

3. **Grants and Assistance Programs for Emergency Personnel**[^87]
   This page includes links to grant resources and training websites (cross-referenced with Catalog of Federal Disaster Assistance [CFDA] numbers).

4. **National Disaster Housing Strategy (NDHS) Resource Center**[^88]
   This website, which can be used by local and State planners, provides links to documents regarding sheltering, interim and permanent housing issues and considerations, briefings, training, and other housing-related information.

5. **National Disaster Recovery Program Database**[^89]
   This web-based tool can be used by State, local, and tribal governments; emergency managers; and planners to view programs from Federal, State, for-profit, nonprofit, and charitable entities.


6. National Housing Locator System\(^{90}\)
A database of available housing in the Unites States that is used by the government in emergencies to assist individuals searching for rental property.

7. Pre-disaster Planning for Permanent Housing Recovery\(^{91}\)
This page sets forth permanent housing recovery guidance that has been compiled by HUD and is covered in four downloadable documents: Overview, Planning Strategy, Planning Tools (with a Housing Capacity Calculator), and Basic Plant Design.

8. Practitioner’s Guide to Disaster Housing, 2011, draft, FEMA National Disaster Housing Task Force
This Guide describes how disaster housing stakeholders and resources can be coordinated to reduce the time between displacement and people returning to self-sufficiency. Specifically, this document serves to help housing practitioners in developing strategies and solutions to provide disaster housing and coordinate information and assistance to best leverage and efficiently use available resources.

The National Disaster Recovery Framework is a guide that enables effective recovery support to disaster-impacted States, tribes, territorial, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

B. State

1. Disaster Assistance Funding Guidance, 1997, Office of Emergency Services


3. A Guide for Establishing a Local Assistance Center, 2003, Office of Emergency Services


5. Southern California Catastrophic Earthquake Response Plan, 2010, Cal-EMA

C. Local 93
   1. LAOA Mass Care Guide, 2010
   2. LAOA Evacuation Guide, 2011

D. Other
   1. The Applied Technology Council 94
      A nonprofit, tax-exempt corporation established in 1973 through the efforts of the Structural Engineers Association of California. The mission is to develop and promote state-of-the-art, user-friendly engineering resources and applications for use in mitigating the effects of natural and other hazards on the built environment. ATC also identifies and encourages needed research and develops consensus opinions on structural engineering issues in a nonproprietary format.


   3. Fairfax County Pre-disaster Recovery Plan, 2011.

   4. One-e-App from Social Interest Solutions 95
      Screens and enrolls applicants in a range of health, social services, and other support programs. It streamlines the application process by providing one electronic application that collects and stores information, screens and delivers data electronically, and helps families’ secure needed services.

   5. Socialserve.com 96
      A 501(c)(3) not-for-profit organization that provides an online customized housing location service. Housing locators are kept current and continually monitored by staff that is available toll free, 11 hours each weekday. Websites are in English, Spanish, and AAA accessible and Government Section 508, W3C XHTML and CSS compliant. Socialserve.com provides the following services:

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93 See http://www.catastrophicplanning.org/ for RCPGP funded guides for this region
for public housing authorities: rent reasonableness and comprehensive housing choice voucher property listings management; extensive, rapid-response disaster housing intervention with accompanying toll-free call center support for large- and small-scale events involving housing loss; fully-staffed, toll-free English/Spanish call center that helps landlords list and helps tenants search for properties while monitoring the availability and accuracy of listings.
## Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ADA</td>
<td>Americans with Disabilities Act</td>
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<td>ATC</td>
<td>Applied Technology Council</td>
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<td>CFDA</td>
<td>Catalog of Federal Domestic Assistance</td>
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<td>Comprehensive Preparedness Guide</td>
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<td>DHPG</td>
<td>Disaster Housing Planning Guide</td>
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<td>Disaster Recovery Center</td>
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<td>Memoranda of Understanding/Agreement</td>
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<td>National Disaster Recovery Framework</td>
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<td>Non-governmental Organization</td>
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<td>NHPA</td>
<td>National Historic Preservation Act of 1966</td>
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<td>National Incident Management System</td>
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<td>National Voluntary Organizations Active in Disaster</td>
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<td>Orange County Codified Ordinance</td>
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<td>Public Service Announcement</td>
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<td>Recreational Vehicle</td>
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