



# Catastrophic Housing Annex

to the 2012 Federal Interagency Operations Plan - Hurricane

August 2012




FEMA



**FEMA**

August 10, 2012

MEMORANDUM FOR: Craig W. Fugate  
Administrator

FROM: William L. Carwile   
Associate Administrator  
Office of Response and Recovery

SUBJECT: Catastrophic Housing Annex

I am pleased to present the attached Catastrophic Housing Annex (the Annex) to the 2012 Federal Interagency Operations Plan-Hurricane. The restoration of widespread sustainable housing after a disaster provides a foundation for stability and growth and is a critical factor in a community's ability to recover. The Annex describes options for how FEMA, in collaboration with the Whole Community, may provide temporary housing for up to 500,000 eligible households to help disaster survivors recover and transition into sustainable or permanent housing.

Timely restoration and revitalization of infrastructure and housing of communities affected by a catastrophic incident directly support Presidential Policy Directive 8: National Preparedness (PPD-8) through the National Preparedness Goal. Housing is the cornerstone to a community's disaster recovery. A FEMA task force, along with its partners, evaluated how to support the temporary housing needs of disaster survivors after a catastrophic incident.

The Annex describes a paradigm shift for response and recovery operations in the event of a catastrophic disaster. Response support will now seek to remove survivors from the most heavily impacted area while recovery support begins at the least impacted areas, and progresses inward toward the most heavily impacted area. Additionally, the Annex also identifies the considerations necessary to implement housing options in the most efficient and effective manner possible by working with the Whole Community. The concepts and options described in this Annex increase capacity, improve efficiency, and mitigate rapid depletion of limited resources while transitioning households out of congregate and non-congregate sheltering to temporary housing or directly into long-term sustainable or permanent housing.

This plan represents a realistic approach to temporary housing assistance following a catastrophic disaster and will be essential to our success in providing the needed assistance to disaster survivors beginning this hurricane season, if warranted. Should you have any questions regarding the Catastrophic Housing Annex, please contact Federal Emergency Management Agency, Recovery Directorate, Individual Assistance Division at 202-212-1000.

Attachment: Catastrophic Housing Annex

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## 1.0 Situation

### 1.1 Purpose

This Annex to the 2012 Federal Interagency Response Plan – Hurricane, describes a concept of operations implementing a paradigm shift for response and recovery operations which focuses on transitioning 500,000<sup>1</sup> eligible households from sheltering to temporary housing and support for their transition to sustainable housing following a catastrophic hurricane.

The concepts and options found in this Annex focus on increasing capacity and adjusting timelines to improve efficiency of transitioning households out of congregate and non-congregate sheltering to temporary housing or directly into long-term sustainable or permanent housing. This Annex also identifies the considerations necessary to implement options in the most efficient and effective manner possible by working with the whole community as described in A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action<sup>2</sup>.

Emphasis of recovery support will initially be conducted in the least impacted areas and progress inward toward the most heavily impacted area as accessibility allows. Recovery support for survivors living in the most heavily impacted area will emphasize sheltering/temporary housing solutions provided in locations outside of the impacted area. Life-sustaining support for essential personnel performing critical functions and recovery operations will be provided in all areas.

This Annex is currently built around FEMA's plans to increase its housing capabilities. Implementation of the concepts presented in this document will be coordinated with external partners for continued development. The information presented in this Annex provides the foundation for Phase I and sets the stage for Phase II catastrophic planning. Phase I encompasses mass care and sheltering. Phase II will focus on the Whole Community, including other Federal agency participation, resources, and authorities, in the development of a plan to provide long-term sustainable or permanent housing. These Phases are illustrated in Figure 4 on page 14.

The planning concepts and options provided herein are guidelines only. Every disaster will be unique in scope and magnitude. The needs of a particular community will drive the response and recovery actions. This document is not intended to be binding, nor are the housing options limited to those identified or designed herein.

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<sup>1</sup> The 500,000 households requiring temporary housing is derived from the Federal Interagency Operational Plan scenario.

<sup>2</sup> FDOC 104-008-1/December 2011, <http://www.fema.gov/library/viewRecord.do?id=4941>



## 1.2 Background

The Federal Government, coordinated through FEMA, supports an average of over 70 disasters per year in the United States, Territories, and Tribal Lands from 2005 to 2011. Approximately 40% of these disasters have included the authorization of Individual Assistance (IA) Programs. Hurricane Katrina is the largest disaster in recent history with scope and magnitude of a catastrophic disaster. All of these events, including Hurricane Katrina, have informed the strategies and options included in this Annex.

The National Disaster Recovery Framework (NDRF) defines a catastrophic disaster as:

*“Any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.”*

To draft this Annex, FEMA assumed that the event resulting in the catastrophic damage was a hurricane after which:

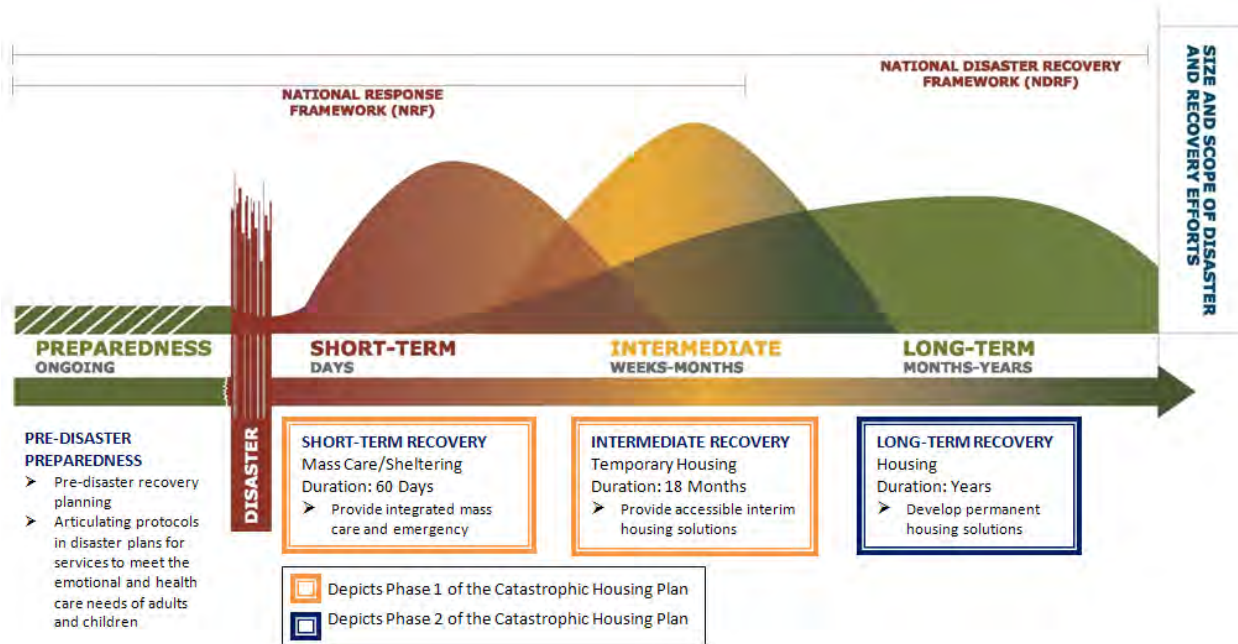
- 1,750,000 survivors require emergency sheltering
- 265,000 survivors require emergency medical care
- 500,000 households move to non-congregate sheltering within 60 days
- 500,000 eligible households have a need for temporary housing

As an historical example, FEMA provided an unprecedented amount of assistance, in various forms, following Hurricanes Katrina and Rita in 2005.

- Just over 250,000 individuals in congregate sheltering
- 2,560,027 individuals registered for assistance
- \$7.851 billion distributed to individuals and households
- \$5.95 billion reimbursed to the states to save lives, protect property, and remove debris
- \$7.44 billion obligated to help communities to repair and rebuild
- \$964.2 million to mitigate against future disasters
- 708,209 households provided with rental assistance
- 143,123 individuals and households resided in FEMA-provided temporary housing units (THU's)

IA programs, including the Individuals and Households Program, Crisis Counseling, Disaster Unemployment Assistance, Disaster Case Management, and Disaster Legal Services, are typically implemented when a situation is beyond State and local government capabilities to respond and recover. The figure below describes timelines for sheltering, temporary housing, and sustainable housing in a non-catastrophic event.

**Figure 1 – Continuum of Recovery**



In a catastrophic disaster, response operations will extend far longer than the timeframes depicted above. Those involved in a community’s recovery will need to coordinate closely with those involved in the response to ensure that recovery activities do not impede response activities, and vice versa.

A catastrophic disaster will require extraordinary resources beyond FEMA’s standard implementation of IA programs. Addressing the needs of the volume of survivors affected by a catastrophic disaster requires developing alternative solutions, comprehensively integrating stakeholders, and strategically prioritizing where limited Federal resources should be targeted.

**Zone Approach to Recovery**

In a catastrophic disaster, this Annex adopts a Zone Approach for categorizing areas of damage and prioritizing Federal resources and services to support disaster survivors. A Zone Approach will be used to prioritize areas where deviation from standard processes will be necessary in order to avoid rapid depletion of limited resources and ensure disaster survivors are assisted as quickly as possible.



## Description of Zones

The affected area is categorized into four Zones based on the degree of damage. Zones will be structured according to the National Grid, and may include multiple jurisdictions such as municipalities, counties, or even states. Zone 1 encompasses the most heavily impacted area, with a steady decrease in the degree of damage as the Zones expand outward to Zone 4.

The following factors can be used to help define Zones:

- Are utilities functioning? If not, how long until expected restoration?
- Are police/fire protection sufficiently staffed to provide support to disaster survivors in temporary housing, or will additional personnel be needed?
- Are transportation routes clear of debris?
- Are transportation options available for disaster survivors without privately owned vehicles?
- Are businesses such as grocery stores, pharmacies, and banks open?
- Are schools open?
- Are medical facilities open?

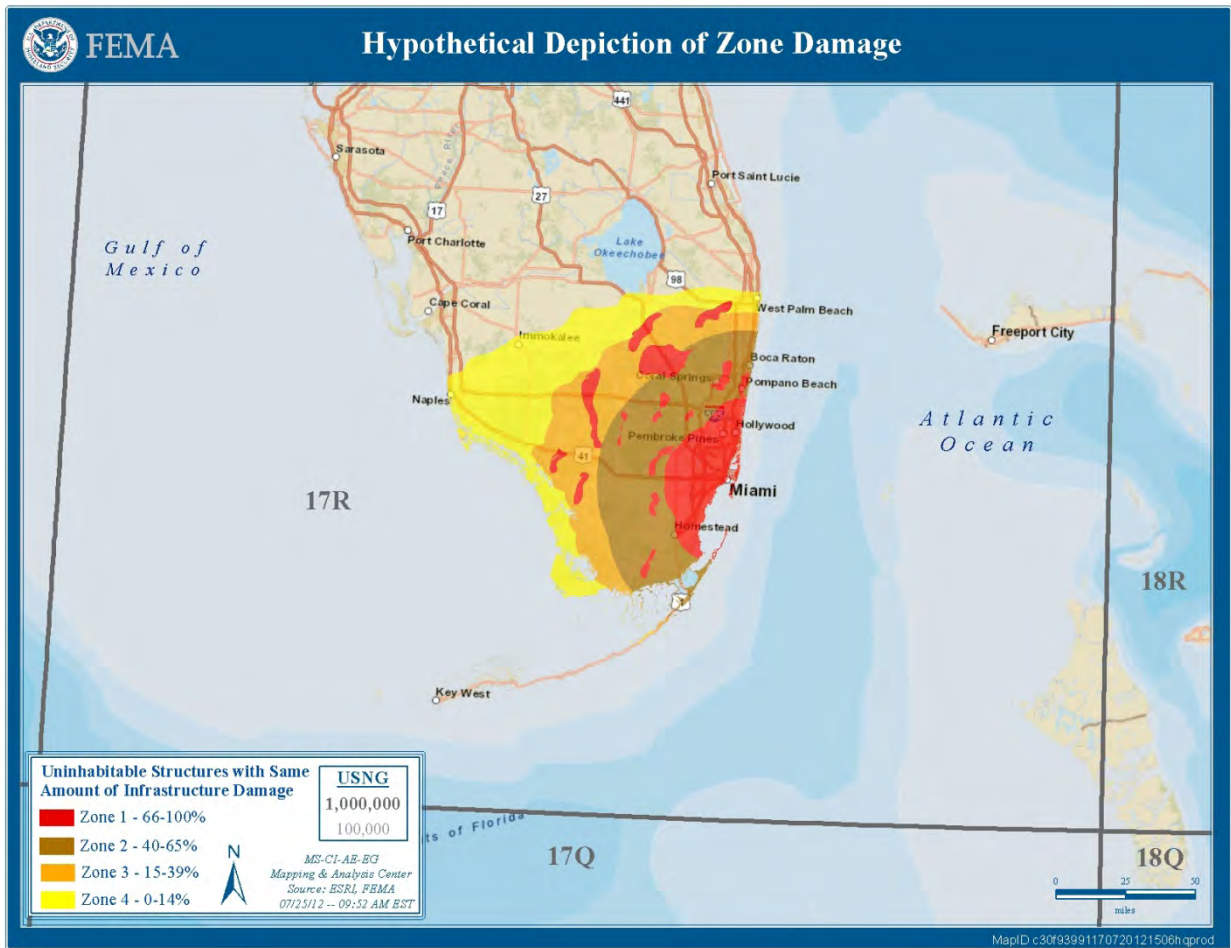
Table 1 describes the four Zones and the initial services provided in each. Degrees of damage identified within each Zone represent structural damage (e.g. dwellings, infrastructure, retail, medical facilities, etc.), are notional, and serve as a guide for approximating and categorizing level of damage. The table also describes characteristics of each Zone, including life-saving activities, short-term evacuation enforced by state or local governments, relocation provided by the Federal government, life-sustaining activities provided by the Federal government, and housing and wrap-around services available in each Zone.

**Table 1 – Description of Zones**

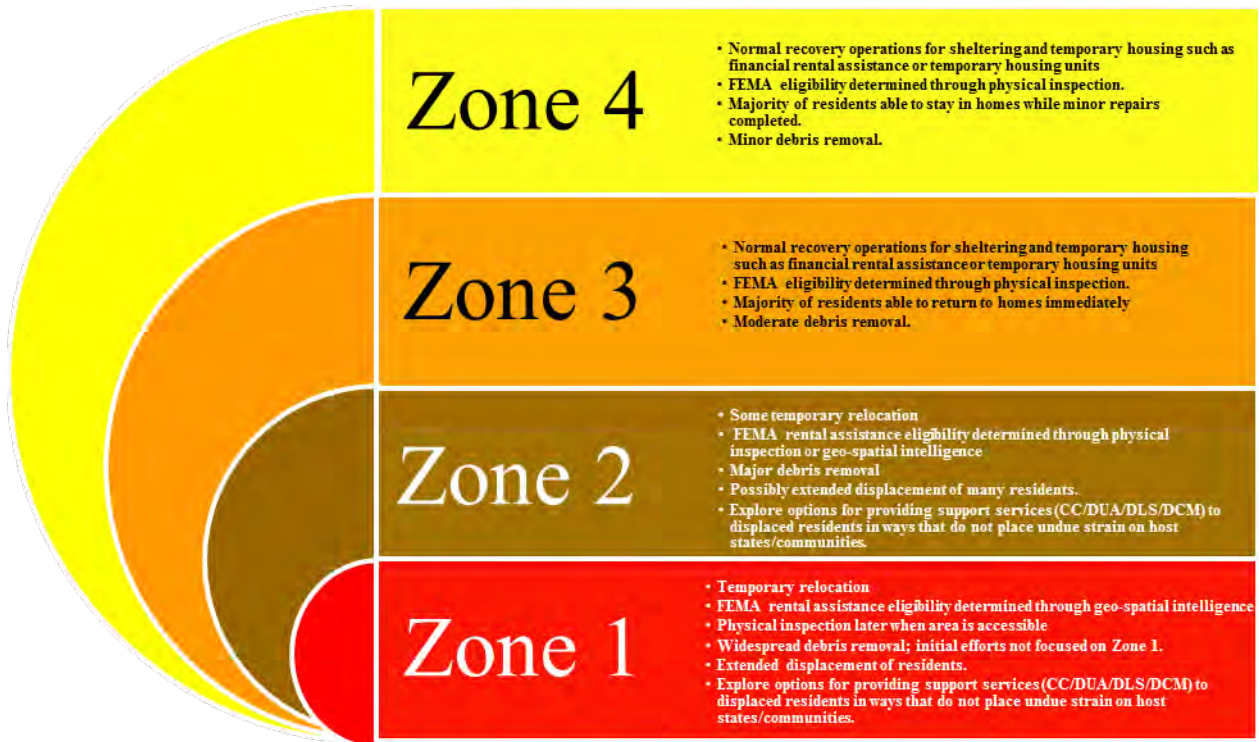
Zone	% Structures and Infrastructure Severely Damaged	Characteristics					Description
		Life Saving	Evacuation	Relocation Necessary?	Life Sustaining	Housing & Wrap-Around Services	
Zone 1	66% - 100%	Yes	Out of area	Yes, long term	Essential personnel only and limited for those who will not relocate	No	<ul style="list-style-type: none"> <li>• Individuals remaining will not be prioritized for receiving Federal resources.</li> <li>• Significant volume of debris will inhibit transportation, assistance, and re-habitation.</li> <li>• Loss of Community Services</li> </ul>
Zone 2	40% - 65%	Yes	Out of area	Yes, short term	Yes, if infrastructure permits	Yes, limited & slow	<ul style="list-style-type: none"> <li>• Living conditions adverse at best.</li> </ul>
Zone 3	15% - 39%	Yes	Based on Disaster	May be limited, short term	Yes	Yes	<ul style="list-style-type: none"> <li>• Networks strained by staged resources to support activities in Zones 1-2.</li> <li>• IA needs addressed through additional resources and traditional recovery programs.</li> </ul>
Zone 4	≤ 14%	Yes	Based on Disaster	No	Yes	Yes	<ul style="list-style-type: none"> <li>• Area heavily utilized to support ongoing operations.</li> <li>• IA needs primarily addressed through traditional recovery programs.</li> <li>• May extend beyond the Presidentially-declared disaster area.</li> </ul>

The Concept of Operations section of this document describes how the Zone Approach will be applied to response and recovery operations. However, based on the above table, response and recovery support efforts can be organized to make the most efficient use of the limited resources that will be available. Support to Zone 1 will initially be limited to response activities including life-saving and life-sustaining support, while in Zone 4, support will include the full range of recovery options. **In order for response and recovery efforts to be efficient and effective, State and local officials must agree to implement this concept and support the temporary relocation of disaster survivors from the most heavily impacted areas to where resources are more readily available to meet their needs.** Figure 2 shows a hypothetical assessment of Zones following a Hurricane’s impact. Figure 3 highlights several operational actions taken by Zone.

Figure 2 – Hypothetical Depiction of Zone Damage



**Figure 3: Recovery Activities by Zone**



### 1.3 Authorities

As outlined below and discussed in detail in Appendix J: Legal Authorities, FEMA has broad authority to provide emergency assistance, to state, local, and tribal governments in advance of, response to, and recovery from Presidentially-declared emergencies and major disasters. Examples of some types of emergency assistance provided include search and rescue, mass care, emergency shelter, temporary housing, and essential assistance to meet immediate needs. FEMA’s primary authorities to provide emergency assistance are located in the following Acts:

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), Pub. L. No. 93-288, as amended, 42 U.S.C. 5121-5207.
- Homeland Security Act of 2002, Pub. L. No. 107-296, as amended, 6 U.S.C. 311-321j.
- Post-Katrina Emergency Management Reform Act of 2006, Pub. L. No. 109-295 (PKEMRA), 6 U.S.C. 701 et seq.
- Pet Evacuation and Transportation Standards Act (PETS Act), Pub. L. No. 109-308, 42 U.S.C. 5121 note.
- Defense Production Act of 1950 (DPA), Pub. L. No. 81-774, as amended, 50 U.S.C. §§2061-2172.
- Department of Homeland Security Delegation No. 9001.1 “Delegation to the Administrator of the Federal Emergency Management Agency.”

Under the above referenced authorities, FEMA may also partner with, and coordinate the resources of other Federal Agencies to provide emergency assistance. Expanded descriptions of these legal authorities are found in Appendix J.

## 1.4 Threat

For the purposes of this annex, it is important to reiterate the various threats that hurricanes pose:

- Sustained winds, storm surge, and flooding cause catastrophic damage;
- The affected population requires emergency food, water, shelter, and medical care, as well as temporary housing;
- Access to the most critically damaged areas is limited or nonexistent; and
- Critical infrastructure is severely damaged within the most heavily impacted areas, limiting recovery efforts.

Hurricanes can also spawn tornadoes and microbursts, create storm surges, cause extensive flooding from heavy rainfall, and trigger landslides or mudslides far from the coast, producing a strain on resources and their transportation. These conditions may continue to persist for several days after the hurricane.

## 1.5 Critical Considerations

The following represent critical considerations that must be understood prior to and during the implementation of this Annex.

- Using atypical resources and processes will require delivery of training to supporting personnel, as well as a coordinated roll-out through External Affairs.
- Implementing non-traditional housing programs may necessitate the use of non-traditional eligibility verification methods. These methods can lead to an increased error rate in eligibility determinations resulting in improper payments or improper delivery of assistance. Such errors will result in debt collection actions against recipients who were not eligible for the assistance received.
- Limited resources within Zone 1 will be prioritized for essential personnel. Federal life-sustaining resources will not be provided in Zone 1.
- Community planning factors, including land use, permitting, and floodplain issues, may impact the locations and timelines for providing housing assistance.
- Decision-making processes in territories, tribal lands, home rule, and commonwealth states may require coordination with multiple jurisdictions rather than directly with the State.
- Host States will need to be informed about the declaration process, sheltering, feeding, and the possibility of implementing FEMA Individual Assistance programs such as

Crisis Counseling (CC), Disaster Unemployment Assistance (DUA), Disaster Legal Services (DLS), and Disaster Case Management (DCM).

- When implementing multiple options, program management and oversight of all options is essential for maintaining visibility of costs and timelines.
- Early coordination between ESFs and RSFs is essential to ensure successful long-term recovery and return to normalcy of disaster survivors and community.

## 1.6 Assumptions

Planning assumptions represent information that is necessary to continue planning.

- Immediate congregate sheltering plan for 500,000 households (1.75 million people) has been developed by ESF 6 Mass Care.
- Capacity for registration, including both call center and internet registration, is over 500,000 households within 21 days.
- Self-evacuation and State /local mandatory evacuations are ordered.
- States are using National Mass Evacuation Tracking Systems (NMETS) and/or other methods to track and communicate with their constituents.
- Affected States support the Zone Approach concept.

## 2.0 Mission

FEMA, in collaboration with the whole community, will provide temporary housing for up to 500,000 eligible households (1.75 million individuals along with pets and service animals) to help disaster survivors recover and transition into sustainable housing.

## 3.0 Execution

### 3.1 Senior Leader's Intent

Through a common situational understanding, identify and provide timely, appropriate temporary housing assistance where resources and infrastructure can support the volume of disaster survivors and their needs following a catastrophic hurricane.

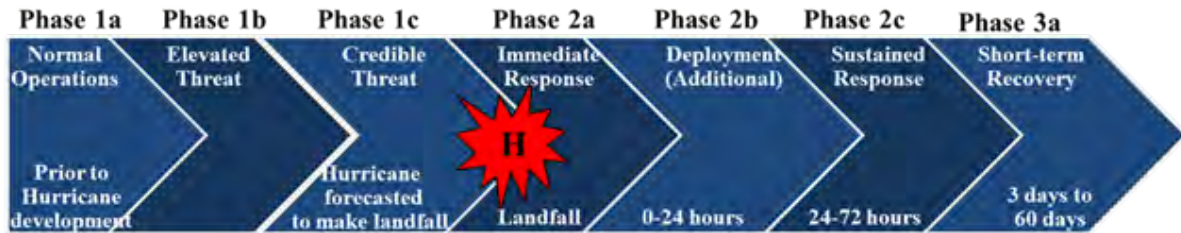
### 3.2 Concept of Operations

The operational phases in this Annex align with the “Three Operational Phases Approach” described in the **2012 Federal Interagency Response Plan – Hurricane**. This document



focuses on a synchronized, integrated approach, in which recovery planning for Phase 3, Recovery, begins early in Phase 1, Pre-Incident.

**Figure 4: Operational Phases**



Decisions made and priorities set early in the recovery process by a community will have cascading effects on the nature and speed of the recovery progress. Housing is one of the top priorities after a disaster. Pre-disaster planning by the community, particularly when a credible threat has been identified, will promote more effective recovery implementation post-disaster.

### 3.2.1 Pre-Landfall

When a hurricane is projected to cause catastrophic levels of damage, FEMA’s Regional offices, supported by the pre-designated Federal Coordinating Officer (FCO), Federal Disaster Recovery Coordinator, (FDRC), and Incident Management Assessment Team – Team Lead (IMAT - TL), will coordinate closely with FEMA Headquarters to prepare for the possible need to implement this Annex and determine where impact zones are likely to fall. This helps determine what options may be necessary and how, and where, to implement them.

FEMA will begin communicating its initial intent with states, voluntary organizations active in disaster, and other disaster recovery partners to allow them to begin developing strategies and incident action plans utilizing the concepts within this Annex. When projections are completed, evaluating the potential impact will further assist these conversations and planning response/recovery efforts. The communication of how the Zone Approach will drive recovery efforts will be essential to encourage individuals in the most heavily impacted area to temporarily relocate out of the area.

Since the Zone Approach will require a significant relocation effort, the National Mass Evacuation Tracking Systems (NMETS) and Host State Policy should be implemented. NMETS will assist in tracking the movement of transportation-assisted evacuees, their household pets, medical equipment and luggage during multi-state, state-managed or local-level evacuation operations. NMETS is a set of manual and computer-based tools designed to assist States and local jurisdictions in this effort. The tools allow local government officials to locate and

communicate critical messaging to evacuated survivors. NMETS also provides a mechanism to provide damage assessment information to evacuees on the status of their homes.

Sections 501, 503 and 512 of the Post Katrina Emergency Management Reform Act of 2006 (PKEMRA), assign FEMA the responsibility of supporting State mass evacuation operations. To meet this requirement, FEMA's Mass Care/Emergency Assistance Branch has created three separate models that can operate independently or combine to support multi-state, state managed or local evacuation operations. See Appendix X for additional information regarding the three separate models for NMETS and implementation.

With a massive relocation effort, additional support mechanisms such as case management and crisis counseling will be required to help disaster survivors in their areas of relocation identify and achieve appropriate sustainable housing that will best meet their needs.

Existing Public Assistance Host State grant programs only cover evacuation and sheltering. In a catastrophic disaster, a Host State can offer a specific number of beds or other sheltering resources for disaster survivors from the impact state. If the Host State can justify the need for additional programs typically implemented only in the impact state, such as CC/DUA/DLS/DCMP, and the impact state agrees to the cost share, those programs can be provided in the Host State. These programs could also be provided to the Host State through a grant. While the Stafford Act requires that any CC/DUA/DLS/DCMP is limited to disaster survivors from a declared event, the implementation of the program does not have to be in the declared area. The Host State can request grant assistance directly from FEMA to help with the costs of assisting disaster survivors from out of state.

### **3.2.2 Initial Actions Post-Landfall and Decision to Implement Annex**

FEMA will support state(s) efforts to assess the damage in order to identify jurisdictions requiring Federal assistance. At this time, information will be gathered and analyzed to classify impact zones by degree of damage in order to determine the most effective use of limited resources.

Recovery post-disaster planning efforts will commence immediately following the disaster. To assist with housing-related planning, the State-led Disaster Housing Task Force (SLDHTF) will convene to share information and utilize community resources to make key decisions regarding disaster housing needs. These key decisions should be coordinated with the disaster's Operations Section and will eventually become part of the Disaster Housing Plan. If a state does not have a standing SLDHTF, the Governor may establish one to support the recovery needs of the disaster. These planning efforts will also further inform leadership of the need to implement this Annex.

The decision to implement the Catastrophic Housing Annex will be made as soon as possible after landfall, but not normally before landfall.

The Unified Coordination Group (UCG)<sup>3</sup> will review the analysis of the post-landfall assessment data and other impact factors to gain a common situational understanding of the incident and to determine whether to make a recommendation to implement this Annex. In most situations during that review, the community will have been evacuated. In order to rapidly assess the viability of a community and identify potential impact zones, the UCG will consider the following:

- Can evacuated residents come back to the area?
- Will the infrastructure support residents coming back to the affected area?
- Is the local government still able to function?
- If residents cannot come back, where are housing resources available?
- Can disaster survivors be housed more quickly outside of the disaster area?
- Can FEMA get housing inspectors into the area?
- Can FEMA deliver traditional programs effectively?
- What local businesses and community services, if any, are open and available?

The answers to the above questions will help the UCG start defining Zones 1 and 2 based on concentration of damage.

- If residents can return, can they stay in their homes, or will they need temporary housing until their homes can be repaired?
- Can existing resources meet the housing need?
- Can infrastructure support bringing in housing resources?
- Can survivors' needs be met through traditional IA recovery programs?
- Are wrap-around services available to sustain a safe, secure and sanitary environment for survivors?
- Are utilities operational?

The answers to the above questions will begin to define zones 3 and 4.

Upon recommendation by the UCG, the FCO will request implementation of this annex through the respective FEMA Region to the National Response Coordination Staff (NRCS) Director of Operations for approval. In the event multiple states are affected, the FCO(s) will work with the Region(s) and, as required with FEMA HQ, to adjudicate limited resources among each affected state and/or territory.

Immediately upon Annex approval for use, FEMA and the State will communicate the operational requirements impacting this decision to all internal and external stakeholders, including disaster survivors, to manage expectations and to ensure understanding and implementation of processes and procedures.

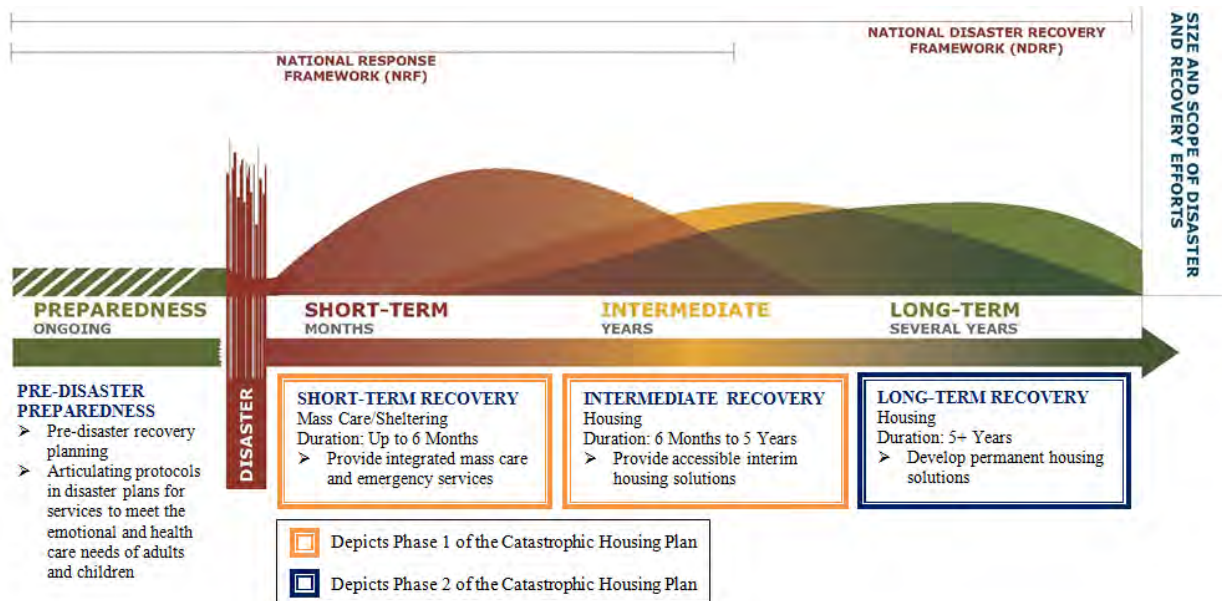
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<sup>3</sup> The Unified Coordination Group may include, but is not limited to, the Federal Coordinating Officer, State Coordinating Officer, the Senior Federal Official, Defense Coordinating Officer or other Department of Defense representation.

Annex implementation means executing the Zone Approach to determine how response and recovery activities will be prioritized. As stated in the Purpose section, emphasis of recovery support will initially be conducted in the least impacted areas and progress inward toward the most heavily impacted area as accessibility allows. Recovery support for survivors living in the most heavily impacted area will emphasize sheltering/temporary housing solutions provided in locations outside of the impacted area. Life-sustaining support for essential personnel performing critical functions and recovery operations will be provided in all areas. Not all of the sheltering and temporary housing options provided in the Annex appendices will be appropriate for every situation. The SLDHTF can use the options presented in this Annex to evaluate which options would be best implemented for the specific community affected. The SLDHTF should recommend appropriate housing options to the FCO and the State. In collaboration with the Region, the FCO and the State will determine what options will have the greatest impact on helping disaster survivors and communities recover as quickly as possible and move forward with implementation.

The predictive milestones and traditional timeframes for sheltering, transitional sheltering, temporary housing, and sustainable housing will be re-evaluated based on the magnitude, complexity, availability of resources, and disaster-specific situation. This re-evaluation will assist in the decision-making process to execute appropriate sheltering and housing options as listed in the Summary Option Sheets in the appendices of this Annex. An example of a re-evaluated timeline is illustrated in Figure 4: Continuum of Recovery – Catastrophic.

**Figure 5: Continuum of Recovery – Catastrophic**



A discrete and well-resourced recovery focus, operating at the same time as response activities, must be established to ensure that communities transitioning out of the response phase are well positioned to organize and plan for major reconstruction and redevelopment.

### 3.2.3 Sheltering

FEMA's and the State's goal is to ensure that every disaster survivor is in a safe and secure sheltering option as soon as possible. Once disaster survivors are sheltered and their immediate needs are being met, FEMA will begin determining eligibility and transitioning eligible disaster survivors into temporary housing solutions. Due to the catastrophic nature of the disaster, this transition may take time. Disaster survivors may need to remain in transitional or non-congregate sheltering for an extended period of time while resources are made available.

Various sheltering options are outlined in this Annex, which will provide a wide range of both congregate and non-congregate sheltering options for more than 1.75 million disaster survivors. FEMA's goal will be to provide mechanisms for rapid registration in order to determine eligibility and transition disaster survivors into non-congregate sheltering or temporary housing.

To the extent that sheltering can be provided near Zone 1, essential personnel and first responders will be prioritized for these shelters and it will be essential that residents in this area relocate. This will ensure that disaster survivors in these areas can be assisted in a timely manner and have the infrastructure and wrap-around services needed for the time that they will require assistance.

Many disaster survivors in less impacted areas (e.g. Zones 3 and 4) who evacuated will be able to return to their homes quickly after the disaster, if not immediately. Disaster survivors whose homes suffered minor damage may be able to stay in their homes while repairs are being made.

*Appendix A contains information regarding specific congregate and non-congregate sheltering options, which provides a vast array of sheltering options that can and should be used for the specific needs of populations located in different Zones.*

### 3.2.4 Registration

Once the areas for disaster declaration have been identified, it is important to communicate that disaster survivors should register with FEMA. All forms of registration will be used, including but not limited to teleregistration, internet registration, smart phone registration, and shelter registration. Current processes can accommodate registration of more than 500,000 households within 21 days of declaration.

Information gathered from registrations will be used to augment needs analysis to determine what resources will be most appropriate for transitioning disaster survivors from congregate and non-congregate sheltering into temporary and eventually sustainable housing. Even though the majority of disaster survivors will need some form of Federal assistance following a catastrophic disaster, it is important to note that some disaster survivors may be able to move from sheltering directly into sustainable housing.

### 3.2.5 Eligibility Determination

The accessibility of many areas requiring housing assistance will be limited or nonexistent for extended periods of time. In these areas, which are most likely to be located in Zone 1 and segments of Zone 2, traditional on-site inspections will likely not be possible due to inaccessibility and survivor displacement. In response to these conditions, traditional on-site housing inspection activity will begin primarily in Zones 3 and 4 in the days and weeks following landfall. Traditional on-site inspection activities will support the delivery of the full range of Individuals and Households Program assistance. Since these survivors did not have to evacuate or relocate for long periods of time and will be able, in many cases, to begin rebuilding quickly, it is important to focus the traditional recovery programs, inspections, and assistance in these areas first.

During this same period, non-traditional verification methods, such as use of geospatial technology, will be implemented in Zone 1 and Zone 2, as appropriate. Geospatial inspections will allow FEMA to begin other verification processes to support timely delivery of rental assistance funds through the Individuals and Households Program.

Initial rental assistance will be the only form of financial assistance provided to disaster survivors whose homes are determined uninhabitable or inaccessible via geospatial technology because these survivors were encouraged to relocate out of the impact area. This provides the necessary and appropriate form of assistance as quickly as possible to this population. As response efforts begin to decrease and the most heavily impacted areas become more accessible, traditional on-site inspections will be conducted in order to support the delivery of repair and replacement assistance.

### 3.2.6 Temporary Housing

FEMA will provide or support multiple forms of assistance for disaster survivors, based on the needs of the communities affected and specific factors associated with implementation. Housing assistance is typically provided according to the following order of priority; however, in a catastrophic disaster, all options will be considered.

- Maximize use of available housing resources.
- Augment existing resources.
- Deploy temporary housing resources.
- Employ atypical housing methods.

Once disaster survivors register and are determined eligible for FEMA housing assistance, temporary housing options may be provided. *Appendix B contains information regarding specific temporary housing options that may be implemented.*

Households returning to the affected area as communities recover may require some form of temporary housing. Considerations for determining temporary housing solutions include



implementation timelines and availability of resources. This Annex contains several tools to help develop temporary housing solutions, including:

- Appendices A – C - Detailed summaries of sheltering, temporary housing, and sustainable housing options.
- Appendix E - Execution Matrix. This can be used to determine necessary actions and mechanisms to implement options listed in Appendix A – Appendix C.
- Appendix F - Implementation Timeline. This gives a general visual representation of the relative timeframes in which the options can be implemented.
- Appendix G – Implementation Matrix. This gives a detailed representation of the timeframes within which the options can be implemented.
- Appendix H – Decision Support Matrix. This can be used to evaluate and prioritize various options to determine which may be most appropriate for the disaster.

Even though there will be significant pressure to return individuals and households to their communities as soon as possible, it is important to evaluate the availability of basic social and community services before employing temporary housing options.

- Are utilities functioning? If not, how long until expected restoration?
- Are police/fire protection sufficiently staffed to provide support to disaster survivors in temporary housing, or will additional personnel be needed?
- Are transportation routes clear of debris?
- Are transportation options available for disaster survivors without privately owned vehicles?
- Are businesses such as grocery stores, pharmacies, and banks open?
- Are medical facilities open?
- Are schools open?

These necessary support services are commonly referred to as wrap-around services.

Recovery planners should consider the same factors used to establish Zone designations.

Communities and States can further support and plan for the effective return of individuals and households by communicating the status of recovery efforts and the availability of the services listed above. This will ensure that individuals are coming back to a community that is ready to sustain their return.

This Annex outlines FEMA’s authority to provide temporary housing assistance and the mechanisms to increase capability after a catastrophic disaster; these options may not meet the sustainable housing needs of many disaster survivors. Support mechanisms such as case management can be used to help disaster survivors identify and achieve appropriate sustainable housing that will best meet their needs.

### 3.2.7 Sustainable Housing and Long-Term Community Recovery

Housing recovery is the cornerstone to a community's recovery. By helping disaster survivors achieve sustainable housing after a disaster, state and local leaders reestablish the foundation for stability and growth in their communities and begin to focus on improving resiliency for future events. Achieving widespread sustainable housing after a disaster is a determining factor in community's true ability to recover. In order to achieve this goal, post-incident recovery mission activities should occur simultaneously with response mission activities.

Recovery planners should consider the same factors used to establish Zone designations.

Housing recovery planning and operations will begin soon after the disaster while the response is still in full operation. To ensure the most effective and efficient delivery of short term and long term housing support, it is critical that both Emergency Support Function #6 and the Housing Recovery Support Function recognize the importance of close communication and coordination during this time. *Appendix C contains information regarding specific sustainable housing options that can be explored.*

The primary task of the Housing RSF is to collaborate with and work under the umbrella of the FDRC to support state or territorial level housing task forces established to lead community-based housing recovery efforts.

After a disaster of this scale and magnitude, the Federal Coordinating Officer will coordinate with the FEMA Regional Administrator to appoint a Federal Disaster Recovery Coordinator (FDRC) and some or all of the Recovery Support Functions (RSF), including the Housing RSF. The National Disaster Recovery Framework (NDRF) is activated in conjunction with the National Response Framework (NRF) and utilizes Recovery Support Functions (RSFs) to achieve disaster recovery in a comprehensive and sustainable way.

The Housing RSF is coordinated by the U.S. Department of Housing and Urban Development (HUD) and includes over 13 partner departments, agencies, and organizations. Its mission is to coordinate the delivery of Federal resources and activities to assist local, State, and Tribal governments as they rehabilitate and reconstruct destroyed and damaged housing, when feasible, and develop new accessible, sustainable housing options. After a large scale or catastrophic disaster, full scale activation of the Housing RSF will support state and local efforts, with activation of a wide range of programs to help support long term housing recovery. This should also include deployment of housing and community development experts from Housing RSF partners to help support recovery efforts.

Proper planning and careful coordination of efforts are vital for a well-orchestrated recovery process at the local, State, Tribal and Federal levels. If there is not an active State led Disaster

Housing Task Force, coordination will take place with other state designee(s) for recovery such as an Individual Assistance Officer or a Recovery Commission.

The Housing RSF works in conjunction with State-Led Disaster Housing Task Force(s) to:

- Coordinate housing resources that address local, state, and tribal disaster recovery housing needs.
- Integrate planning for current and post-disaster requirements into the organizations at the local and state level that perform community planning and building code administration.
- Share research results related to the disaster recovery housing area.
- Share knowledge and expertise with the State-led Housing Task Force(s) to address disaster housing.
- Facilitate pre- and post-disaster interaction and problem solving among Federal agencies and stakeholders with a focus on reconstructing permanent housing, including affordable and accessible housing that incorporates resiliency, sustainability, and mitigation measures.
- Facilitate timely construction of housing that complies with local, state, and national model building codes, including accessibility standards.
- Minimize loss of historic buildings and resources.

There is no “one size fits all” strategy for facilitating a disaster survivors’ return to permanent housing. The size, location, and type of disaster play a very large role in defining the approach to permanent housing.

Post-disaster Housing RSF activities include the following six steps: 1) Convene Recovery Support Function; 2) Identify priorities and conduct assessment (as needed); 3) Coordinate with partners; 4) Identify available resources; and 5) Provide technical assistance.

The Housing RSF will provide the tools, training, and technical assistance necessary to help State, Territorial, Tribal and local governments address long term housing challenges and implement permanent housing options consistent with housing needs across impacted communities. Support will be provided based on the areas with the greatest impacts to housing infrastructure and related housing support services. In particular, the Housing RSF will promote the development of sustainable and accessible mixed-income communities with a range of affordable housing options that maximize return of displaced households regardless of income or functional needs.

These strategies will include links to employment, services, and transportation which are critical to the sustainability and inclusiveness of post-disaster communities. This coupled with a range of housing options and fair housing principles will provide a platform for improved quality of life and a stronger local housing market across the whole community. While household preferences may not align in all cases with the location and type of these options, the Housing RSF will promote processes that connect these household preferences with housing strategies to the extent that this is feasible. In situations where there are vacancies in existing Federal housing programs and displaced individuals are eligible for these units under statutory or other requirements, Housing RSF partners will also work with state and local governments to make these resources available.

In keeping with the Zone Approach, identifying clusters of less-damaged properties or areas to more easily and more quickly rebuild or build permanent housing can create a nucleus and catalyst for more permanent housing – a positive snowballing effect. This is especially critical when it is hard for property owners to decide whether or not to reinvest because they do not know if their neighbors will reinvest or whether there will be adequate community services or social support services. Building out from an area of strength, especially in areas that are relatively "safer" from a repeat event, can stimulate permanent housing recovery. This also can help the local community focus investment in the public utilities infrastructure.

The Housing RSF will further assist state and local governments to manage expectations and develop realistic permanent housing options consistent with the above principles that are in line with and linked to existing long term community plans and processes. Across all efforts, the Housing RSF will actively support State and local governments in their efforts to expedite development of permanent housing options within existing statutory and regulatory authorities.

The transition to steady state will involve the continuation of interim housing assistance as long term housing solutions are being implemented and monitored. Once state, territorial, tribal and local communities have recovery plans finalized and sufficient capacities in place to implement and manage long term housing recovery strategies, the Housing RSF will begin demobilization and monitoring support through steady state programs and resources.

### **3.3 Key Federal Roles and Responsibilities**

Please refer to the following documents for key Federal roles and responsibilities:

National Response Framework

<http://www.fema.gov/emergency/nrf/>

National Disaster Recovery Framework

<http://www.fema.gov/pdf/recoveryframework/ndrf.pdf>

Presidential Policy Directive (PPD) 8: National Preparedness

<http://www.fema.gov/prepared/ppd8.shtm>

National Disaster Housing Strategy Resource Center (NDHS)

<http://www.fema.gov/emergency/disasterhousing/>

## **4.0 Resources**

### **4.1 Concept of Logistics Support**

#### **4.1.1 Response Support (Life Saving/Life Sustaining Resources)**

During the response phase of operations, Logistics' primary focus will be the provision of life-saving resources in all Zones and life-sustaining resources to survivors remaining in Zones 3 and 4 (support of state staging areas and points of distribution) and displaced survivors from Zones 1 and 2 (mass care and sheltering). Initially, the provision of life saving resources to an estimated 1.75 million disaster survivors will tax resources, as well as transportation capability. Until the forward life-saving resource posture is stabilized<sup>4</sup>, transportation resources will be mainly focused on the movement of these resources. Once the life-saving resource posture is stabilized, this will begin to free transportation resources to support requirements for the sheltering and temporary housing missions. At this time, Logistics will also begin other required actions to support temporary housing.

#### **4.1.2 Recovery Phase (Temporary Housing Support)**

Planning and follow-on actions, such as identification of staging areas, group site surveys, and execution of supporting contracts, required to support a temporary housing mission must begin early in the response phase. Based on projected Zones 1 and 2 damage, planning and actions associated with temporary housing should focus primarily on Zone 4 and beyond based on available space, infrastructure (utilities, road/bridge availability, etc), and wrap-around services. Planning for the placement of temporary housing must consider the type of housing requested, the availability of on-hand stocks, and contracting lead times for procurement, temporary housing staging area capacity, and installation capabilities.

### **4.2 Surge Staffing**

Options for augmenting disaster staffing include, but are not limited to, FEMA Corps, Corporation for National and Community Services (CNCS, which includes Americorps), and local hiring.

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<sup>4</sup> "Stabilized" is defined as the placement and maintenance of a two-day supply of meals, water, and generators; over 1,100 trailer loads, staged at two designated Incident Support Bases in/around Zone 4.

## **5.0 Oversight, Coordinating Instructions, and Communications**

### **5.1 Oversight**

The normal protocol for evaluating resource requirements when multiple states/Regions are affected will be followed. The Region, in collaboration with the FCO(s), should manage the overall implementation across multiple states in a Region. If the disaster declarations include multiple Regions, then Headquarters, in collaboration with Regions/FCO(s) should also provide overarching Annex implementation oversight and management and provision of resources.

The implementation of this Annex will require significant additional oversight resources for the various options presented. Therefore, a significant expansion of oversight capabilities will be necessary due to the magnitude and complexity of the disaster. Management must take this into account and be prepared to ramp up additional capabilities and staffing resources, including from other Department of Homeland Security components, if needed.

### **5.2 Coordinating Instructions**

This Annex goes into effect when authorized by the FEMA Director of Operations of the NRCS. In most cases, the request to implement this Annex will be initiated post-landfall/post-disaster declaration after damage assessments, infrastructure status reports, and other disaster impact factors have been reviewed and analyzed. However, the IMAT, the pre-designated FCO, and the FDRC, in collaboration with the potentially-impacted State(s), through their respective FEMA Region(s), may plan for the implementation of this Annex pre-landfall. This will ensure that the relevant response and recovery functions and stakeholders are prepared and are planning accordingly to execute various options as needed.

After a Presidential disaster declaration, the FCO, in cooperation with the UCG, directs field activities in the impacted jurisdiction(s). After gaining a common situational understanding of the incident and review of response and initial recovery activities, the UCG determines the applicability of this Annex to the incident. Upon recommendation by the UCG, the FCO will request implementation of this annex through the respective FEMA Region to the NRCS Director of Operations for approval. After Annex approval, any resource requirements that cannot be resolved in the field (Joint Field Office or Initial Operating Facility) will be adjudicated at the FEMA Region or at FEMA HQ, as required. This also includes general policy guidance for managing resources and consistent implementation of programs and options in execution of this annex in support of the incident.



### 5.2.1 Decision Support Matrix

The Decision Support Matrix is a tool to help evaluate and prioritize various options to determine which may be most appropriate for the disaster. The options in the Matrix are not static; the Matrix is a snapshot of conditions and availability at the time. These factors will change over time based on changing conditions in the affected area. The Matrix will help determine what actions need to be taken to make options viable for use. For example, a specific option may not have a contract or MOA; however, that may be the only thing preventing the option from being exercised, and development of the missing piece in the field may be critical if this is the best option for the area and conditions at the time.

Options: Name and option sheet number of the sheltering, temporary, or sustainable housing solution (from Appendix A, B, or C) being evaluated.

Each field will be used to quantify, where applicable, and assign a color corresponding to the factors described below.

- Operational Readiness: This refers to the status of the appropriate vehicle, such as a contract, and whether or not the vehicle is ready to execute. This may also include the availability of guidance, trained staff, COTRs/TMs, templates, SOW, etc.
- Housing Capacity: Total number of households an option can accommodate. Example: Less than 50 households = red; 51 – 100 households = yellow; over 100 households = green.
- Available Sources: Number of vendors and/or resources available to provide option. As recovery progresses, additional sources may become available.
- Implementation Timing: How quickly the option can be delivered or executed. Example: Over 1 month = red; 2 weeks – 1 month = yellow; less than 2 weeks = green.
- Duration: How long the option can be available. Example: 30 days = red; 6 months = yellow; more than 6 months = green.
- Risk: Factors that will need to be mitigated prior to implementation, such as political sensitivity, cost, reliability, safety, complexity, competing interests, etc.
- Limitations: Limiting factors to option implementation, such as infrastructure, land use, permitting, transportation, environmental, location, ownership, demographics, accessibility, etc.

#### **Figure 6: Decision Support Matrix**

This matrix is designed to assess the operational and implementation readiness of the options presented. This matrix is also found in Appendix H.

Options	Operational Readiness	Housing Capacity	Available Sources	Implementation Timing	Duration	Risk	Limitations
APPENDIX A: SHELTERING OPTIONS							
A1. Pre-existing Shelter Facilities							
A2. Large Venue Sheltering							
A3. Soft-sided Survivor Support Camps							
A4. Social Services Shelters							
A5. Shelter in Place – Soft-sided Sheltering							
A6. Shelter in Place – Rapid Temporary Repairs							
A7. Soft-sided Single Household Support Camps							
A8. Hotel/Motel Funded by FEMA							
A9. Hotel/Motel – Reimbursed by FEMA							
A10. Retreats / Conference Centers							
A11. Dormitories / Group Quarters and Other Vacant Institutional Facilities							
A12. Cruise Ships and Other Recreational Vessels							
A13. “Flotels” Floating Hotels							
A14. Pop-up Soft-sided Trailers							
A15. Travel Trailers as Shelters							
A16. Recreational Vehicles as Shelters							
A17. Seasonal and Commercial Recreational Camps							
A18. Modified Vacant Buildings							
A19. Unused Government Facilities							

Options	Operational Readiness	Housing Capacity	Available Sources	Implementation Timing	Duration	Risk	Limitations
<b>APPENDIX B: TEMPORARY HOUSING OPTIONS</b>							
B1. Rental Units – FEMA Financial Rental Assistance							
B2. Rental Units – DHAP							
B3. Rental Units – Unused Federal Residential Properties, Some Requiring Repairs							
B4. Rental Units – Direct Leasing by FEMA							
B5. Rental Units – Multi Family Repair Program							
B6. Foreclosed Homes Requiring Limited Repairs							
B7. Host Family Support for Extended Stays							
B8. Residential Care Facilities							
B9. Temporary Housing Units in Inventory							
B10. Temporary Housing Units Off the Lot							
B11. Alternative Housing Units – Park Models							
B12. Alternative Housing Units – Modular Construction							
B13. Alternative Housing Units – Panelized Construction							
B14. Alternative Housing Units – Mississippi Cottages							
B15. Housing Barges							
B16. Limited FEMA Permanent Housing Construction Authority (Multi-family)							

Options	Operational Readiness	Housing Capacity	Available Sources	Implementation Timing	Duration	Risk	Limitations
APPENDIX C: SUSTAINABLE HOUSING OPTIONS							
C1. Damaged Dwelling – IHP Financial Repair/Replacement Assistance							
C2. Construction of Kit Homes with Voluntary Labor							
C3. Limited FEMA Permanent Housing Construction Authority (Single-family)							
APPENDIX D: FACT SHEETS							
D1. Voluntary Organizations							
D2. Department of Defense							
D3. Private Sector							

### 5.3 Communications

When a disaster is imminent, FEMA will begin to re-emphasize the Zone Approach concept to internal components in order to prepare for possible implementation of the Catastrophic Housing Annex.

Simultaneously, FEMA External Affairs will re-emphasize these concepts to external partners, including other emergency management stakeholders, Congress, the media, and citizens in the projected impact areas.

When the decision has been made to implement the Annex, FEMA will direct its internal components to take necessary actions to deliver assistance as described in this Annex.

The FCO, the State, and Region (s) will announce the decision to implement the Annex publicly and begin working to manage expectations, assess options, and move disaster survivors from sheltering to appropriate temporary housing options by Zone as efficiently as possible.

#### **Goals:**

- Promote awareness, acceptance, and implementation of the Catastrophic Housing Annex concepts internally to the Office of Response and Recovery; Mission Support Bureau; Office of the Chief Procurement Officer; the Office of Disability Integration and Coordination; Regional Administrators; and field leadership.
- Promote awareness, acceptance, and implementation of the Catastrophic Housing Annex concepts externally to the affected State(s), communities, territories, and Tribes; Recovery Support Functions represented in the National Disaster Recovery Framework; and most importantly, disaster survivors.

#### **Overarching Messages:**

- The goal of the Catastrophic Housing Annex is to transition disaster survivors from shelters to temporary housing and/or sustainable housing as quickly as possible following a catastrophic hurricane by engaging the whole community in disaster recovery.
- The concepts and options found in the Annex focus on increasing capacity and adjusting timelines to improve efficiency.
- The Catastrophic Housing Annex complements the 2012 Federal Interagency Response Plan – Hurricane and provides a scalable, understandable approach to how the Federal government will support State, local, Tribal, and Territorial temporary housing needs.
- The Annex describes a paradigm shift for response and recovery operations. Emphasis of recovery support will initially be directed from the least impacted areas and progress inward toward the most heavily impacted area as accessibility allows. Recovery support to the most heavily impacted area will emphasize sheltering/temporary housing solutions

provided in locations outside of the impacted area, except for those activities that provide life-sustaining support to essential personnel.

- A Zone Approach will be used to prioritize areas where deviation from standard processes will be necessary in order to avoid rapid depletion of limited resources and ensure disaster survivors receive assistance as quickly as possible.
- Since resources are expected to be limited or non-existent within the most heavily impacted area (e.g. Zone 1), relocation will likely be essential to meet the needs of disaster survivors.
- Communities and States can support and plan for the effective return of households by communicating the status of recovery efforts and the availability of infrastructure, support services, and local businesses. This will ensure that individuals are coming back to a community that is ready to sustain their return.

The Communications Strategy is detailed in Appendix K.



**Appendix A: Sheltering Options**

**APPENDIX A: SHELTERING OPTIONS**

## Appendix A: Sheltering Options – Congregate Sheltering

### A1. Pre-existing Shelter Facilities

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>State, Territorial, tribal and local governments are responsible for pre-selecting congregate shelter facilities in their communities. Shelter management organizations like the American Red Cross work together with communities to train personnel, determine equipment and supply requirements, and ensure they are ready to operate.</li> <li>The National Shelter System serves as a database where information on pre-selected facilities is stored that may be managed by American Red Cross, other NGOs, and local government.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>Facilities are selected based on proximity to the incident and the needs of the affected or host community. Shelter management organizations like American Red Cross will coordinate with facility owners to provide life-sustaining services to survivors.</li> <li>Local MOA/MOUs between the facility owner and the shelter provider will be required.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p style="text-align: center;"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (congregate)</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>There are 60,000 pre-selected facilities nationwide with a potential sheltering capacity of over 6,000,000 spaces. The national capability is based on personnel, equipment, and supplies which presently will support 500,000 survivors.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>Up to 3 days before the incident. Can be open within hours of notification.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>No Federal support required for execution, this is local government responsibility.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Initial shelter operations are established by local and State government to provide a safe and secure environment for survivors. This option is a short term solution for survivors displaced from their homes and not intended as a housing solution.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Ordinarily open for a maximum of 60 days.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Long duration stays could cause the following: personnel fatigue, staffing shortfalls, crowding, risk of contagious diseases, lack of privacy, mental distress/ loss of identity, and social/cultural issues.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Competition for facilities with other response operations. Congregate sheltering operations require large number of staff, supplies, and equipment that may be used for recovery. Additionally, pressure may be exerted over the shelter manager to release the facility and to return to normal operations as soon as possible, especially if the facility is located outside of the affected area.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>Local government responsibility, no Federal approval required.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Variable depending on the level of support required.</li> </ul>

**Appendix A: Sheltering Options – Congregate Sheltering**

**A1. Pre-existing Shelter Facilities**

<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>• <b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>• ESF # 6 Whole Community</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• Depending on the situation it may be up to 75,000 from Whole Community including volunteers, contractors, DHS staff surge, DOD, CNCS, and other Federal agencies.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>• Only for short-term use. Wrap-around services required include: child care, feeding, medical and mental health, access and functional needs support services, support to children, and household pets and service animals support.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• Required by law. Many facilities may require physical modifications and additional equipment to meet the needs of the survivors.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• These are pre-selected. Environmental concerns are addressed during the initial selection and site survey of the facility. If the facility is impacted by the disaster, there may be additional environmental and public health issues with the use of the facility. There are no historical concerns.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• DAP 9523.15 Eligible Costs Related to Evacuations and Sheltering</li> <li>• DAP 9523.18 Host-State Evacuation and Sheltering Reimbursement</li> <li>• DAP 9523.19 Eligible Costs Related to Pet Evacuations and Sheltering</li> </ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	

**Appendix A: Sheltering Options – Congregate Sheltering**

**A2. Large Venue Sheltering**

<p><b>SUMMARY</b></p>	<ul style="list-style-type: none"> <li>Coliseums, stadiums, and sports arenas, usually called “mega-shelters”, used when sufficient personnel, equipment, supplies, and resources are available to support this scale operation.</li> </ul>
<p><b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement</p>	<ul style="list-style-type: none"> <li>Preferred vehicle is local MOA/MOUs between the facility owner and the shelter service providers.</li> <li>If necessary, FEMA mission assigns GSA in order to obtain use of a location or facility.</li> </ul>
<p><b>Current Agreement Expires:</b></p>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (congregate)</p>	
<p><b>CAPACITY (Current / Surge)</b></p>	<ul style="list-style-type: none"> <li>Facilities have been used to shelter up to 11,000 survivors (QUALCOMM Stadium, San Diego Fires 2007).</li> <li>Capacity is based on 40 sq. ft. per person for evacuation and 60 sq. ft. per person for post evacuation.</li> </ul>
<p><b>TIMEFRAMES: Initiation / Mobilization</b></p>	<ul style="list-style-type: none"> <li>GSA can be mission assigned to locate potential sites and refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take approximately one week.</li> <li>Per MOA with GSA, lease for facility can be executed within 24 hours once facility has been identified and owner has consented.</li> </ul>
<p><b>TIMEFRAMES: Implementation</b></p>	<ul style="list-style-type: none"> <li>No Federal support required for execution, this is local government responsibility. However, the complexity of these operations and some of the contract issues with them may require federal Mass Care support. FEMA may reimburse the State for expenses incurred under the Public Assistance program.</li> </ul>
<p><b>TIMEFRAMES: Summary</b></p>	<ul style="list-style-type: none"> <li>Anticipated minimum of 8 days until site is fully operational.</li> </ul>
<p><b>DURATION</b></p>	<ul style="list-style-type: none"> <li>From before the incident not to exceed 30 days from the opening of the shelter.</li> </ul>
<p><b>LIMITATIONS</b></p>	<ul style="list-style-type: none"> <li>Requires significant resources to operate, manage, and support. This option is not cost effective when sheltering a population above 5,000. Increased numbers of security guards and police officers as well as mental health professionals are needed to meet the needs of survivors in this type of operation/facility.</li> <li>Due to the large number of individuals in a single facility, social and mental health issues escalate rapidly. This environment is not conducive for long-term sheltering operations.</li> <li>Congregate sheltering operations require large number of staff, supplies, and equipment that may be used for recovery. Additionally, pressure may be exerted over the shelter manager to release the facility and to return to normal operations as soon as possible, especially if the facility is located outside of the affected area.</li> </ul>
<p><b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b></p>	<ul style="list-style-type: none"> <li>There may be competition for facilities with other response operations.</li> </ul>

**Appendix A: Sheltering Options – Congregate Sheltering**

**A2. Large Venue Sheltering**

<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>Local government responsibility, no Federal approval required.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Operational and support costs are significant. This type of sheltering offers limited economy of scale as well as an increased cost in safety and security expenses. Cost will exceed millions of dollars per month per facility.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li><b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>ESF # 6 Whole Community</li> <li>American Red Cross</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Depending on the situation and the local and State government requirements, FEMA may be tasked to provide personnel and other resources to support the mega-shelter operation. Staff may come through mission assignments, already existing contracts, DHS surge capacity, or from whole community partners.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Only for short-term use. Wrap-around services required include: child care, feeding, medical and mental health, access and functional needs support services, support to children, and household pets and service animals support.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Required by law. Many facilities may require physical modifications and additional equipment to meet the needs of the survivors.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>Initial shelter operations are established by local and State government to provide a safe and secure environment for survivors, but may require Federal support to sustain operations. This option is a short term solution for survivors displaced from their homes and not intended as a housing solution. Should only be used as a last resort. These facilities are better suited for reception/processing area and as a short-term sheltering location.</li> <li>Some states may already have this as part of their state sheltering plan.</li> <li>DAP 9523.15 Eligible Costs Related to Evacuations and Sheltering</li> <li>DAP 9523.18 Host-State Evacuation and Sheltering Reimbursement</li> <li>DAP 9523.19 Eligible Costs Related to Pet Evacuations and Sheltering</li> <li>Mega-Shelter Planning Guide- October 1, 2010, International Association of Venue Managers, Inc. (reference guide)</li> </ul>
<b><i>POINT OF CONTACT: MASS CARE/EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	

**Appendix A: Sheltering Options – Congregate Sheltering**

**A3. Soft-sided Survivor Support Camps**

<p><b>SUMMARY</b></p>	<ul style="list-style-type: none"> <li>Contractors or other Federal agencies will set up, operate, manage, and maintain shelters utilizing “soft-sided” facilities (tents, sprung structures, other temporary structures).</li> </ul>
<p><b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement</p>	<ul style="list-style-type: none"> <li>Existing IA-TAC III Contract (Soft-Sided Sheltering SOW).</li> <li>FEMA mission assigns GSA in order to obtain use of a location or facility.</li> </ul>
<p><b>Current Agreement Expires:</b></p>	<ul style="list-style-type: none"> <li>IA-TAC Contracts expire 5/6/13 with one year option remaining.</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (congregate)</p>	
<p><b>CAPACITY (Current / Surge)</b></p>	<ul style="list-style-type: none"> <li>Capable of housing a maximum of 5,000 disaster survivors, per site. Services to be provided include sleeping area (60 sq. ft. per person), feeding, sanitation, recreation, access and functional needs, casework, child care, and sheltering and support for household pets and service animals.</li> <li>Maximum of 405,000 sheltering spaces for survivors.</li> </ul>
<p><b>TIMEFRAMES: Initiation / Mobilization</b></p>	<ul style="list-style-type: none"> <li>GSA can be mission assigned to locate potential sites and refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take approximately one week.</li> <li>Per Memorandum of Agreement (MOU) with GSA, lease for facility can be executed within 24 hours once facility has been identified and owner has consented.</li> <li>24 hours from receipt of State request to issuance of task order (required to begin performance).</li> <li>Contractor mission planning team (MPT) can deploy within 24 hours of request w/o task order to begin scoping requirements. Can be pre-positioned.</li> </ul>
<p><b>TIMEFRAMES: Implementation</b></p>	<ul style="list-style-type: none"> <li>Once viable site identified and secured, 10 days from notice to proceed for full implementation. Statement of Work (SOW) specifies Notice to Proceed (NTP) plus 3 days for basic services and NTP plus 7 days to provide all services outline in the SOW.</li> </ul>
<p><b>TIMEFRAMES: Summary</b></p>	<ul style="list-style-type: none"> <li>Anticipated minimum of 17 days until site is fully operational.</li> </ul>
<p><b>DURATION</b></p>	<ul style="list-style-type: none"> <li>60 day period of performance.</li> </ul>
<p><b>LIMITATIONS</b></p>	<ul style="list-style-type: none"> <li>Site development for this type of operation will require the identification of a location with significant acreage that will meet contractor requirements. Lease or agreement for the use of the site will be required. GSA will be responsible for leasing the site.</li> <li>Availability of contract resources, supplies, and staff in addition to local, tribal, and state land use regulations and permits may impact timeline.</li> </ul>
<p><b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b></p>	<ul style="list-style-type: none"> <li>Local, tribal, state, and NGO mass care providers conducting other feeding and sheltering operations.</li> </ul>



**Appendix A: Sheltering Options – Congregate Sheltering**


**A3. Soft-sided Survivor Support Camps**

<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>FCO and State GAR approval required, justification to exceed contract ceiling needs approval from Head of Contracting Activity and DHS.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Operational and support cost are significant.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li><b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>Depending on the specific request, FEMA may utilize the IA-TAC contract in a support role to the requesting State for specific services.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Contracting Officer and./or Contracting Officer Representative; Technical Monitor; Mass Care Subject Matter Expert (SME); Security; External Affairs; OCC; EHP.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Wrap around services required include: child care, feeding, medical and mental health, access and functional needs support services, support to children, and household pets and service animals support.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Required by law. Contractors are aware of FNSS requirements.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>Potential EHP factors associated with site selection and installation techniques. Coordination with EHP before implementation.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>DAP 9523.15 Eligible Costs Related to Evacuations and Sheltering</li> <li>DAP 9523.18 Host-State Evacuation and Sheltering Reimbursement</li> <li>DAP 9523.19 Eligible Costs Related to Pet Evacuations and Sheltering</li> </ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	



**Appendix A: Sheltering Options – Congregate Sheltering**

**A4. Social Services Shelters (e.g., Homeless, Halfway Houses, etc.)**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Existing facilities that provide ongoing services to populations at high risk.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>These facilities can only be contracted for use post incident as they are providing services to the communities pre-event.</li> <li>Preferred vehicle is local MOA/MOUs between the facility owner and the shelter service providers with.</li> <li>If necessary, FEMA mission assigns GSA in order to obtain use of a location or facility.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (congregate)</p>	
	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>GSA can be mission assigned to locate potential sites and refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take approximately one week.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Dependent upon ability to identify survivors for whom this option is adequate and their ability to transport to the facility.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>At least one week.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Not more than 30 days.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Very limited number of these facilities is available at any given time. The facility cannot be used if there are normal clients housed or on-site.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>There are no competing programs/ resources, nevertheless residents/clients that normally use these facilities are priority for the owners/operators.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>FCO, State GAR approval required.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li><b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>NGOs, local CBOs, County, State, Territorial, Tribal, GSA, HHS, Department of Education, and private sector.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Unknown. Facility may be managed by owner/operator/contractor, others.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Wrap-around services required include: child care, feeding, medical and mental health, access and functional needs support services, support to children, and household pets and service animals support.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Required by law. Many facilities may require physical modifications and additional equipment to meet the needs of the survivors.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to ensure the</li> </ul>

**Appendix A: Sheltering Options – Congregate Sheltering**

**A4. Social Services Shelters (e.g., Homeless, Halfway Houses, etc.)**

	animal-human bond is maintained as well as ensuring appropriate care by the owner.
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• These are existing facilities that provide ongoing services to populations at high risk in communities across the nation. These facilities are funded and operated by NGOs and local government agencies. Assistance to these facilities to restore their operations will reduce the demands on other public shelter operations.</li> <li>• DAP 9523.15 Eligible Costs Related to Evacuations and Sheltering</li> <li>• DAP 9523.18 Host-State Evacuation and Sheltering Reimbursement</li> <li>• DAP 9523.19 Eligible Costs Related to Pet Evacuations and Sheltering</li> </ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A5. Shelter in Place – Soft-sided Sheltering (Distribution of Tents)**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Distribution of tents, camping kits, equipment, and supplies to households will allow survivors to remain on their property and shelter-in-place.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>Multiple vehicles available including agreements with GSA, DLA, USFS, and existing FEMA contracts.</li> <li>Upon receipt of ARF in the NRCC, OCPO will identify most rapid source for fulfillment of field requirements.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b>  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Unknown. Depends on availability, access and transportation of tents, equipment, and supplies. Limited national stock for “heavy use”/durable single family tent will limit the use of this option. Estimated CONUS inventory is less than 10,000. USFS fire cache tents may also be an option.</li> <li>FEMA would need to coordinate acquisition of “camping kits.”</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>To turn on the vehicle and purchase could take 2 days from the time of the request.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>The establishment of distribution operations in Zones 2 and 3 will take up to 5 days to set up and begin operations.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>It would likely take a total of 7 days from the time of the request before distribution was underway.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>30 to 90 days</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>This type of assistance will be limited to populations that wish to remain in the area affected by the disaster.</li> <li>Weather, access to resources and services as well as environmental concerns may restrict where this type of assistance is appropriate.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>DLA is the primary support for DOD. FEMA also depends on DLA for additional life sustaining resources. The tent missions will be an additional requirement on the agency. Existing DOD operations may also affect operations.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>FCO and State GAR approval required.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Tent costs may range from \$300- \$5,000, depending on the durability and specification of the product.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li><b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>DLA, FEMA LOG, USFS</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Federal staff will support the procurement, distribution and provide assistance for the set-up of tent depending on how difficult it is to assemble the product.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Wrap-around services required include: distribution of food, camp kits, fuel, sanitation services, portable showers, information, medical and mental health, access and functional needs support services, support to children and household pets and service animals.</li> </ul>

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A5. Shelter in Place – Soft-sided Sheltering (Distribution of Tents)**

<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"><li>• N/A</li></ul>
<b>PETS</b>	<ul style="list-style-type: none"><li>• Service animals are allowed to stay with owners to provide them support. Feeding support for household pets and service animals will be needed.</li></ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"><li>• Lack of trash removal as well as the disposition of human waste may impact the health and sanitation of the affected population without sanitation services.</li></ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"><li>• No measures in place to prevent tent recipients from receiving other forms of sheltering assistance.</li><li>• DAP 9523.15 Eligible Costs Related to Evacuations and Sheltering</li><li>• DAP 9523.18 Host-State Evacuation and Sheltering Reimbursement</li><li>• DAP 9523.19 Eligible Costs Related to Pet Evacuations and Sheltering</li></ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A6. Shelter in Place – Rapid Temporary Repairs (Blue Roof, RTR)**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>A shelter in place option that provides minimal, temporary repairs to damaged dwellings, including roofs, doors, windows, and access routes (minor debris clearance, not removal) to allow survivors to remain in their damaged dwelling.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>PSMAs developed with USACE. USACE has existing contract and internal SOPs to support the mission in Regions IV and VI; USACE would have to take emergency contracting action for RTR requirements in other locations.</li> <li>Can be augmented with invitational travel orders to NGOs/National VOAD.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Registration, identity verification, program eligible damage to primary residence  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>RTR: 1,000 homes under existing contract (\$3.5 Million contract limit)—additional requirements will be sourced under USACE emergency contracting procedures.</li> <li>Blue Roof: target peak capacity of 1,500 per day.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>PSMAs developed for both—approximately one day to process.</li> <li>RTR requirements in other locations or exceeding scope of contract will require emergency procurement.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>USACE has existing RTR contract in place limited to Regions IV and VI.</li> <li>RTR 10 day ramp up time for areas in Regions IV and VI.</li> <li>Installation of plastic sheeting over damaged roofs will start within 10 days of approving the mission. Rapid repairs will start after the approval of the mission for a period of 60 days.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Approximately two weeks from the time of the request until the first repair can be completed.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Offered for up to 30 days after Individual Assistance declaration, extendable in 15 day increments until temporary housing is available.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Only viable for homes with minimal damages.</li> <li>Data Sharing Agreement between FEMA and USACE continues to be delayed by technical/CIO issues. Workarounds are in place but electronic data exchange will promote optimum performance.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Participants agree to forgo other forms of sheltering assistance but remain eligible for temporary housing assistance.</li> <li>Potential competition with Voluntary Agencies and whole community groups performing similar services.</li> <li>Surge capacity may compete for USACE management and contractor resources with other mission assignments.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>FCO/State GAR</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>\$2,500 direct cost limit per home.</li> <li>Current contract ceiling is \$3.5 million based upon 1,000 RTR repairs.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li><b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>Dependent upon on NPSC registration intake timetables and USACE program outreach.</li> <li>Interconnection Security Agreement between FEMA (NPSC) and USACE to share information on valid registrations.</li> </ul>

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A6. Shelter in Place – Rapid Temporary Repairs (Blue Roof, RTR)**

<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>USACE mission management staff for oversight and coordination with FEMA.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Wrap-around services required include: child care, feeding, medical and mental health, access and functional needs support services, support to children and household pets and service animals.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>RTR has never been implemented. RTR implementation will be best suited for an area with no flooding or minimal flood damage as participation is dependent on agreement to shelter-in-place. RTR implementation may be viable in areas that are predominately single-family dwellings impacted by wind damages with no flooding. RTR should not be considered for areas of widespread utility outages or road and bridge closures.</li> </ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	



**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A7. Soft-sided Single Household Support Camps**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Contractors or other Federal agencies will setup, operate, manage, and maintain shelters utilizing “soft-sided” facilities (tents, sprung structures, other temporary structures).</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>FEMA contractor (IA-TAC III) or Federal agency by PSMA for site selection/development/ tent and facility setup (USACE, DOD, USFS, etc.).</li> <li>FEMA mission assigns GSA in order to obtain use of a location or facility.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>IA-TAC Contracts expire 5/6/13 with one year option remaining.</li> </ul>
<p><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Substantial but will be limited by available sites and availability of tents.</li> <li>Camps should not exceed 5,000 survivors per site. A camp requires a minimum of 25 acres.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>GSA can be mission assigned to locate potential sites and refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take approximately one week.</li> <li>Per MOA with GSA, lease for facility can be executed within 24 hours once facility has been identified and owner has consented.</li> <li>Initiation of contract task order will take 24 hours.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Once site is selected, contractors can complete the camp in 10 days.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Anticipated minimum of 17 days until site is fully operational.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Maximum period for the use of this option is 120 days.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Site development for this type of operation will require the identification of a location with significant acreage that will meet contractor requirements. Lease or agreement for the use of the site will be required.</li> <li>Availability of contract resources, supplies (including actual tents) and staff. Local, tribal, and state land use regulations may impact timeline.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Congregate and shelter-in-place providers will compete for the same type of resources.</li> <li>IA-TAC/GSA support for other options.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>FCO and State GAR approval required, justification to exceed contract ceiling needs approval from HCA and DHS.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Operational and support cost are significant.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li><b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>Depending on the specific request, FEMA may utilize contractor services or other Federal agencies to support the requesting State.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Contracting Officer and/or Contracting Officer Representative; Technical Monitor; Mass Care SME; Security; External Affairs; OCC; EHP.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Wrap-around services required includes: child care, feeding, medical and mental health, access and functional needs support services, support to children and household pets and service animals.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to</li> </ul>



**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A7. Soft-sided Single Household Support Camps**

	ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"><li>• Potential EHP factors associated with site selection and installation techniques. Coordination with EHP before implementation.</li></ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"><li>• Services to be provided include feeding, sanitation, recreation, access and functional needs, casework, child care and sheltering and support for household pets and service animals. This type of sheltering will provide additional privacy to households and utilize a separate soft-side shelter type distinct from large congregate tents.</li><li>• DAP 9523.15 Eligible Costs Related to Evacuations and Sheltering</li><li>• DAP 9523.18 Host-State Evacuation and Sheltering Reimbursement</li><li>• DAP 9523.19 Eligible Costs Related to Pet Evacuations and Sheltering</li></ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A8. Hotel/Motel – Funded by FEMA (Transitional Sheltering Assistance)**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Hotel/motel lodging through direct payment to hotels for lodging expenses and lodging taxes only (parking, meals, room service, entertainment not included).</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>FEMA has an existing contract with Corporate Lodging Consultants, Inc. (CLC). The contract number is GS-33F-A0Q02 HSFEHQ-11-F-0054.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>11/14/2012 with 2 more option years remaining.</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Registration, identity verification, displaced from their primary residence located in area designated for IA and TSA  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Lodging is guaranteed up to 500,000 room nights per year nationally at CLC-approved hotel/motels. After exceeding 500,000 the rates will change but the number of rooms will not decrease.</li> <li>CLC currently has 6,965 participating hotels in their nationwide network, with actual vacancy rates varying based upon consumer activity.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>Initiated within 24 hours after State request is received.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Contractual ceiling: 25,000 rooms 3 days after request is processed; 100,000 rooms 10 days after activation; 125,000 after two weeks.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Anticipated minimum of 4 days until TSA is fully operational.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Survivors who will be displaced for at least 5-14 days are eligible for TSA; their stay can be extended through the contract vehicle.</li> <li>Typically, the maximum stay is 30 days. Can be extended by State request.</li> <li>This program can be used for up to 180 days depending on the amenities of the hotel/motel. Wrap-around services may be necessary to support the life-sustaining needs of the survivors. Not recommended as a housing solution.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>CLC also provides hotel payment services for other federal agencies which may be involved in response and recovery efforts.</li> <li>Occupancy rates are limited by rooms available and hotel/motel program participation.</li> <li>Hotel availability needed with infrastructure/utilities.</li> <li>Resources may be very limited near affected area. Disaster survivors may be competing with responders for limited lodging resources.</li> <li>Transportation across great distances may be required due to competition for limited lodging resources.</li> <li>Disaster survivors may not want to relocate to the areas where lodging is available.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Lodging Expense Reimbursement also offers hotel/motel rooms to applicants as a reimbursable expense; the cost counts against an applicant's Section 408 maximum financial award cap.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>FCO/ State GAR</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>The average cost is based on the lodging rates established by GSA, depending on location and availability.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li><b>Federal/State Cost Share unless waived.</b></li> </ul>

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A8. Hotel/Motel – Funded by FEMA (Transitional Sheltering Assistance)**

<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>• Corporate Lodging Consultants</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• No additional staffing required beyond National Processing Service Center Program Management staff.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>• Most hotel/motel facilities provide linens and housecleaning services; may also offer laundry or kitchen facilities.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• Some facilities may be able to accommodate accessibility needs.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• Some facilities may be able to accommodate pets.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• Applicants must locate and transport themselves to hotel/motel, some assistance may be available.</li> <li>• Although the maximum for the contract is 500,000 room nights per year, that does not mean survivors will have to move out after we reach that maximum number. It means that prices will be subject to change and can be negotiated by a Contracting Officer.</li> <li>• Survivors using TSA must comply with the same hotel/motel rules as all guests</li> <li>• DAP 9443.2 Transitional Housing Assistance for Displaced Individuals and Households</li> </ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A9. Hotel/Motel – Reimbursed by FEMA**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Allows reimbursement for survivors for lodging expenses and lodging taxes only with hotel/motel receipts (parking, meals, room service, entertainment not included).</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>No agreement required. Standard part of FEMA’s 408 Individuals and Households Program.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> Yes  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Based on hotel availability.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>Program is automatically implemented when an Individual Assistance Disaster Declaration is declared.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Immediate</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Used to retroactively reimburse eligible applicants for time spent in hotel/motels.</li> <li>Manual processing of receipts may be delayed until the registration period closes.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Typically offered for up to 30 days after Individual Assistance declaration, no more than 15 days after award of FEMA Rental Assistance.</li> <li>In a catastrophic event, an effort should be made to transition survivors away from this assistance to TSA to limit out of pocket expenses for immediate housing.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Hotel availability needed with infrastructure/utilities.</li> <li>Subject to IHP maximum financial award cap.</li> <li>Resources may be very limited near affected area. Disaster survivors may be competing with responders for limited lodging resources.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Transitional Sheltering Assistance (TSA) also offers hotel/motel rooms to applicants, but uses a contractor to reimburse hotels. TSA does not count against an applicant’s maximum financial award cap.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>Automatically activated by Individual Assistance Disaster Declaration.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>No additional direct costs to FEMA, reimbursement is limited to actual room costs and lodging taxes and will be applied towards a disaster survivor’s financial assistance cap.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>No additional staffing required beyond National Processing Service Center Applicant Services staff.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Most hotel/motel facilities provide linens and housecleaning services; may also offer laundry or kitchen facilities.</li> </ul>

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A9. Hotel/Motel – Reimbursed by FEMA**

<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"><li>• Some facilities may be able to accommodate accessibility needs.</li></ul>
<b>PETS</b>	<ul style="list-style-type: none"><li>• Some facilities may be able to accommodate pets.</li></ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"><li>• This option may not be effective for long-term sheltering or interim housing because the costs must be paid for upfront by the applicant and the reimbursement counts against the applicant’s maximum financial award cap.</li><li>• Traditional rental units are more effective use of FEMA’s 408 financial assistance.</li><li>• Applicant will need to pay for hotel and provide receipts to FEMA prior to reimbursement.</li></ul>

***POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION***

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A10. Retreats / Conference Centers**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>• Sleeping quarters with amenities. Services provided individually or in a group setting.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>• FEMA mission assigns GSA in order to obtain use of a location or facility.</li> <li>• Many sites on GSA schedule.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>• Based on corporate office retreat/conference centers availability. There are more than 20,000 sites nationwide that could support survivors' non-congregate sheltering needs.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>• GSA can be mission assigned to locate potential sites, refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take approximately one week.</li> <li>• Per MOA with GSA, lease for facility can be executed within 24 hours once facility has been identified and owner has consented.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>• Dependent upon ability to identify survivors for whom this option is adequate and their ability to transport to the facility.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>• Anticipated minimum of 8 days until site is fully operational.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>• Depending on the terms of the contract, amenities, and local resources, survivors could stay in facilities for up to 180 days.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>• Some of the facilities are specifically designed for business, spiritual, or a niche in the industry that might not be suitable for disaster survivors.</li> <li>• Corporate Retreat and Conference Centers are booked in advance by Private Sector Industry and availability may be limited.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>• Local, tribal, State, NGO partners, along with other Federal entities participating in the response may also seek use of these facilities</li> <li>• GSA support for other options.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>• FCO and State GAR approval. If FEMA contractors are utilized to provide services, supplies, and staff, justification for exceeding contract ceiling may be required (depending on terms of the contract being utilized).</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>• The average cost could be based on the lodging rates established by GSA, depending on location and availability.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>• <b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>• Depending on specific request. FEMA may operate the facility in conjunction with the requesting State, a partner NGO.</li> <li>• GSA can survey potential locations.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• Contracting Officer and/or Contracting Officer Representative; Technical Monitor; Mass Care SME; Security; External Affairs; OCC.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>• Wrap-around services required include: child care, feeding, medical and mental health, access and functional needs support services, support to children and household pets and service animals.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• Required by law. Many facilities may require physical modifications and additional equipment to meet the needs of the survivors.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to</li> </ul>

**Appendix A: Sheltering Options – Non-Congregate Sheltering**


**A10. Retreats / Conference Centers**

	ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"><li>• DAP 9523.15 Eligible Costs Related to Evacuations and Sheltering</li><li>• DAP 9523.18 Host-State Evacuation and Sheltering Reimbursement</li><li>• DAP 9523.19 Eligible Costs Related to Pet Evacuations and Sheltering</li></ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	



**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A11. Dormitories / Group Quarters and Other Vacant Institutional Facilities**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Universities and other institutions may have housing resources that are unused when classes are not in session (most frequently in the summer months).</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>FEMA mission assigns GSA in order to obtain use of a location or facility</li> <li>Wrap-around services may be required to support survivors’ life-sustaining needs—preferable to include in terms of lease although can be sourced from partner agencies or IA-TAC.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Likely to be limited by institutional needs. According to 2004 figures from the National Center for Education Statistics, if all of the 2,090 institutions of higher education offering housing had 100 percent occupancy, there would be approximately 2.6 million students living in residence halls. This includes private and public institutions, as well as two- and four-year institutions.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>GSA can be mission assigned to locate potential sites, refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take approximately one week.</li> <li>Per MOA with GSA, lease for facility can be executed within 24 hours once facility has been identified and owner has consented.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>May take up to one week to set up wrap-around services.</li> <li>Dependent upon ability to identify survivors for whom this option is adequate and their ability to transport to the facility.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Anticipated minimum of two weeks until site is fully operational.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Short term, 3 months at most, given traditional university seasonal schedule.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Only viable during summer months or when university housing is vacant.</li> <li>Some campus housing includes private kitchens and bathrooms, but much of it does not, requiring activation of feeding and wrap-around services. Staff who work in on-campus facilities may or may not be available for recall as they may typically find other employment when not in session.</li> <li>Survivors may not have a means of transportation to the universities where vacant housing is located.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Most educational institutions would want to begin classes again as soon as possible.</li> <li>IA-TAC/GSA support for other options.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>FCO and State GAR</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Not available at this time.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li><b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>Potentially U.S. Department of Education, American Association of State Colleges and Universities.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Contracting Officer, COR, Mass Care SME.</li> </ul>
<b>LIVABILITY / WRAP AROUND</b>	<ul style="list-style-type: none"> <li>Highly likely to have a large range of services available because universities</li> </ul>


**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A11. Dormitories / Group Quarters and Other Vacant Institutional Facilities**

<b>SERVICES</b>	support students with services when in session.
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• Anticipate a high ADA compliance rate in facilities on campus due to high percentage of universities which receive federal funding.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• The average cost could be based on the lodging rates established by GSA, depending on location and availability.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• Many universities already provide security, cafeteria services, laundry, employment counseling, and other services particularly helpful to disaster survivors.</li> <li>• If the institution’s operations are directly interrupted by the disaster there may be additional availability for use by survivors.</li> <li>• University generally provide feeding, janitorial, mail delivery, and other services which may be able to be activated for disaster survivors.</li> </ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A12. Cruise Ships and Other Recreational Vessels**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Cruise ships with existing hospitality capabilities.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>Can be implemented by a new FEMA procurement or mission assignment to DOD Military Sea Lift Command—no PSMA in place.</li> <li>FEMA mission assigns GSA in order to obtain use of a location or facility.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Based on the cruise line ships availability, average number of passengers is 3,000 – 4,000.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>Approximately 30 days to develop requirements and OCPO to issue new contract under emergency contracting procedures.</li> <li>Approximately 45 days if DOD mission assignment is used.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Dependent upon negotiated contract agreement, would require ship preparation and travel, potentially an additional week.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Anticipated minimum of 37 days until option is fully operational.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Throughout sheltering phase (up to six months).</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Disaster survivors may not want temporary shelter aboard a ship due to fear and other concerns.</li> <li>Must have access to port facilities.</li> <li>Previous activations have presented manifest difficulties – tracking who was aboard presented a significant challenge.</li> <li>Coordination with other forms of assistance is difficult.</li> <li>Food and entertainment are offered as part of contract, can complicate depopulation.</li> <li>Previous maintenance issues may be difficult to identify.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Ports may be required for other rebuilding efforts.</li> <li>May compete with other forms of sheltering, such as TSA and “Flotels.”</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>FCO and State GAR</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Indefinite but historically extremely expensive.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li><b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>U.S. Navy, Military Sealift Command (through Mission Assignment.)</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>FEMA will be required to provide at least one Contracting Officer, requirements could be greater if contingency contracting is utilized</li> <li>Federal partners may also be required, including USCG.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Cruise liners are equipped to provide full living capabilities including cleaning services and meals.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Limited</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to</li> </ul>

**Appendix A: Sheltering Options – *Non-Congregate Sheltering***

**A12. Cruise Ships and Other Recreational Vessels**

	ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"><li>• Waste disposal if the ship is staying attached to port.</li></ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"><li>• Historically, depopulation proved to be a significant challenge and an exit strategy should be considered before implementation.</li><li>• For immediate sheltering this option may only be reliable if a contract can be issued in a timely manner.</li></ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A13. “Flotels” Floating Hotels**

<p><b>SUMMARY</b></p>	<ul style="list-style-type: none"> <li>Composed of small containerized units stacked onto a vessel that would operate similar to a hotel/motel. Units may or may not include bathrooms, and do not include kitchens.</li> </ul>
<p><b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement</p>	<ul style="list-style-type: none"> <li>A new contract would have to be established. No templates or requirements documentation in place.</li> </ul>
<p><b>Current Agreement Expires:</b></p>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
<p><b>CAPACITY (Current / Surge)</b></p>	<ul style="list-style-type: none"> <li>No units are currently in use. Recently used for 5,700 BP oil spill responders. Each vessel has a capacity of 150-300 persons depending on the configuration. Additional vessels take about 7 days to manufacture. Potential to house 50-60,000 occupants in 30 days at full production.</li> </ul>
<p><b>TIMEFRAMES: Initiation / Mobilization</b></p>	<ul style="list-style-type: none"> <li>Approximately 90 days to develop requirements and OCPO to issue new contract under emergency contracting procedures.</li> </ul>
<p><b>TIMEFRAMES: Implementation</b></p>	<ul style="list-style-type: none"> <li>Dependent upon negotiated contract agreement, would require ship preparation and travel, potentially an additional week.</li> <li>Production could take a minimum of one week from date of task order, plus an anticipated one week for transport.</li> <li>Also dependent upon ability to identify survivors for whom this option is adequate and their ability to transport to the facility.</li> </ul>
<p><b>TIMEFRAMES: Summary</b></p>	<ul style="list-style-type: none"> <li>Anticipated minimum of 104 days until site is fully operational.</li> </ul>
<p><b>DURATION</b></p>	<ul style="list-style-type: none"> <li>Very short term, not appropriate for extended occupancy for temporary housing. Suggested duration of 60 days.</li> <li>No previous policy or standard exists for this option.</li> </ul>
<p><b>LIMITATIONS</b></p>	<ul style="list-style-type: none"> <li>Assembly and transit time may make this option not practical.</li> <li>Availability of barges, containers, and access to ports and coastal areas.</li> <li>Disaster survivors may not want temporary shelter aboard a ship due to fear and other concerns.</li> <li>Availability and provision of food and fuel to barges</li> <li>Zoning/permitting for berthing vessel placement.</li> <li>Central utility logistics may be problematic.</li> <li>Other wrap-around services may have to be provided.</li> <li>Not a good option for individuals with access and functional needs due to the type of structure and lack of regulations.</li> </ul>
<p><b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b></p>	<ul style="list-style-type: none"> <li>May compete with other forms of sheltering such as Cruise Ships for berthing locations.</li> </ul>
<p><b>APPROVAL REQUIRED</b></p>	<ul style="list-style-type: none"> <li>Associate Administrator of Response and Recovery</li> </ul>
<p><b>COST ESTIMATES</b></p>	<ul style="list-style-type: none"> <li>Uncertain costs due to lack of a contract and lack of previous experience using this option.</li> </ul>
<p><b>Cost Share Requirement:</b></p>	<ul style="list-style-type: none"> <li><b>Federal/State Cost Share unless waived.</b></li> </ul>
<p><b>PARTNERS /</b></p>	<ul style="list-style-type: none"> <li>USCG inspects, approves, and monitors for compliance with applicable</li> </ul>

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A13. “Flotels” Floating Hotels**

<b>INTERDEPENDENCIES</b>	laws.
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• Will require oversight at the point of manufacture and installation. In addition, staff will need to be contracted in order to provide security and manage the housing units.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>• Contract to operate linens and housecleaning services will need to be provided.</li> <li>• Transportation may be required to bring occupants back and forth from the shore, if it cannot be located next to shore. Meal service will need to be contracted.</li> <li>• Hospitality Management of the lodging units will be required.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• These facilities do not need to meet HUD standards, UFAS, or ADA. Not an alternative for individuals with access and functional needs as well families with young children.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• Waste disposal may be an issue.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• This option may not be effective for temporary sheltering because there is no contract currently in place and costs will be higher than typical shelter options.</li> </ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	



**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A14. Pop-up Soft-sided Trailers**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Soft-sided trailers could be used in an emergency group site setting. Contractors or other Federal agencies will setup, operate, manage, and maintain “soft-sided” trailers for individual households.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>GSA could purchase or lease trailers through mission assignment.</li> <li>Existing FEMA contracts (IA-TAC III) or mission assignment to USACE can be used for site preparation (if needed), haul and install.</li> <li>FEMA mission assigns GSA in order to obtain use of a location or facility.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>There are over 50,000 campers for sale or lease nationwide; availability will depend on contracted vendor inventory as well as distance from the disaster site.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>GSA can be mission assigned to locate potential sites and refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take approximately one week.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Once contracts for campers, supplies, grounds, equipment, and personnel are completed, installation can be accomplished using mission assignments to the US Army Corps of Engineers (USACE), the Individual Assistance Technical Assistance Contract (IA-TAC), or equivalent. It takes approximately 1 week to have a contractor with installation underway.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Anticipated minimum of 14 days until site is fully operational.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Throughout sheltering phase until temporary housing is available (180 days).</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Use of these types of structures will be restricted to areas with specific range of weather due to the structure performance.</li> <li>Security will need to be provided on site.</li> <li>A mechanism must be obtained to secure the trailer to the ground to avoid the movement of these units from placement location.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Limited availability of licensed contractor capability for haul and install.</li> <li>Competition for use of limited, available land to support other uses.</li> <li>IA-TAC/GSA support for other options.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>FCO and State GAR approval required.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Unknown</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li><b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>Local, tribal, state, and NGO mass care providers conducting feeding and sheltering operations.</li> <li>FEMA Logistics</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Contracting Officer and./or Contracting Officer Representative; Technical Monitor; Mass Care SME; Security; External Affairs; OCC.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Services to be provided include feeding, sanitation, recreation, access and functional needs, casework, child care, and sheltering and support for household pets and service animals.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>These units may not be ADA or UFAS compliant. They are also not</li> </ul>



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**A14. Pop-up Soft-sided Trailers**

	regulated by HUD.
<b>PETS</b>	<ul style="list-style-type: none"><li>• Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.</li></ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"><li>• Floodplain regulation prohibit in Coastal High Hazard zones and Floodways</li><li>• Water and wastewater disposal issues.</li></ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"><li>• This type of sheltering will provide greater privacy to households than congregate sheltering.</li></ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	

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**A15. Travel Trailers as Shelters**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Travel trailers can be provided, at the request of the State, in an emergency group site or on private sites.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>FEMA currently has 4 travel trailer contracts in place.</li> <li>Agency has 4 IA-TAC contracts, pre-scripted mission assignments with USACE for support and FEMA can contract locally.</li> <li>FEMA mission assigns GSA in order to obtain use of a location or facility.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>Travel Trailer contracts expire April 9, 2013 with no option years remaining.</li> <li>IA-TAC Contracts expire 5/6/13 with one year option remaining.</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	<p align="center"><b>TRAVEL TRAILERS</b></p> 
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Current Contracts: 4 contracts with about 23,500 travel trailer units available before reaching the combined contract ceiling.</li> <li>100 units a week per vendor (400 total) at peak production.</li> <li>After contract expiration: surge would be situation dependent (available vendors, factory capacity, current national inventory).</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>GSA can be mission assigned to locate potential sites, refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take approximately one week.</li> <li>Up to a week for off the lot purchase of travel trailers, delivery will be dependent upon proximity of units being purchased to the disaster area</li> <li>3 days for task order competition between production contractors.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>4 weeks after Task Order award expect first delivery of an average of 80 units produced, approximately 100 units every week after.</li> <li>2-3 days for setup of 30 units on a site with utilities available; larger sites, up to 50 units, could take up to 5 days.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Anticipated minimum of 35 days until site is fully operational.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Option may be used throughout sheltering phase.</li> <li>These units do not meet HUD standards for habitability and are not intended for long-term residential use.</li> <li>May not be used for sheltering for more than 60 days without additional approval from ORR.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Although contracts are in place, FEMA does not keep these units in inventory, and these units are therefore not immediately available for use.</li> <li>Infrastructure damage will limit placement options (utilities, water, power, and sewer). Temporary measures such as generators, bladders, etc. may be required.</li> <li>Depopulation can be a significant challenge, especially for units placed on private sites; an exit strategy should be developed before travel trailers are used as a sheltering option.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>May compete with contract resources utilized for THU installation.</li> </ul>


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**A15. Travel Trailers as Shelters**

<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>• Associate Administrator of the Office of Response and Recovery</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>• OCPO can provide TT contract cost and IA-TAC I EGS Site unit costs.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>• <b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>• GSA for site acquisition.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• COR and TM to monitor installation.</li> <li>• Security may be provided by federal partners or contract.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>• Travel trailers are furnished with basic bathroom and kitchenette, and living kits with limited comfort items are provided.</li> <li>• Feeding, laundry, and other service should be provided or be accessible near the site.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• FEMA can provide standard travel trailers as well as travel trailers built to meet the Uniform Federal Accessibility Standards (UFAS).</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• Access to pet boarding/sheltering needs to be coordinated</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• Installation in a floodplain requires additional provisions not necessarily required by local community permit.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• Ideally, the State would be able to identify and provide sheltering sites with operable utilities.</li> <li>• Historically, depopulation has been a significant challenge. An exit strategy should be considered before implementation.</li> <li>• Costs will be higher than typical shelter options.</li> <li>• Access to FEMA registration should be provided.</li> <li>• FEMA can utilize above ground utilities to expedite occupancy.</li> <li>• Delivery and installation timeframes compare favorably to manufactured homes and park models because travel trailers do not require commercial haulers for transport.</li> <li>• Beyond existing contracts, production would be limited by factory production ramp-up times, available off the lot inventory, and installation requirements.</li> </ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	

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**A16. Recreational Vehicles as Shelters**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Recreational vehicles leased from vendors.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>Anticipated minimum of 17 days until site is fully operational.</li> <li>Leasing/purchase contracts through FAS Transportation Management (GSA).</li> <li>No template requirement documents have been developed.</li> <li>FEMA mission assigns GSA in order to obtain use of a location or facility.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>There were over 45,000 RVs retailed nationwide in 2007. Limiting factors are distance from the affected area and competition from responders and contractors for the use and set-up of the RV camps.</li> <li>Several large rental companies may have stock that could be leased.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>Emergency contracting procedures can establish contracts in 72 hours. Mobilization is dependent upon site availability and origin of assets to be delivered.</li> <li>GSA can be mission assigned to locate potential sites, refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take approximately one week.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Site preparation and set-up of the units can be completed in less than 24 hours.</li> <li>3-5 days for setup.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Anticipated minimum of 10 days until site is fully operational.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Option may be used throughout sheltering phase (potentially up to 180 days).</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Dependent upon available site large enough to accommodate RVs.</li> <li>Site will require security measures. Other actions may be necessary to prevent RV's from leaving the site.</li> <li>Ignition key control, prevention from relocating the unit.</li> <li>Wrap-around support for water, power, and sanitation.</li> <li>Fuel supply service may be required to power internal components.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Potential competition for sites with similar characteristics for use of other forms of shelter.</li> <li>GSA support for other options.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>Associate Administrator of the Office of Response and Recovery</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Price will vary depending on location. Some RVs can be leased for less than \$2,500 a month.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li><b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>GSA, LMD, FEMA Acquisition and FEMA contractors.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Will require oversight at the point of installation and may require oversight at manufacturing points. In addition, staff may need to be contracted in order to provide security and manage the units. Contracting Officer and or Contracting Officer Representative; Technical Monitor; Mass Care SME; Security; External Affairs; OCC; EHP.</li> </ul>
<b>LIVABILITY / WRAP AROUND</b>	<ul style="list-style-type: none"> <li>Wrap-around services required include: child care, feeding, medical and</li> </ul>

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**A16. Recreational Vehicles as Shelters**

<b>SERVICES</b>	mental health, access and functional needs support services, support to children and household pets and service animals.
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Limited- these vehicles do not need to comply with ADA or HUD standards.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>Any site preparation activities require EHP coordination.</li> <li>Placement in a floodplain requires additional provisions not necessarily required by local community permit.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>Methods to secure and track the vehicles will be required.</li> </ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	

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**A17. Seasonal and Commercial Recreational Camps**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Residential camp and other private recreational lodging sites. These facilities often have significant additional activity space that would support wrap-around services.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>FEMA mission assigns GSA in order to obtain use of a location or facility.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>There are over 10,000 camps nationwide with a minimum capacity of 300 survivors per site.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>GSA can be mission assigned to locate potential sites, refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take approximately one week.</li> <li>GSA will set-up contract with interested facilities. Additional wrap-around services, depending on amenities available on site, may need to be contracted.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Activation of necessary wrap-around services would depend on the location and nature of the facility.</li> <li>Depending on distance from the impacted area, amenities available on facility, survivors may use the facility within 24 hours from the signing of the contract. However, this timetable may be longer depending on the wrap-around services and the availability and location of the facility.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Anticipated minimum of 8 days until site is fully operational.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>These facilities may be available for an extended period under contract. 120 days is the recommended maximum time.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>These facilities are often seasonal operations and may be decommissioned during their off season requiring time to bring water, wastewater, and HVAC back on line.</li> <li>Transportation of survivors to site may be necessary.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Competition for facilities with other response operations as well as the private sector.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>FCO and State GAR</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Depending on the facility amenities, prices will be below the GSA per-diem for the area.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li><b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>ESF # 6 Whole Community</li> </ul>
<b>FEDERAL STAFFING</b>	<ul style="list-style-type: none"> <li>Contracting Officer and/or Contracting Officer Representative; Technical Monitor; Mass Care SME; Security; External Affairs; OCC.</li> </ul>

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A17. Seasonal and Commercial Recreational Camps**

<b>REQUIREMENTS</b>	
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>• Wrap-around services required includes: child care, feeding, medical and mental health, access and functional needs support services, support to children and household pets and service animals.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• Required by law. Many facilities may require physical modifications and additional equipment to meet the needs of the survivors.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• Some of these locations will have historical values that will need to be considered before contracting.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• DAP 9523.15 Eligible Costs Related to Evacuations and Sheltering</li> <li>• DAP 9523.18 Host-State Evacuation and Sheltering Reimbursement</li> <li>• DAP 9523.19 Eligible Costs Related to Pet Evacuations and Sheltering</li> </ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	



**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A18. Modified Vacant Buildings (Malls, etc.)**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>• Vacant commercial property may be available for lease and modification. These locations would require significant internal modifications including building showers, communal kitchens, and recreational areas.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>• FEMA mission assigns GSA in order to obtain use of a location or facility.</li> <li>• For construction/modification, FEMA has four existing IA-TAC contracts divided into four sectors. To initiate an action contact the Contracting Officer Representative (COR).</li> <li>• FEMA can also issue a contract with one or multiple construction companies to perform required build out.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>• Dependent on the selected facility. .Based on building footprint a standard retail site (Kmart, Sears) can support populations of 500.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>• GSA can be mission assigned to locate potential sites, refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take approximately one week.</li> <li>• For modifications, utilizing the IA-TAC contracts, a Task Order can be initiated immediately and build outs can start within one week of Task Order initiations.</li> <li>• For modifications, utilizing contingency contracting, FEMA can sole source a contract and have build outs started within 15 days (estimated and dependent on the situation).</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>• Construction/modifications could take days or weeks, depending upon the condition of the facility. Build outs are likely to take approximately four weeks.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>• Anticipated minimum of 6 weeks until site is fully operational.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>• For up to 120 days.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>• Finding available structures, identifying ownership, and the process of FEMA taking possession of the structure.</li> <li>• Availability of the construction material and labor.</li> <li>• Locality rules and regulation (county permits etc.) Construction / modification may require local code/zoning waivers.</li> <li>• Providing the required support infrastructure (HVAC, restrooms, power).</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>• Other agencies performing the same build out functions.</li> <li>• IA-TAC/GSA support for other options.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>• Associate Administrator for the Office of Response and Recovery</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>• Dependent on regional labor and material cost.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>• <b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>• Possible partners are HUD, GSA, and FHA.</li> </ul>

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A18. Modified Vacant Buildings (Malls, etc.)**

<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>FEMA may need contracting support through OCPO, and program support with Contracting Officer Representatives to administer this option.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Wrap-around services required includes: child care, feeding, medical and mental health, access and functional needs support services, support to children and household pets and service animals.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Required by law. Many facilities may require physical modifications and additional equipment to meet the needs of the survivors.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>Mitigation of identified environmental and historical concerns may require significant resources.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>Due to the time to retrofit/modify facility, this is not an immediate option.</li> </ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A19. Unused Government Facilities (Federal, State, Tribal, Local, etc.)**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>• Unoccupied Federal, State, or local government buildings, including prisons, hospitals, schools, warehouses, US Postal buildings, GSA building and detention facilities that have been closed</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>• Mission assignment to GSA to obtain use of a location or facility.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 403 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> No  <b>PROGRAM ELIGIBILITY:</b> Registration is encouraged  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Sheltering (non-congregate)</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>• Federal, State and local government have inventories of under-used/decommission facilities that could be converted.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>• GSA can be mission assigned to locate potential sites and refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take approximately one week.</li> <li>• Some buildings may require retrofitting, construction, and rehabilitation before they could be used for survivors.</li> <li>• Additionally contracts for wrap-around services will be needed. Emergency contracting timeframes may apply for establishing agreement—operational ramp up time after agreement requires additional research as well as local community approval. This is likely to take a minimum of two weeks.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>• Contracts must be in place, construction and local permits and zoning waivers may be required before considering using this option. This is likely to take approximately four weeks.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>• Anticipated minimum of 6 weeks until site is fully operational.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>• After completing the construction/conversion, survivors may be able to stay up to 180 days.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>• Limited inventory, there will be competition for these facilities with government agencies and private sector.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>• Law Enforcement and or other federal programs needing space.</li> <li>• GSA support for other options.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>• Associate Administrator of the Office of Response and Recovery</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>• Not available at this time.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>• <b>Federal/State Cost Share unless waived.</b></li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>• GSA, other Federal agencies, State and local government.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• Contracting Officer Representative (COR), Mass Care SME, GSA.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<p>Wrap-around services required includes: child care, feeding, medical and mental health, access and functional needs support services, support to children and household pets and service animals.</p>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• Required by law. Many facilities may require physical modifications and</li> </ul>

**Appendix A: Sheltering Options – Non-Congregate Sheltering**

**A19. Unused Government Facilities (Federal, State, Tribal, Local, etc.)**

	additional equipment to meet the needs of the survivors.
<b>PETS</b>	<ul style="list-style-type: none"> <li>• Service animals are allowed to stay with owners to provide them support. Household pets will need to be co-located or in nearby shelter facility to ensure the animal-human bond is maintained as well as ensuring appropriate care by the owner.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• EHP and EPA approval would be required.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• Due to the cost and lead time for conversion this cannot be considered an immediate option/solution.</li> <li>• Depending on the facility, the use of some type of building could have strong negative media response if communication is not handled well.</li> </ul>
<b><i>POINT OF CONTACT: MASS CARE / EMERGENCY ASSISTANCE BRANCH, IA DIVISION</i></b>	

## **APPENDIX B: TEMPORARY HOUSING OPTIONS**

**Appendix B: Temporary Housing Options – Maximize Use of Existing Resources**

**B1. Rental Units – FEMA Financial Rental Assistance**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Financial assistance to rent a housing unit for the purposes of temporary housing.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>No agreement required. Standard part of FEMA’s 408 Individuals and Households Program.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> Yes  <b>RECOVERY PHASE:</b> Temporary Housing</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Based on rental resource availability.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>Processing automatically begins immediately following an Individual Assistance disaster declaration.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Based on NPSC registration intake, inspection, and award distribution, which may take up to 1 week.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Rental assistance will likely take several days to be awarded, however use of assistance depends on rental resource availability.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended; subject to IHP maximum financial award.</li> <li>Applicant must demonstrate a continued need for rental assistance and be able to provide receipts to show exhaustion of funds.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Rental resource availability needed with infrastructure/utilities.</li> <li>Disaster survivors may be competing for limited rental resources.</li> <li>Survivors are responsible for finding rental resources and leasing a unit, though suggestions can be made by the NPSC helpline.</li> <li>Relocation over significant distance to existing resources may be required.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>May compete for the same housing resources with other forms of temporary housing such as DHAP or FEMA Direct Leasing.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>Automatically activated upon Individual Assistance Declaration.</li> <li>The amount of rental assistance provided may be raised up to 125% of the published HUD fair market rent rate for a given area with the approval of the Regional Administrator / FCO.</li> <li>The amount of rental assistance provided may be raised up to 150% of the published HUD fair market rent rate with the approval of the FEMA Assistant Administrator of Recovery.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Rental assistance is based on the HUD FMR of the area where the rental resource is located, can be adjusted to a higher amount based on market analysis.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>No additional staffing required beyond National Processing Service Center applicant services staff.</li> </ul>

**Appendix B: Temporary Housing Options – Maximize Use of Existing Resources**

**B1. Rental Units – FEMA Financial Rental Assistance**

<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"><li>• Most rental resources are not furnished, but do include a kitchen.</li></ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"><li>• Some rental resources may be accessible.</li></ul>
<b>PETS</b>	<ul style="list-style-type: none"><li>• Some facilities may be able to accommodate pets.</li></ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"><li>• Applicants with large amount of home damage may have little or no funds left available under the maximum IHP award to pay for rental assistance.</li></ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	



**Appendix B: Temporary Housing Options – Maximize Use of Existing Resources**

**B2. Rental Units – Disaster Housing Assistance Program (DHAP)**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Involves direct payments to landlords on behalf of displaced disaster survivors. FEMA funded, the Department of Housing &amp; Urban Development (HUD) administers the program utilizing their existing infrastructure of Public Housing Agencies (PHAs).</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>IAA with HUD is drafted and ready for implementation.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of the Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Temporary Housing</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Based on rental resource availability.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>DHAP may be implemented following a large-scale, unique, or catastrophic disaster for that has been presidentially declared for Individual Assistance.</li> <li>Within 30 days of declaration, the Assistant Administrator for the Recovery Directorate may determine that the implementation of DHAP is warranted.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Initial transmit of eligible survivors following first recertification, approximately at month five.</li> <li>Once transmitted PHAs will assist survivors in locating rental resource willing to accept DHAP.</li> <li>Many variables impact placement into PHAs, but within two months after transmittal some applicants may be housed.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Intermediate, depending on PHA capacity and rental resource availability.</li> <li>Earliest housing of applicants may begin in month seven.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> <li>Applicant must demonstrate a continued need for housing assistance.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>When a disaster survivor enters into DHAP they are no longer eligible for other forms of FEMA housing assistance.</li> <li>FEMA no longer has visibility on the current status of the survivors serviced under DHAP.</li> <li>Disaster survivors may be competing for limited rental resources.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Disaster survivors receiving FEMA financial rental assistance may be competing with DHAP families for the same inventory of rental resources.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>Direct Housing Assistance must be approved by the FEMA Assistant Administrator for Recovery.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Varies by disaster.</li> <li>Costs to include: rent payments, service connection fees, PHA administration fees, pre-transition fee, placement fee, Housing Choice Voucher program assessment, landlord early termination fee, utility deposits, and rental unit deposits.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>

**Appendix B: Temporary Housing Options – Maximize Use of Existing Resources**

**B2. Rental Units – Disaster Housing Assistance Program (DHAP)**

<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>• HUD administers the program through its network of PHAs.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• Approximately 8 additional FEMA staff members (scalable) will be required to oversee the implementation of DHAP equally divided among the JFO and AFOs. The staff will also provide overall IA program guidance to PHA case managers.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>• Dependent on the availability and location of rental units.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• Some facilities may be able to accommodate accessibility needs.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• Some facilities may be able to accommodate pets.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• Disaster survivors are required to pay a portion of the rent (in addition to any existing family share in cases where the monthly rent already exceeds the monthly rent subsidy) in preparation towards non-disaster funded housing when DHAP ends. PHAs implement the incremental rent transition (IRT) by reducing the subsidy payment by \$50 for the third rent subsidy payment. This reduction shall be incrementally increased by additional \$50 each month thereafter until the family’s participation in DHAP ends, the rent subsidy amount equals \$0, or the program ends with the final subsidy payment, whichever comes first. Disaster survivors may request a hardship waiver from the IRT requirement.</li> </ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	

**Appendix B: Temporary Housing Options – Maximize Use of Existing Resources**

**B3. Rental Units – Unused Federal Residential Properties, Some Requiring Repairs (HUD, USDA, VA, Fannie Mae, etc.)**

<p><b>SUMMARY</b></p>	<ul style="list-style-type: none"> <li>• Obtaining unused properties financed by Federal partners such as USDA, VA, HUD, Fannie Mae or Freddie Mac.</li> <li>• HUD also may have unoccupied habitable, market rate rent units available.</li> </ul>
<p><b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement</p>	<ul style="list-style-type: none"> <li>• Current MOU with VA provides only for use of housing that meets FEMA habitability standards.</li> <li>• New MOU/IAA’s would be necessary with agencies that could provide housing in need of habitability repairs. (Previous agreement exists with HUD that could be used as template).</li> </ul>
<p><b>Current Agreement Expires:</b></p>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Temporary Housing</p>	
<p><b>CAPACITY (Current / Surge)</b></p>	<ul style="list-style-type: none"> <li>• USDA (No Repairs Required) - Multi-family properties (typically 30,000 vacancies nationally) are privately-owned but financed by USDA Rural Development (RD) and applicants must pass income eligibility and screening criteria. Disaster survivors may obtain a Letter of Priority Entitlement (LOPE) at any RD area or state office which will permit the holder to move to the top of any waiting list at an RD-financed property. The owner must accept the LOPE letter; but retains tenant screening and background check authority, it does not mean that the owner must accept the survivor as a tenant.</li> <li>• In 2009, FEMA estimated that on average there was a total of approximately 46,000 federally owned, unoccupied housing units nationwide, though some may require habitability repairs. The exact amount may vary greatly at any given time as well as by geographic area.</li> </ul>
<p><b>TIMEFRAMES: Initiation / Mobilization</b></p>	<ul style="list-style-type: none"> <li>• Based on availability of units and time for repairs if required; HUD could provide information on current availability within seven working days from request.</li> <li>• Identification of properties would take approximately one week.</li> <li>• For any property not currently habitable, FEMA could draft an agreement that would reimburse repairs or could conduct repairs through existing FEMA contracting capabilities. Any necessary repairs would likely take approximately 30 days. However, please note that for HUD assisted properties, a resident who occupied the unit prior to the disaster has the right of first refusal to reoccupy the repaired unit.</li> </ul>
<p><b>TIMEFRAMES: Implementation</b></p>	<ul style="list-style-type: none"> <li>• Applicants could begin to be matched with properties once appropriate agreements are in place and any necessary repairs have been completed.</li> <li>• Identification of families would take approximately one week.</li> <li>• Placement may take up to one week.</li> </ul>
<p><b>TIMEFRAMES: Summary</b></p>	<ul style="list-style-type: none"> <li>• Anticipated minimum of 21 days until survivors begin to be housed, approximately 7 weeks for any properties requiring repairs.</li> </ul>
<p><b>DURATION</b></p>	<ul style="list-style-type: none"> <li>• Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> <li>• Applicant must demonstrate a continued need for housing assistance.</li> </ul>
<p><b>LIMITATIONS</b></p>	<ul style="list-style-type: none"> <li>• Availability of units and extent of repairs needed.</li> </ul>

**Appendix B: Temporary Housing Options – Maximize Use of Existing Resources**

**B3. Rental Units – Unused Federal Residential Properties, Some Requiring Repairs (HUD, USDA, VA, Fannie Mae, etc.)**

<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>• HUD has also developed a new pilot program, HUD Single Family Discount Sales Initiative to eligible PHAs for Disaster Relief that potentially competes for these same resources. PHAs, whose jurisdiction are located in a Presidential declared disaster area and have administered a homeownership program for two years, are allowed to purchase HUD owned Single Family properties at a 50% discount. These properties can be leased to victims of a disaster for one year or sold to disaster victims at a discounted sales price. Eligible buyers or tenants must have income levels at or below 120% of median income for the disaster area.</li> <li>• May be competing with disaster survivors and other contractors for building materials and labor resources.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>• Direct Housing Assistance must be approved by the FEMA Assistant Administrator for Recovery.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>• Would depend on FMR and any necessary habitability repairs.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>• No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>• HUD, USDA, VA, Fannie Mae, Freddie Mac.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• Contract management, COTR and Technical Monitor staff (e.g., IA TAC) if repairs needed.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>• Depends on location of units.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• Case by case.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• Case by case.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• Unless repairs are involved, there would not be any.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• Any new Interagency Agreements could include limited habitability repairs.</li> </ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	

**Appendix B: Temporary Housing Options – Maximize Use of Existing Resources**

**B4. Rental Units – Direct Leasing by FEMA**


<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Leasing of properties directly from landlords.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>FEMA has an existing contract with Corporate Lodging Consultants, Inc. (CLC). The contract number is GS-33F-A0Q02 HSFEHQ-11-F-0054.</li> <li>SOW draft is prepared.</li> </ul>
<b>Current Agreement Expires:</b>	
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Temporary Housing</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Based on available hotels, houses, apartments, and vacation rentals.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>Can be initiated within 3 days using the CLC contract.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>CLC would identify and locate landlords with space available similar to TSA.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Anticipated minimum of one week prior to applicant move in.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> <li>Applicant must demonstrate a continued need for housing assistance.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Rental Resource availability needed with infrastructure/utilities.</li> <li>Disaster survivors may be competing for limited leasing resources.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Financial Rental Assistance and DHAP may be competing for limited rental resources.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>Direct Housing Assistance must be approved by the FEMA Assistant Administrator for Recovery.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Depends on location and availability.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Most leasing facilities require applicants to provide their own meals, linen, housing supplies, and some provide laundry capabilities at cost for the use of washing machines and dryers.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Some facilities may be able to accommodate accessibility needs.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>Some facilities may be able to accommodate pets.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>CLC is ready and prepared to execute leasing at FEMA request. Please coordinate with the Contracting Officer Representative to assure mission control.</li> </ul>
<b>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</b>	

**Appendix B: Temporary Housing Options – *Maximize Use of Existing Resources***



**Appendix B: Temporary Housing Options – Augment Existing Resources**

**B5. Rental Units – Multi Family Repair Program (Direct Leasing)**

<p><b>SUMMARY</b></p>	<ul style="list-style-type: none"> <li>FEMA contracts with a property owner to repair buildings with more than 4 units to a habitable state.</li> <li>Repairs could be funded through landlord reimbursement or by FEMA directly implementing the repairs using existing IA-TAC contract capabilities.</li> </ul>
<p><b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement</p>	<ul style="list-style-type: none"> <li>New contract, but a draft template has been developed.</li> </ul>
<p><b>Current Agreement Expires:</b></p>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Temporary Housing</p>	
<p><b>CAPACITY (Current / Surge)</b></p>	<ul style="list-style-type: none"> <li>Based on rental resources that are currently off the market but could be made habitable through repairs.</li> </ul>
<p><b>TIMEFRAMES: Initiation / Mobilization</b></p>	<ul style="list-style-type: none"> <li>Properties must be identified and evaluated, which takes approximately 30 – 60 days.</li> </ul>
<p><b>TIMEFRAMES: Implementation</b></p>	<ul style="list-style-type: none"> <li>The length of time to implement repairs would depend on availability of contractors and materials. Typically repairs must be completed within 30-45 days.</li> <li>Though never utilized, repairs may be completed directly by FEMA through existing IA-TAC contract capabilities. A new SOW would need to be developed.</li> </ul>
<p><b>TIMEFRAMES: Summary</b></p>	<ul style="list-style-type: none"> <li>Anticipated minimum of 3-4 months until properties are ready for occupancy.</li> </ul>
<p><b>DURATION</b></p>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> <li>Applicant must demonstrate a continued need for housing assistance.</li> </ul>
<p><b>LIMITATIONS</b></p>	<ul style="list-style-type: none"> <li>Rental resource availability needed with infrastructure/utilities.</li> <li>Scarcity of materials and contractors can lead to repair delays.</li> <li>Based on interest of property owners and available property that meet the criteria.</li> </ul>
<p><b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b></p>	<ul style="list-style-type: none"> <li>All other area repair projects could be competing for locally licensed contractors and materials.</li> <li>IA-TAC support for other options.</li> </ul>
<p><b>APPROVAL REQUIRED</b></p>	<ul style="list-style-type: none"> <li>Any form of Direct Housing Assistance must be approved by the FEMA Assistant Administrator for Recovery.</li> </ul>
<p><b>COST ESTIMATES</b></p>	<ul style="list-style-type: none"> <li>Depends on location and availability.</li> </ul>
<p><b>Cost Share Requirement:</b></p>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<p><b>PARTNERS / INTERDEPENDENCIES</b></p>	<ul style="list-style-type: none"> <li>Potentially HUD, SBA, USACE.</li> </ul>
<p><b>FEDERAL STAFFING REQUIREMENTS</b></p>	<ul style="list-style-type: none"> <li>Direct housing staff required, CO and COTR, possible IA-TAC involvement.</li> </ul>






**Appendix B: Temporary Housing Options – Augment Existing Resources**

**B5. Rental Units – Multi Family Repair Program (Direct Leasing)**

<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"><li>• Properties must have individual kitchens and bathrooms; property can be repaired to meet accessibility standards if needed.</li></ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"><li>• Some facilities may be able to accommodate accessibility needs.</li></ul>
<b>PETS</b>	<ul style="list-style-type: none"><li>• Some facilities may be able to accommodate pets.</li></ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"><li>• For older buildings, it may be necessary to coordinate with EHP when selecting properties.</li></ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"><li>• As a relatively new initiative, coordination on implementation with headquarters is expected.</li></ul>
<b><i>POINT OF CONTACT INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION:</i></b>	

**Appendix B: Temporary Housing Options – Augment Existing Resources**

**B6. Foreclosed Homes Requiring Limited Repairs**

<p><b>SUMMARY</b></p>	<ul style="list-style-type: none"> <li>• Similar to utilizing unused Federal residential properties, FEMA would rent vacant foreclosed properties from banking institutions.</li> <li>• As a part of the terms of the lease with the banking institution, FEMA would perform minor repairs for habitability, up to a pre-established dollar threshold. The amount of the rent paid by FEMA would be reduced by the cost of the repairs made.</li> </ul>		
<p><b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement</p>	<ul style="list-style-type: none"> <li>• Letter of Intent, Statement of Work, Bank/Survivor Lease. All to be drafted (and will likely be extensively negotiated with the banks).</li> <li>• Before the event, this would require a blanket Justification and Approval (J&amp;A) approved by procurement. Would also require FEMA entering into Letters of Intent with interested banking institutions and the pre-negotiation of the statement of work and the bank/survivor lease.</li> </ul>		
<p><b>Current Agreement Expires:</b></p>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;"> <p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408(b)(1)(b)(i) of the Stafford Act; 44 CFR 206.117(b)(ii).</p> <p><b>FEMA REGISTRATION DEPENDENT:</b> Yes</p> <p><b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility</p> <p><b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No</p> <p><b>RECOVERY PHASE:</b> Temporary Housing</p> </td> <td style="width: 50%; text-align: center; padding: 5px;">  </td> </tr> </table>		<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408(b)(1)(b)(i) of the Stafford Act; 44 CFR 206.117(b)(ii).</p> <p><b>FEMA REGISTRATION DEPENDENT:</b> Yes</p> <p><b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility</p> <p><b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No</p> <p><b>RECOVERY PHASE:</b> Temporary Housing</p>	
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408(b)(1)(b)(i) of the Stafford Act; 44 CFR 206.117(b)(ii).</p> <p><b>FEMA REGISTRATION DEPENDENT:</b> Yes</p> <p><b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility</p> <p><b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No</p> <p><b>RECOVERY PHASE:</b> Temporary Housing</p>			
<p><b>CAPACITY (Current / Surge)</b></p>	<ul style="list-style-type: none"> <li>• A company called CoreLogic releases a National Foreclosure Report which provides monthly data on (among other things) foreclosure inventory. (<a href="http://www.corelogic.com/about-us/researchtrends/national-foreclosure-report.aspx">http://www.corelogic.com/about-us/researchtrends/national-foreclosure-report.aspx</a>) According to a quick summary of their May 2012 report, the five states with the highest foreclosure inventory as a percentage of all mortgaged homes were: Florida (11.9%), New Jersey (6.6%), Illinois (5.3%), New York (5.0%) and Nevada (4.9%). The five lowest were Wyoming, Alaska, North Dakota, Nebraska and South Dakota.</li> <li>• Based on banking institution willingness to participate, and inventory of vacant foreclosed homes.</li> </ul>		
<p><b>TIMEFRAMES: Initiation / Mobilization</b></p>	<ul style="list-style-type: none"> <li>• Would require FEMA to sign letters of intent with the banking institutions. Upon FEMA’s request to the banking institution, FEMA would be provided with a list of available properties which need minor repairs for habitability. FEMA would then enter into a pre-negotiated statement of work with the banking institution for the properties FEMA selects. FEMA would then send survivors to a bank POC to enter into month-to-month leases and move in. It is anticipated to take approximately 6 months.</li> </ul>		
<p><b>TIMEFRAMES: Implementation</b></p>	<ul style="list-style-type: none"> <li>• Approximately 30-45 days to conduct limited habitability repairs.</li> </ul>		
<p><b>TIMEFRAMES: Summary</b></p>	<ul style="list-style-type: none"> <li>• A minimum of 7 months would be needed to execute this option.</li> </ul>		
<p><b>DURATION</b></p>	<ul style="list-style-type: none"> <li>• Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> <li>• Applicant must demonstrate a continued need for housing assistance.</li> </ul>		
<p><b>LIMITATIONS</b></p>	<ul style="list-style-type: none"> <li>• Banks may not have existing property management capabilities.</li> <li>• Bank would have to prove that they own the property, and that the prior ownership of the borrower has been terminated.</li> <li>• Vacant foreclosure availability needed with infrastructure/utilities</li> <li>• Labor needed to perform the repairs to the home.</li> </ul>		
<p><b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b></p>	<ul style="list-style-type: none"> <li>• None</li> </ul>		
<p><b>APPROVAL REQUIRED</b></p>	<ul style="list-style-type: none"> <li>• Direct Housing Assistance must be approved by the FEMA Assistant</li> </ul>		

**Appendix B: Temporary Housing Options – Augment Existing Resources**

**B6. Foreclosed Homes Requiring Limited Repairs**

	Administrator for Recovery.
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>• Not available.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>• No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>• Banking institutions that will be identified through the American Banking Association (ABA) in coordination with FEMA’s Private Sector Liaison.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• Will require recertification specialists in each region where survivors are housed.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>• FEMA will likely need to provide basic appliances for the house. Properties can be selected that are in locations with available utilities/food/etc. Properties can be selected that meet pet/disability/functional needs requirements of the particular household.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• Repair and retrofit according to UFAS requirements.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• Pets are likely to be allowed but FEMA would be responsible for cleanup and repair costs.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• May be necessary depending on the types of repairs needed and the age of the building.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• Banks may be interested in participating due to the positive public interest story it could generate, the income generating possibility, and the potential for a greater resale value after repairs are made.</li> <li>• Banks may not be interested in participating due to liability risks, and the need to keep the home in a habitable state.</li> <li>• Direct Federal Housing Assistance does not count against the survivor’s IHP cap.</li> <li>• It may be difficult to encourage survivors to find an alternate permanent housing solution when they are provided a single family home at low rent. May need to establish some sort of escalating rental rate.</li> <li>• Could end up with a large number of eviction proceedings at end of program.</li> </ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	

**Appendix B: Temporary Housing Options – Augment Existing Resources**

**B7. Host Family Support for Extended Stays**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Families who wanted to host survivors could enter into an agreement with FEMA to provide a portion of their home to disaster survivors on a month by month basis, at an amount capped by FEMA.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>New participation agreement needs to be drafted. Will establish parameters for host family participation and will limit FEMA’s liability. Also, new template rental agreement needs to be drafted that a host family can use if it so chooses.</li> <li>Should not be implemented before developing new policy and processing guidance.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408(a)(1) of the Stafford Act; and if DCM authorized 42 U.S.C. 5189d.</p> <p><b>FEMA REGISTRATION DEPENDENT:</b> Yes</p> <p><b>PROGRAM ELIGIBILITY:</b> Host Family signs an agreement with FEMA to provide housing to survivors subject to few minimum conditions; Individuals and Households Program eligibility for applicants</p> <p><b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No</p> <p><b>RECOVERY PHASE:</b> Temporary Housing</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Will be entirely dependent on a household’s willingness to rent a room in their home to survivors.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>Processing automatically begins immediately following an Individual Assistance disaster declaration.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Based on NPSC registration intake, inspection, and award distribution, which may take up to 1 week.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Rental assistance will likely take several days to be awarded, however use of assistance depends on rental resource availability.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended; subject to IHP program maximum financial award cap.</li> <li>Applicant must demonstrate a continued need for rental assistance and be able to provide receipts to show exhaustion of funds.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Will be entirely dependent on a host family’s willingness to rent a room in their home to survivors.</li> <li>Increased risk of fraud and abuse.</li> <li>Increased liability concerns if FEMA leases directly with host families (not recommended).</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Financial Rental Assistance</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>Assistant Administrator for Recovery</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Rental assistance is based on the HUD FMR of the area where the rental resource is located, can be adjusted to a higher amount based on market analysis.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>FEDERAL STAFFING</b>	<ul style="list-style-type: none"> <li>Will require staff to do community outreach, work with host families to sign</li> </ul>

**Appendix B: Temporary Housing Options – Augment Existing Resources**

**B7. Host Family Support for Extended Stays**

<b>REQUIREMENTS</b>	participation agreements, and update the list of available rental resources.
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• Case by case.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• Case by case.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• Will not involve direct involvement in the rental relationship by FEMA.</li> <li>• FEMA would provide host families with a lease template that they could use should they so choose, but FEMA would not be a party to the lease, and would not actively match host families with survivors. Host families could charge rent, but it would need to be below a certain limit set by FEMA to participate. FEMA’s rental assistance could be used by the survivor to pay the rent subject to the lease with the host family.</li> <li>• With the legal authorities that are already in place, FEMA could rent the space in the host family’s home directly, and then place survivors directly into the rented space. By doing so, we could pay the host family rent directly to ensure that they get paid.</li> <li>• This option should only be used as a last resort. While FEMA could draft language into the lease limiting our legal liability, the potential risk/dangers imposed on home owners and/or survivors could be significant. It is recommended FEMA not rent the space directly.</li> </ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	

**B8. Residential Care Facilities (Nursing Homes, Assisted Living, Retirement Communities)**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Explore the use of long-term residential care facilities.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>New contract would be required.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p style="text-align: center;"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> Yes  <b>RECOVERY PHASE:</b> Temporary Housing</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Very limited</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>GSA can be mission assigned to locate potential sites, refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take approximately two weeks.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Identify families – one week.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Anticipated minimum of three weeks until ready for occupancy.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Residential Care Facilities may be a very expensive temporary housing option. The average cost of staying in a nursing home can be several thousands of dollars per month or more.</li> <li>Availability may be limited. Based on CDC statistics, national nursing homes have an average of 86% occupancy rate as of 2004.</li> <li>Assisted living centers and nursing homes are primarily for seniors. These facilities cannot absorb the general population without compromising the care that they provide to the population they were established to serve, per HHS.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>All programs requiring contract support for repairs if required.</li> <li>GSA support for other options.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>Direct Housing Assistance must be approved by the FEMA Assistant Administrator for Recovery.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Very high – anticipated to be several times FMR.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>GSA would need to conduct leasing.</li> <li>National Association for Care</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Contract management, COR and Technical Monitor staff (e.g., IA TAC).</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Normally available at nursing homes, assisted living facilities.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Normally accessible but dependent upon facility.</li> </ul>

**Appendix B: Temporary Housing Options – Augment Existing Resources**

**B8. Residential Care Facilities (Nursing Homes, Assisted Living, Retirement Communities)**

<b>PETS</b>	<ul style="list-style-type: none"><li>• Case by case.</li></ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"><li>• The cost of this option will likely be prohibitive.</li><li>• This limited option should only be considered for survivors who require long-term medical care.</li></ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	



**Appendix B: Temporary Housing Options – External Resources**

**B9. Temporary Housing Units (Manufactured Housing) in Inventory**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>The hauling, installation, and maintenance of manufactured housing.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>FEMA has 4 manufactured home contracts in place.</li> <li>Haul and Install can be performed by existing IA-TAC contracts, mission assignment to USACE, or contracts awarded by local procurement.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>Manufactured home contracts expire 9/21/12 with one option year remaining.</li> <li>IA-TAC contracts expire 5/7/13 with one option year remaining.</li> </ul>
<p><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Temporary Housing</p>	
	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>16,000 occupied THUs within 18 months.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>FEMA maintains a readiness inventory of at least 2000 manufactured homes available for delivery.</li> <li>First 50 units per week production per vendor approximately 4 weeks after Task Order Award (200 total).</li> <li>75 units per vendor every week after (300 total).</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>72 hours and 1 week from Task Order award to have a contractor in place to begin installation.</li> <li>Factors influencing the rapidity of the installation process include the availability of tractor trailers able to transport oversized loads, the number of contractors and crews available for hire; expediency of permitting, both at the local level and for transporting temporary housing units across State lines; setting up the forward staging area near the affected community; leasing of land for staging, group site placement, and individual commercial site lots; and coordination with utility providers (e.g. water, sewer, electricity).</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Under ideal conditions, the installation period for manufactured homes from inventory on a private site or commercial site with no floodplain issued and compatible and functional utility hook ups is seventy-two (72) hours.</li> <li>Assuming off the lot buys, occupancy on commercial or private site possible in 10 days.</li> <li>Allow 75-90 days for group site occupancy.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> <li>Applicant must demonstrate a continued need for housing assistance.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Transportation &amp; Permitting: Additional state/local implementation issues are permits for THU transportation and permits for installation.</li> <li>Availability of feasible sites; many will require site preparation.</li> <li>Utility availability; must be coordinated with power restoration efforts</li> <li>Limited number of haulers for transportation and installation.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Likely to be high demand for heavy transport equipment moving commodities and supporting other response and recovery activities.</li> <li>IA-TAC support for other options.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>All forms of Direct Housing Assistance must be approved by the FEMA</li> </ul>

**Appendix B: Temporary Housing Options – External Resources**

**B9. Temporary Housing Units (Manufactured Housing) in Inventory**

	Assistant Administrator for Recovery.
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Approximately \$24,000 per unit plus transport and installation.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>US Army Corps of Engineers, GSA.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Temporary Housing FQS Positions to include Direct Housing Supervisor, Direct Housing Specialist, Direct Housing Support Crew Leader and Direct Housing Support Specialist, contracting officers, contract specialists.</li> <li>EHP staff (numbers dependent upon placement approach) (can utilize IA TAC or USACE resources).</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Manufactured homes that FEMA uses come equipped with all furniture needed; the Agency also provides living kits that include basic items to allow a survivor/survivor family to live in the manufactured home for several days.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>FEMA provides standard manufactured homes as well as manufactured homes built to meet the Uniform Federal Accessibility Standards (UFAS).</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>FEMA does not restrict pets in temporary housing units.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>EHP concerns.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	

**Appendix B: Temporary Housing Options – External Resources**

**B10. Temporary Housing Units (Manufactured Housing) Off the Lot Purchases**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>The off the lot purchasing of temporary housing units to be used to meet the temporary housing needs of eligible disaster survivors.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>FEMA OCPO will utilize a Purchase Order for every unit purchased</li> <li>Haul and Install can be performed by existing IA-TAC contracts, mission assignment to USACE, or contracts awarded by local procurement.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>Each Purchase Order will be executed at the site of the dealer. The agreement will expire once FEMA takes possession of the units and final payment is made to the dealer.</li> <li>IA-TAC contracts expire 5/7/13 with one option year remaining.</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEDERAL REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Temporary Housing</p>	<p align="center"><b>Manufactured Homes</b></p> 
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>In accordance with the availability of units on dealerships lots.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>FEMA, with the assistance of the Recreational Vehicle Industry Association, will take one day to identify dealers within the disaster area and then expand to a wider area if necessary.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Dependent on the location of the units, FEMA OCPO and program members will deploy to the dealerships to issues Purchase Order awards. This can take one to two days.</li> <li>If the units require the removal of equipment, it could take Logistics four days.</li> <li>Installation can be accomplished using mission assignments to the US Army Corps of Engineers (USACE), the Individual Assistance Technical Assistance Contract (IA-TAC), or equivalent. It takes between 72 hours and 1 week to have a contractor in place to start installation.</li> <li>EHP factors may extend timeline for installation, depending on individual or group placement. Allow 75-90 days for group site occupancy.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Minimum of two weeks.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> <li>Applicant must demonstrate a continued need for housing assistance.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Transportation &amp; Permitting: Additional state/local implementation issues are permits for Off the Lot Units transportation and permits for installation.</li> <li>Availability of feasible sites; many will require site prep.</li> <li>Utility availability; must be coordinated with power restoration efforts.</li> <li>Limited number of haulers for transportation and installation.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Likely to be high demand for heavy transport equipment moving commodities and supporting other response and recovery activities.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>Direct Housing Assistance must be approved by the FEMA Assistant Administrator for Recovery.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Average \$40,000 per unit plus transport and installation.</li> </ul>

**Appendix B: Temporary Housing Options – External Resources**

<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>US Army Corps, Recreational Vehicle Industry Association, and GSA.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Temporary Housing FQS Positions to include Direct Housing Supervisor, Direct Housing Specialist, Direct Housing Support Crew Leader and Direct Housing Support Specialist, contracting officers, contract specialists.</li> <li>EHP staff (numbers dependent upon placement approach) (can utilize IA TAC or USACE resources).</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Off the Lot Units come equipped with all furniture needed; the Agency also provides living kits that include basic items to allow a survivor/survivor family to live in the manufactured home for several days.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Accessible units will be provided based on dealerships availability.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>FEMA does not restrict pets in temporary housing units.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>Can be EHP concerns for group sites.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>Commercial THUs vary considerably in appearance, size, furnishing, and, in some cases, utility configurations (i.e. electric or liquid propane gas and the presence or absence of wastewater holding tanks).</li> <li>Providing THU’s of varying size, appearance, and perceived quality has been known to produce concerns among disaster survivors who believe that have been provided with a unit that is inferior to one provided to a relative or acquaintance. Mediating these perceived equity concerns can be a challenge for applicant services staff in the field.</li> </ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	

**Appendix B: Temporary Housing Options – External Resources**

**B11. Alternative Housing Units – Park Models**

<p><b>SUMMARY</b></p>	<ul style="list-style-type: none"> <li>The haul, install, and maintenance of non-HUD standard units.</li> </ul>
<p><b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement</p>	<ul style="list-style-type: none"> <li>FEMA currently has 12 manufactured home contracts in place. Agency has 4 IA-TAC contracts, pre-scripted mission assignments with USACE for support and FEMA can contract locally for installation, maintenance and deactivation services in the affected area.</li> </ul>
<p><b>Current Agreement Expires:</b></p>	<ul style="list-style-type: none"> <li>IA-TAC contracts expire 5/7/13 with one option year remaining.</li> <li>Manufactured home contracts expire 9/21/12 with one option year remaining.</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Temporary Housing</p>	<p align="center"><b>Park Models</b></p> 
<p><b>CAPACITY (Current / Surge)</b></p>	<ul style="list-style-type: none"> <li>FEMA currently has 2 park model contracts in place. Agency has 4 IA-TAC contracts, pre-scripted mission assignments with USACE for support and FEMA can contract locally for installation, maintenance and deactivation services in the affected area.</li> </ul>
<p><b>TIMEFRAMES: Initiation / Mobilization</b></p>	<ul style="list-style-type: none"> <li>Current Contracts: Within first two weeks, but limited by capacity issues above and installation timeline.</li> </ul>
<p><b>TIMEFRAMES: Implementation</b></p>	<ul style="list-style-type: none"> <li>After Contract Expiration: Within first two weeks, but limited by capacity issues above, available dealer inventory (off the lot buys) and installation timeline.</li> <li>Installation can be accomplished using mission assignments to the US Army Corps of Engineers (USACE), the Individual Assistance Technical Assistance Contract (IA-TAC), or equivalent. It takes between 72 hours and 1 week to have a contractor in place to start installation.</li> <li>EHP factors may extend timeline for installation, depending on individual or group placement.</li> </ul>
<p><b>TIMEFRAMES: Summary</b></p>	<ul style="list-style-type: none"> <li>Anticipated minimum of seven weeks.</li> </ul>
<p><b>DURATION</b></p>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> <li>Applicant must demonstrate a continued need for housing assistance.</li> </ul>
<p><b>LIMITATIONS</b></p>	<ul style="list-style-type: none"> <li>Beyond FEMA’s current available stockpile of 2,000 temporary housing units, using current contracts, the agency has a limited contracting capability to provide additional Park Models which could all be manufactured, transported and installed during the timeframe of 18 months (under active contracts only) following a disaster declaration in a specified area, but that cannot be fully utilized for early sheltering missions.</li> <li>Preparation of the site where the item will be delivered, set-up, or stored is the responsibility of FEMA. Contractor resources taxed for competing installation of travel trailers &amp; Park Models for sheltering and manufactured homes for temporary housing.</li> <li>Infrastructure damage (utilities, water, power, and sewer).</li> <li>Units are non-HUD Code and therefore are not designed for long-term occupancy.</li> </ul>
<p><b>RELATED PROGRAMS POTENTIALLY COMPETING</b></p>	<ul style="list-style-type: none"> <li>Site construction (group sites) and installation resources for standard FEMA THUs.</li> </ul>

**Appendix B: Temporary Housing Options – External Resources**


**B11. Alternative Housing Units – Park Models**

<b>FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>• IA-TAC support for other options.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>• All forms of Direct Housing Assistance must be approved by the FEMA Assistant Administrator for Recovery.</li> <li>• Additional HQ approval for other than sheltering use.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>• Not available.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>• No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>• Potentially HUD, Dept. of Veterans Affairs and Small Business Administration.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• Temporary Housing FQS Positions to include Direct Housing Supervisor, Direct Housing Specialist, Direct Housing Support Crew Leader and Direct Housing Support Specialist, contracting officers, contract specialists.</li> <li>• EHP staff (numbers dependent upon placement approach) (can utilize IA TAC or USACE resources).</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>• Traditionally used at home site or travel trailer group site.</li> <li>• Park Models that FEMA uses come equipped with all furniture needed; the Agency also provides living kits that include basic items to allow a survivor/survivor family to live in the park model for several days. FEMA provides standard Park Models as well as Park Models built to meet the Uniform Federal Accessibility Standards (UFAS). FEMA’s desire is to place Park Models on the disaster survivor’s private property allowing the survivor to use the wrap around services in their immediate area. FEMA’s second choice for placement of Park Models is an existing commercial manufactured home park which would have existing wrap around services in the vicinity.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• FEMA provides standard manufactured homes as well as manufactured homes built to meet the Uniform Federal Accessibility Standards (UFAS).</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• FEMA does not restrict pets in temporary housing units.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• Installation in a floodplain requires additional provisions not necessarily required by local community permit.</li> <li>• Floodplain regulation prohibit in Coastal High Hazard zones and Floodways.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	



**Appendix B: Temporary Housing Options – External Resources**

**B12. Alternative Housing Units – Modular Construction**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Modular temporary housing units are composed of structural modules, pre-constructed at a manufacturing site, which are joined on site.</li> <li>See <i>Vendor Contract Chart</i> below for more detailed information.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>FEMA currently has active contracts with vendors which include installation.</li> <li>FEMA is aware of 50+ additional vendors not currently under contract.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>5/13/2013; 2/19/2014 (see <i>Vendor Contract Chart below</i>).</li> </ul>
<p><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Temporary Housing</p>	
	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Average production capacity of 14-225 / week per vendor, depending on vendor.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>1 day task order.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Ramp-up is approximately one to six weeks, depending on vendor.</li> <li>Unit construction and/or installation requirements vary.</li> <li>Haul and install is approximately 2 weeks.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Anticipated minimum of 6 weeks.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> <li>Applicant must demonstrate a continued need for housing assistance.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Depending on the affected area, the size and scale of the need for this option may overwhelm the production capability of current unit manufacturers.</li> <li>Many of the designs not immediately available as they have not yet been manufactured.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Existing transportable housing market/demand (general, event-related, and unrelated military/other); competing transportation and supply chain demands.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>All forms of Direct Housing Assistance must be approved by the FEMA Assistant Administrator for Recovery.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Unit cost for production is approximately \$31,500 - \$125,000 per unit, depending on the vendor.</li> <li>Installation costs not included.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>Potentially HUD, USACE.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Contracting Officer Representative</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Units can include private bath and kitchens; utility infrastructure may be required.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Accessible option available.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>FEMA does not restrict pets in temporary housing units.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>Depends on location of unit.</li> </ul>



## B12. Alternative Housing Units – Modular Construction

<p><b>ADDITIONAL CONSIDERATIONS</b></p>	<ul style="list-style-type: none"><li>• Modules can be complete units with pre-installed wet units (bathroom, kitchen), or can be more component-focused (for example, separate living space, bathroom, and kitchen “modules” which are combined to create a complete unit.</li><li>• Modular units may or may not be eligible for HUD. Non-exclusive sub-categories of modular units include:<ul style="list-style-type: none"><li>○ <b>Containerized</b> – refers to building materials: units are built from standard ISO shipping containers.</li><li>○ <b>Urban</b> – refers to possible configuration and size: units are stackable, and may also have smaller-than-average footprints.</li><li>○ <b>Flat-Pack</b> – refers to storage and transportation: units are pre-assembled, but can be “collapsed” to occupy less space during storage or transportation.</li></ul></li><li>• FEMA has collected evaluative data on several temporary housing units. Units that have not been evaluated may only be in the design phase and might not be practicable or meet FEMA standards for disaster housing.</li><li>• Units may be designed to meet UFAS, Wind Zones, DOE Thermal Zones, Roof Loads, and other standards.</li></ul>
<p><b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b></p>	

**Appendix B: Temporary Housing Options – External Resources**

**B13. Alternative Housing Units – Panelized Construction**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Panelized temporary housing units are composed of pre-made wall, floor, and roof sections that are assembled into a structure on-site.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>FEMA currently has an active contract with a vendor (CRN). Production rate is limited.</li> <li>FEMA is aware of 4 additional models not currently under contract.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>5/13/2013</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Temporary Housing</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Production capacity of 14/week.</li> <li>The maximum number of units the vendor can supply, given the contract limitations, is 524 (as of July 25, 2012).</li> <li>No current inventory.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>Task order = 1 day.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Production ramp-up: 2 weeks.</li> <li>Unit construction and/or installation requirements vary.</li> <li>Haul = 1 week.</li> <li>Install/construction = 2 weeks.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Minimum of 5 weeks.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> <li>Applicant must demonstrate a continued need for housing assistance.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Inventory; vendor production, transportation and installation timelines</li> <li>Depending on the affected area, the size and scale of the need for this option may overwhelm the production capability of current unit manufacturers.</li> <li>Many of the designs not immediately available as they have not yet been manufactured.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Existing transportable housing market/demand (general, event-related, and unrelated military/other); competing transportation and supply chain demands.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>All forms of Direct Housing Assistance must be approved by the FEMA Assistant Administrator for Recovery.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Unit cost for production is approximately \$63,900 per unit, not including siting and installation costs.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>Potentially HUD, USACE.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Contracting Officer Representative</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Units can include private bath and kitchens; utility infrastructure may be required.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Accessible option available.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>FEMA does not restrict pets in temporary housing units.</li> </ul>

**Appendix B: Temporary Housing Options – External Resources**

**B13. Alternative Housing Units – Panelized Construction**

<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"><li>• Depends on placement of unit.</li></ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"><li>• Panelized units require more construction on-site than modular units.</li><li>• FEMA has collected evaluative data on several temporary housing units. Units that have not been evaluated may only be in the design phase and might not be practicable or meet FEMA standards for disaster housing.</li><li>• Units may be designed to meet UFAS, Wind Zones, DOE Thermal Zones, Roof Loads, and other standards.</li></ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	

**Appendix B: Temporary Housing Options – External Resources**

**B14. Alternative Housing Units – Mississippi Cottages**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>• Manufactured home that can be easily converted to sustainable housing.</li> <li>• Can be placed on temporary or permanent foundations.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>• FEMA currently has an active contract with 1 vendor. (Lexington).</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>• Contract expires 5/13/2013.</li> </ul>
<p><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> 408  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Temporary Housing</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>• Production capacity of 30/week.</li> <li>• The maximum number of units the Lexington can supply, given the contract limitations, is 1101 (as of July 25, 2012).</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>• 1 day task order.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>• Production ramp-up: 6 weeks.</li> <li>• Unit construction and/or installation requirements vary.</li> <li>• Haul and install = 10 days.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>• Anticipated minimum of 7-8 weeks.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>• Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended, however these units are designed to be easily transitioned to permanent installation.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>• Similar limitations to other temporary housing units.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>• Traditional temporary housing would compete for haul, installation, site preparation, transportation, staging, and other resources.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>• All forms of Direct Housing Assistance must be approved by the FEMA Assistant Administrator for Recovery</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>• The cost for Lexington is \$56,700 - \$67,400 per unit depending on model and features. This does not include siting and installation costs.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>• No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>• HUD, State.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• Contracting Officer Representative</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>• Units can include private bath and kitchens; utility infrastructure may be required.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• Accessible designs available.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• FEMA does not restrict pets in temporary housing units.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• During permanent phase units are subject to non-disaster EHP.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• The units can be commercially manufactured, are similar in size to standard FEMA units, and are built to more stringent building codes using rot,</li> </ul>

### **B14. Alternative Housing Units – Mississippi Cottages**

	<p>moisture, and mold resistant materials.</p> <ul style="list-style-type: none"><li>• FEMA has collected evaluative data on several temporary housing units. Units that have not been evaluated may only be in the design phase and might not be practicable or meet FEMA standards for disaster housing.</li><li>• Units may be designed to meet UFAS, Wind Zones, DOE Thermal Zones, Roof Loads, and other standards.</li></ul>
<p><b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b></p>	

**Appendix B: Temporary Housing Options – External Resources**

**B15. Housing Barges**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Housing barges are composed of temporary, generally stackable housing units installed on a vessel (typically barges).</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>A new contract would be required.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Temporary Housing</p>	
	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>No units are currently in use. Recently used for 5,700 BP oil spill responders. Each vessel has a capacity of 150-300 persons depending on the configuration. Additional vessels take about 7 days to manufacture.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>Based on location of manufacturing port in relation to disaster area.</li> <li>New contracts would need to be administered, which would take approximately 1 week.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Approximately 1 week to manufacture.</li> <li>Approximately 1 week to travel / identify families.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Anticipated minimum of three weeks.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> <li>Applicant must demonstrate a continued need for housing assistance.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Availability of barges, containers, and access to ports and coastal areas.</li> <li>Availability may be limited due to demand from primary customers in the private sector.</li> <li>Disaster survivors may be competing with responders for limited lodging resources.</li> <li>Availability and provision of food and fuel to barges.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>Flotels, Berthing Vessels, Cruise Ships, Modular Housing Units.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>Direct Housing Assistance must be approved by the FEMA Assistant Administrator for Recovery.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Uncertain costs due to lack of a contract and lack of previous experience using this option.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>USCG inspects, approves, and monitors for compliance with applicable laws.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Will require oversight at the point of manufacture and installation. In addition, staff will need to be contracted in order to provide security and manage the housing units.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>All wrap around services will need to be provided. Transportation may be required to bring occupants back and forth from the shore, if it cannot be located next to shore.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Units could be designed and configured to meet accessibility requirements</li> </ul>

**Appendix B: Temporary Housing Options – External Resources**


**B15. Housing Barges**

	but full UFAS compliant units are not likely to be immediately available on commercial market.
<b>PETS</b>	<ul style="list-style-type: none"><li>• Ability to accommodate pets with this option will be very limited.</li></ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"><li>• This option may not be effective for interim housing because there is no contract currently in place and costs will be higher than typical housing missions. It is also unclear how this option will transfer occupants to traditional temporary housing once it becomes available.</li></ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	



**Appendix B: Temporary Housing Options – External Resources**

**B16. Limited FEMA Permanent Housing Construction Authority (Multi-family)**

<p><b>SUMMARY</b></p>	<ul style="list-style-type: none"> <li>FEMA may construct new multi-family housing after a catastrophic disaster. The property would then be transitioned to another entity to manage.</li> <li>Using a modular construction technique could reduce costs and construction timeframe.</li> </ul>
<p><b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement</p>	<ul style="list-style-type: none"> <li>Construction services are available through the IA-TAC or mission assignment USACE.</li> <li>New contract may be desirable if modular technique is chosen due to specialized nature.</li> <li>New MOU/Agreement template establishing terms of use, transfer of ownership, and liability waivers, other legal conditions with recipient entity (such as a local housing authority).</li> </ul>
<p><b>Current Agreement Expires:</b></p>	<ul style="list-style-type: none"> <li></li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> No  <b>RECOVERY PHASE:</b> Temporary Housing</p>	
<p><b>CAPACITY (Current / Surge)</b></p>	<ul style="list-style-type: none"> <li>Construction capacity varies widely based upon the site chosen, local requirements, size and scope of the project, and the method of construction.</li> </ul>
<p><b>TIMEFRAMES: Initiation / Mobilization</b></p>	<ul style="list-style-type: none"> <li>GSA can be mission assigned to locate potential sites, refer owners to FEMA for evaluation. FEMA must then evaluate sites. This process will likely take up to two weeks.</li> <li>Development of construction contract is likely to take up to one week.</li> </ul>
<p><b>TIMEFRAMES: Implementation</b></p>	<ul style="list-style-type: none"> <li>Will vary based upon factors cited in “Capacity.” Research indicates that using modular construction assembled on site will reduce construction time. Overseas developers using this method cite a 40% reduction in construction time.</li> <li>A construction firm in Birmingham, AL built a 42-unit apartment complex in 120 days using modular construction assembled on site.</li> </ul>
<p><b>TIMEFRAMES: Summary</b></p>	<ul style="list-style-type: none"> <li>Anticipated minimum of 5 months before units would be ready to occupy.</li> </ul>
<p><b>DURATION</b></p>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> <li>Could be operated by FEMA throughout the period of assistance in the same manner as a THU group site but ideally would transfer to a recipient organization such as a public housing authority soon after construction and occupancy.</li> </ul>
<p><b>LIMITATIONS</b></p>	<ul style="list-style-type: none"> <li>If it would be used after FEMA housed survivors during the period of assistance, it would require a housing authority or similar entity that is willing to undertake operations and maintenance responsibilities long term.</li> <li>Unclear how much capability exists in the private U.S. market to perform large scale construction projects utilizing modular construction techniques.</li> <li>Traditional construction is likely to be costly and time consuming.</li> </ul>
<p><b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b></p>	<ul style="list-style-type: none"> <li>High demand for construction firms, materials, and land available for development. Modular construction methods may not be in as high demand.</li> </ul>
<p><b>APPROVAL REQUIRED</b></p>	<ul style="list-style-type: none"> <li>All forms of Direct Housing Assistance must be approved by the FEMA</li> </ul>

**Appendix B: Temporary Housing Options – External Resources**

**B16. Limited FEMA Permanent Housing Construction Authority (Multi-family)**

	Assistant Administrator for Recovery; use of Permanent Construction Authority has traditionally required higher approval level.
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>• Costs will vary based upon factors listed in “capacity.” Developers utilizing modular construction techniques consistently cite reduced costs as an advantage.</li> <li>• The modular construction example from Alabama cost \$4 Million for 42 units, roughly \$95,238 per unit, which compares favorably to the costs of a THU group site.</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>• No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>• Department of Housing and Urban Development</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• Contracting Officer Representative</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>• Housing would be built to all basic livability amenities found in affordable multi-family housing. Case management and other social services may be provided in the same manner as a THU group site; however the more sustainable nature of the housing facility should reduce the need for some services.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>• Housing units will be constructed to conform to UFAS.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>• Pets can be accommodated in the same manner as they currently are in THU group sites</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• Expedited processes for EHP and abbreviated 8-step process used for THUs are not available for permanent construction.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• <b>Key point:</b> Formal policy development prior to execution is highly desirable.</li> <li>• FEMA customarily uses its permanent housing construction (PHC) authority to construct single family in OCONUS locations where THUs and other forms of direct assistance are not viable, however, the Post Katrina Emergency Management Reform Act (PKEMRA) included changes to the authority which make it viable for a catastrophic disaster in the continental U.S.</li> <li>• Single family home construction is not a desirable option for a number of reasons including cost, time, and equitable determination of who receives this form of assistance.</li> <li>• Constructing a permanent multi-family housing resource meets the temporary housing needs of disaster survivors and provides residual benefit to the community by permanently increasing affordable housing stock, an important advantage following a catastrophic disaster.</li> <li>• This option should be considered as an alternative in lieu of THU group sites because it may be more cost effective to the government and is capable of providing a long term, sustainable housing solution. Experience from Katrina and other disasters shows that survivors housed in THU group sites are more likely to be pre-disaster renters who have more difficulties transitioning to long term, sustainable housing than other THU occupants.</li> <li>• Additional market research in the modular multifamily construction capabilities present in industry, and further investigation of the best means to transfer constructed housing to public housing agencies/authorities will be required to make this option fully executable.</li> </ul>
<b>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</b>	

## **APPENDIX C: SUSTAINABLE HOUSING OPTIONS**

## Appendix C: Sustainable Housing Options

### C1. Damaged Dwelling – IHP Financial Repair/Replacement Assistance

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>Financial assistance awarded based on inspected damages to an applicant’s primary dwelling for the purposes of repair or replacement.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>Based on NPSC Inspection Services verification of losses at damaged dwelling.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p style="text-align: center;"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEMA REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility, owners only  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> Yes  <b>RECOVERY PHASE:</b> Sustainable Housing</p>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Based on NPSC inspection services, financial processing capability, and award distribution mechanism.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>Processing automatically begins immediately following an Individual Assistance disaster declaration.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Based on NPSC registration intake, inspection, and award distribution, which may take up to 1 week.</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Repair/Replacement assistance will likely take several days to be awarded, however use of assistance depends on availability of contractors and construction materials.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>18 month period of assistance.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Limited materials or contractors may delay the use of this assistance.</li> <li>Eligible applicants may only receive up to the program maximum which may not cover the full cost of necessary repairs.</li> <li>Insurance can be a duplication of benefits.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>If licensed local contractors are involved in other recovery programs (THU operations, rebuilding, etc.), there could be significant competition for limited repair capabilities.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>Automatically activated by Individual Assistance Disaster Declaration.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>None</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>No additional staffing required beyond National Processing Service Center Applicant Services staff.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>If the area’s infrastructure is severely compromised rebuilding in the same area may not be a realistic option or may be delayed significantly.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Applicants may require a form of temporary housing while repairs are being made. Cannot duplicate other available repair funds, such as insurance settlements.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>

**Appendix C: Sustainable Housing Options**

**C1. Damaged Dwelling – IHP Financial Repair/Replacement Assistance**

<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"><li>• None</li></ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	

**Appendix C: Sustainable Housing Options**

**C2. Construction of Kit Homes with Voluntary Labor**

<p><b>SUMMARY</b></p>	<ul style="list-style-type: none"> <li>Hybrid form of financial and direct assistance where FEMA provides financial grant to the survivor to purchase the kit home and direct assistance for the transportation of building materials and invitational travel for volunteer labor.</li> <li>Appropriate for circumstances where traditional manufactured housing is not appropriate due to remote location, climate suitability, or cultural appropriateness.</li> </ul>
<p><b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement</p>	<ul style="list-style-type: none"> <li>New agreement would be required.</li> </ul>
<p><b>Current Agreement Expires:</b></p>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITIES:</b> Section 408 of Stafford Act; Invitational Travel: Title 5, U.S.C., Section 5703; Federal Travel Regulations: 41 C.F.R. §§ 300-304 <b>FEMA REGISTRATION DEPENDENT:</b> Yes <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility, owners only <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> Yes (for materials) <b>RECOVERY PHASE:</b> Sustainable Housing</p>	
<p><b>CAPACITY (Current / Surge)</b></p>	<ul style="list-style-type: none"> <li>Undetermined; previous implementation was for 14 homes.</li> </ul>
<p><b>TIMEFRAMES: Initiation / Mobilization</b></p>	<ul style="list-style-type: none"> <li>May need to initiate invitational travel.</li> </ul>
<p><b>TIMEFRAMES: Implementation</b></p>	<ul style="list-style-type: none"> <li>First home was completed in 90 days; all were completed in 109 days.</li> </ul>
<p><b>TIMEFRAMES: Summary</b></p>	<ul style="list-style-type: none"> <li>Intermediate to long-term.</li> </ul>
<p><b>DURATION</b></p>	<ul style="list-style-type: none"> <li>60 day registration period (extendable); 18 month period of assistance</li> </ul>
<p><b>LIMITATIONS</b></p>	<ul style="list-style-type: none"> <li>Only viable for homes which have been destroyed in areas which traditional forms of temporary housing assistance cannot be provided.</li> <li>Housing kits do not include flushing toilets; were provided in communities accustomed to outhouses.</li> <li>Dependent upon the commercial availability of housing kits appropriate for the affected community.</li> <li>Kit costs need to be within IHP financial cap to be effective, reduces amount of FEMA financial assistance available for other needs.</li> <li>Requires sustained commitment from voluntary agency partners.</li> <li>Approval by the JFO to provide Invitational Travel to the voluntary organizations.</li> <li>Voluntary organizations may not have the staffing capability to support a mission due to multiple disaster events occurring simultaneously and their resources spread thin.</li> </ul>
<p><b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b></p>	<ul style="list-style-type: none"> <li>Transportation and delivery services will be scarce due to scale of response.</li> <li>Demand for volunteer labor will be very high; responder support may be required for volunteer staff due to anticipated lodging shortage.</li> </ul>
<p><b>APPROVAL REQUIRED</b></p>	<ul style="list-style-type: none"> <li>FCO approval to authorize invitational travel.</li> <li>Coordination with headquarters IA required.</li> </ul>
<p><b>COST ESTIMATES</b></p>	<ul style="list-style-type: none"> <li>Log Cabin kits used in Alaska averaged \$22K.</li> </ul>

**Appendix C: Sustainable Housing Options**

**C2. Construction of Kit Homes with Voluntary Labor**

	<ul style="list-style-type: none"> <li>Total costs including transportation and invitational travel averaged \$47K (including kit).</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>National VOAD—the Alaska project was supported specifically by the Mennonite Disaster Services (MDS), Christian Reformed World Relief Committee (CRWRC), and Samaritan’s Purse.</li> <li>Other voluntary organization partners have the capability to support as well.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Voluntary Agency Liaison for coordination.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Survivors would be limited to floor plans available in the commercial market, ramps and exterior accessibility features can be built if funds are available for materials. Ramps were built in Alaska.</li> </ul>
<b>PETS</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>Concerns may exist, EHP will research and consult with OCC.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>Requires extensive coordination with the applicant and the NPSC to ensure there is no duplication of benefits.</li> <li>Applicant may be required to sign agreement stating they wished to receive this type of assistance in lieu of more traditional housing assistance.</li> </ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	



**Appendix C: Sustainable Housing Options**

**C3. Limited FEMA Permanent Housing Construction Authority (Single Family)**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>FEMA may construct new single-family housing after a catastrophic disaster. The property would then be owned by the applicant.</li> <li>This assistance is only available in insular areas where other types of direct housing are not feasible.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>Construction services are available through the IA-TAC or mission assignment USACE.</li> </ul>
<b>Current Agreement Expires:</b>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
<div style="display: flex; justify-content: space-between;"> <div style="border: 2px solid red; padding: 10px; width: 45%;"> <p align="center"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b> Section 408 of Stafford Act  <b>FEDERAL REGISTRATION DEPENDENT:</b> Yes  <b>PROGRAM ELIGIBILITY:</b> Individuals and Households Program eligibility, owners only  <b>AFFECTS 408 FINANCIAL ASSISTANCE CAP:</b> Yes, may be offered in lieu of replacement funds  <b>RECOVERY PHASE:</b> Permanent Housing</p> </div> <div style="width: 50%; text-align: center;">  </div> </div>	
<b>CAPACITY (Current / Surge)</b>	<ul style="list-style-type: none"> <li>Construction capacity varies widely based upon the site chosen, local requirements, size and scope of the project, and the method of construction.</li> </ul>
<b>TIMEFRAMES: Initiation / Mobilization</b>	<ul style="list-style-type: none"> <li>Development of construction contract is likely to take up to one week.</li> </ul>
<b>TIMEFRAMES: Implementation</b>	<ul style="list-style-type: none"> <li>Timeframe to construct the home will vary based upon factors cited in “Capacity.”</li> </ul>
<b>TIMEFRAMES: Summary</b>	<ul style="list-style-type: none"> <li>Anticipated minimum of 5 months before units would be ready to occupy.</li> </ul>
<b>DURATION</b>	<ul style="list-style-type: none"> <li>Housing assistance is offered to eligible applicants for up to 18 months after Individual Assistance declaration unless extended.</li> <li>Once the home is completed, the applicant would be considered permanently housed and ineligible for further FEMA Housing Assistance.</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>Traditional construction is likely to be costly and time consuming.</li> </ul>
<b>RELATED PROGRAMS POTENTIALLY COMPETING FOR RESOURCES</b>	<ul style="list-style-type: none"> <li>High demand for construction firms and materials.</li> </ul>
<b>APPROVAL REQUIRED</b>	<ul style="list-style-type: none"> <li>All forms of Direct Housing Assistance must be approved by the FEMA Assistant Administrator for Recovery; use of Permanent Construction Authority has traditionally required higher approval level, such as ORR.</li> </ul>
<b>COST ESTIMATES</b>	<ul style="list-style-type: none"> <li>Costs will vary based upon factors listed in “Capacity.”</li> </ul>
<b>Cost Share Requirement:</b>	<ul style="list-style-type: none"> <li>No Federal/State Cost Share.</li> </ul>
<b>PARTNERS / INTERDEPENDENCIES</b>	<ul style="list-style-type: none"> <li>Department of Housing and Urban Development</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>Contracting Officer Representative</li> <li>Close coordination with NPSC required for capturing which applicants selected financial housing assistance and which selected Permanent Housing Construction.</li> </ul>
<b>LIVABILITY / WRAP AROUND SERVICES</b>	<ul style="list-style-type: none"> <li>Housing would be built to meet minimum local codes.</li> <li>Due to length of time for construction, other forms of temporary housing and wrap around services may be necessary prior to completion of homes.</li> </ul>
<b>ACCESSIBILITY</b>	<ul style="list-style-type: none"> <li>Housing units will be constructed to conform to UFAS.</li> </ul>

**Appendix C: Sustainable Housing Options**

**C3. Limited FEMA Permanent Housing Construction Authority (Single Family)**

<b>PETS</b>	<ul style="list-style-type: none"> <li>• Applicants may choose to keep pets in their newly built homes.</li> </ul>
<b>POTENTIAL ENVIRONMENTAL / HISTORICAL CONCERNS</b>	<ul style="list-style-type: none"> <li>• Expedited processes for EHP and abbreviated 8-step process used for THUs are not available for permanent construction.</li> </ul>
<b>ADDITIONAL CONSIDERATIONS</b>	<ul style="list-style-type: none"> <li>• <b>Key point:</b> Formal policy development prior to execution is highly desirable.</li> <li>• FEMA customarily uses its permanent housing construction (PHC) authority to construct single family in OCONUS locations where THUs and other forms of direct assistance are not viable; however, the Post Katrina Emergency Management Reform Act (PKEMRA) included changes to the authority which make it viable for a catastrophic disaster in the continental U.S.</li> <li>• Single family home construction is not a desirable option for a number of reasons including cost, time, and equitable determination of who receives this form of assistance.</li> <li>• Extensive messaging may be necessary to explain the housing options available if applicants may choose between financial and direct Housing Assistance.</li> </ul>
<b><i>POINT OF CONTACT: INDIVIDUALS AND HOUSEHOLDS BRANCH, IA DIVISION</i></b>	

**Appendix D: Fact Sheets**

**APPENDIX D: FACT SHEETS**

**D1. Voluntary Organizations**

<p><b>SUMMARY</b></p>	<ul style="list-style-type: none"> <li>National and local voluntary and faith-based organizations provide a broad range of benefits and services to disaster survivors. Throughout all mission areas, these organizations work to ensure a timely response to meet disaster survivor needs while coordinating with other Whole Community partners to best avoid duplication of benefits and services.</li> <li>The volunteer labor is provided to the disaster survivors at no charge which makes coordination with these Non-Governmental Organizations (NGOs) a cost-effective option for housing construction, repair needs, and other necessary services which would provide some stability in a temporary housing situation.</li> </ul>
<p><b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement</p>	<ul style="list-style-type: none"> <li>FEMA has a Memoranda of Understanding/Memoranda of Agreement with several voluntary organizations, some of whom engage and are proficient in home repair and rebuilding.</li> <li>FEMA may provide Invitational Travel to voluntary organizations to assist in construction projects</li> <li>Coordination accomplished primarily through the FEMA Voluntary Agency Liaisons.</li> </ul>
<p style="text-align: center;"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b></p> <ul style="list-style-type: none"> <li>Section 309 of the Stafford Act; 42 U.S.C. § 5152(a) and (b)</li> <li>Code of Federal Regulations, 44 C.F.R. § 206</li> <li>Invitational Travel: Title 5, U.S.C., Section 5703</li> <li>Federal Travel Regulations: 41 C.F.R. §§ 300-304</li> </ul>	
<p><b>LIMITATIONS</b></p>	<ul style="list-style-type: none"> <li>Voluntary organizations may not have the staff or material resource capabilities to support a mission should multiple disaster events occur simultaneously.</li> <li>Approval required by the JFO to provide Invitational Travel to the voluntary organizations, depending on the mission requirements.</li> <li>Decline of monetary and in-kind donations due to tough economic times will impact non-profit response and recovery capabilities.</li> <li>In a busy disaster season, the demand for voluntary and donated resources may exceed planned amounts, causing inefficiencies in response and resource allocation until additional resources can be secured.</li> <li>Seasonal “donor fatigue” may occur during a busy disaster season, or during the holiday season (a traditionally heavy time for philanthropic fundraising).</li> </ul>
<p><b>FEDERAL STAFFING REQUIREMENTS</b></p>	<ul style="list-style-type: none"> <li>FEMA Voluntary Agency Liaison</li> </ul>
<p style="text-align: center;"><b>POINT OF CONTACT: COMMUNITY SERVICES AND VOLUNTARY AGENCY COORDINATION BRANCH, IA DIVISION</b></p>	

## Appendix D: Fact Sheets

### Organization Information and Capabilities

FEMA works closely in collaboration with a multitude of voluntary, faith-based, community organizations which have a long history of charitable and disaster work experience, as well as those organizations that are newly emerged after an event and looking to become better established in emergency management, such as Team Rubicon, Repair the World, City Team Ministries, and many others.

National Voluntary Organizations Active in Disaster (National VOAD) has worked in coordination and collaboration with FEMA for many years. They are a nationwide coalition of organizations that work together in all phases of disaster to help communities prepare for and recover from disaster. Its 104+ members include 50+ national organizations (faith-based, community-based and other non-governmental organizations) and 54 State and Territorial VOAD Members (representing hundreds of additional Local/Regional VOAD Members throughout the country). Due to membership criteria, National VOAD member organizations can change annually. For a list of current member organizations, visit the National VOAD website ([www.nvoad.org](http://www.nvoad.org)).

National VOAD is also listed as a supporting agency for the Housing Recovery Support Function (RSF) and the Health and Social Services RSF in the National Disaster Recovery Framework. Also, some member agencies have participated and contributed in the development and execution of the Community and Capacity Building RSF.

National VOAD also has several committees comprised of member organizations, as well as liaisons from other agencies and organizations who contribute to the committee's mission. In addition to the Housing Committee, others include Communications, Disaster Case Management, Donations Management, Emotional and Spiritual Care, Government Relations, International, Long Term Recovery Groups, Mass Care, Technology, US Islands and Alaska, and Volunteer Management. Many of these committees have the ability to coordinate entities for the provision of Wrap Around Services based on the temporary housing options utilized post incident.

### Below is a list of some organizations with Housing Solution and Wrap-Around Service Capabilities

#### ACTS World Relief

- Provides mobile feeding units of specialized unmet needs meals, staffed by trained responders who can prepare and distribute thousands of meals a day.
- Provides counseling, emotional and spiritual care.
- Assists with cleanup activities.
- Provides medical assistance.
- Receives and distributes emergency supplies.

#### Adventist Community Services

- Receives, processes, and distributes clothing, bedding, and food products.
- Provides emergency food and counseling and disaster child care.
- Inventories solicited and unsolicited donations and manages donations warehouses post incident.

#### All Hands Volunteers

- Provides clean-up assistance, including debris removal, mud-out, tear-out, tree removal, and other services expediting survivors return to their pre-disaster residence.

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- Volunteer management, including the ability to affiliate spontaneous, unaffiliated volunteers and groups.
- Voluntary agency coordination, including the technical expertise to facilitate the coordination of voluntary, community and faith-based organizations, the private sector, and other non-profit organizations, in collaboration with other National VOAD members, to ensure that capabilities, resources and services are integrated into response efforts to minimize duplication of organizational resources.

### **American Baptist Men/USA:**

- Provides cleanup, repair, and initial rebuilding.
- Short-term volunteers work cooperatively with Church World Service.

### **Ananda Marga Universal Relief Team (AMURT)**

- Provides food and clothing, shelters, and counseling.
- Renders emergency medical services, sanitation, etc.

### **Catholic Charities, USA**

- Provides assistance to communities in addressing the crisis and recovery needs of local families.
- Provides ongoing and long-term recovery services for individuals and families, including temporary housing assistance for low-income families, counseling programs for children and the elderly, and special counseling for disaster relief workers.

### **Christian Disaster Response**

- Initial on-site disaster assessment program.
- Emergency food service—fixed-site kitchen/feeding and mobile food service.
- In-kind donations of disaster recovery supplies.
- Advocacy for disaster survivors (elderly, poor, minorities).
- Home repair or rebuilding.

### **Christian Reformed World Relief Committee (CRWRC)**

- Assists churches in the disaster-affected community to respond to the needs of persons within that community.
- Provides advocacy services to assist disaster survivors in finding permanent, long-term solutions to their disaster-related problems, as well as housing repair and construction, needs assessment, cleanup, child care, and other recovery services.
- Assists disaster survivors through interreligious partner organizations in the United States and worldwide on behalf of its 32-member communions plus affiliated agencies.
- Convenes local churches and religious organizations to form an interfaith organization to coordinate responses to unmet needs during the recovery phase.

### **Church of the Brethren Disaster Response**

- Provides cleanup and debris removal from damaged or destroyed homes and personal property.
- Trains volunteers to establish child care centers following major disasters.

### **Church of Scientology Disaster Response**

- Assists relief crews in providing food and water.
- Provides emotional and spiritual care.

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### **Church World Service**

- Stand on the side of the oppressed through advocacy with and for those most in need.
- Seek out unmet needs of all survivors – particularly people who were vulnerable and marginalized before the disaster.
- Provide a larger vision of life that includes emotional and spiritual care as well as physical rebuilding.
- Assist in long-term recovery of those in need.
- Restore and build community relationships.

### **Convoy of Hope**

- Facilitates relief efforts between Faith-Based Organizations, Churches, and other NGOs.
- Deploys fleets of trucks to move bulk commodities to survivors, including water, food, ice, hygiene kits, clean-up kits, etc.
- Provides up to 300,000 sq. ft. warehouse headquarters with warehouse partnerships across the country.
- Sets up and supports Points of Distribution (PODs).
- Provides mobile distribution of supplies.
- Coordinates and mobilizes volunteers.
- Supports clean-up and debris removal teams.

### **Episcopal Relief and Development**

- Sends immediate relief grants for such basics as food, water, medical assistance, and financial aid within the first 90 days following a disaster.
- Provides ongoing recovery activities through rehabilitation grants, which offer the means to rebuild, replant ruined crops, and counsel those in trauma.

### **Feeding America**

- Collects, transports, warehouses, and distributes donated food and grocery products for other agencies involved in both feeding operations and distribution of relief supplies through its national network of food banks.
- Processes food products collected in food drives by communities wishing to help another disaster-affected community.
- Develops, certifies, and supports their food banks.
- Serves as a liaison between the food banks and the donors.
- Educates the public about the problems and solutions of hunger.

### **Habitat for Humanity International**

- Facilitates community involvement and support during the long-term recovery process.
- Conducts community housing assessments for long-term recovery.
- Works with partner families to build or rehabilitate simple, decent, and affordable homes after a disaster.
- Offers construction and development technical assistance to communities.

### **Headwaters Relief Organization**

- Supports disaster survivors through emotional and spiritual care and mental health programs.
- Provides support services and engages in repair and rebuild activities.

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### **HOPE Coalition America:**

- Supports disaster survivors by assisting with budgeting and developing financial recovery plans.

### **Humane Society of the United States (HSUS), through the HSUS National Disaster Animal Response Team (NDART™)**

- Serves as a resource for individuals, animal-related organizations, government agencies, and others concerned about the urgent needs of animals before, during, and after disasters.
- Provides assistance with animal rescue, handling, and transport in a timely and humane way.

### **International Aid**

- Provides trained disaster aid and medical personnel.
- Provides trauma counseling.
- Provides food and medical supplies.
- Provides disease prevention products including portable medical clinics and water purification systems.

### **International Relief and Development**

- Distributes food and critical supplies.
- Helps communities develop effective social services through collaborative efforts to improve roads; renovate schools; rebuild utility, water, and sewage systems; and establish health facilities.

### **International Relief Friendship Foundation**

- Provides needs assessment, case management, distribution of designated relief supplies, and spiritual care and counseling.

### **Lutheran Disaster Response**

- Provides funding to assist with disaster response in both natural and technological disasters, volunteer coordination, long-term rebuilding efforts, and support for preparedness planning through synods, congregations, and Lutheran social ministry organizations.
- Provides spiritual and emotional counseling and pastoral care through trained coordinators based in its network of affiliated social ministry organizations.

### **Medical Teams International**

- Enlists volunteers as needed to the stricken areas and sends money and supplies for cleaning and reconstruction.

### **Mennonite Disaster Service**

- Assists disaster survivors by providing volunteer personnel to clean up and remove debris from damaged and destroyed homes and personal property and to repair or rebuild homes. Special emphasis is placed on assisting those less able to help themselves, such as the elderly and people with disabilities.

### **Mercy Medical Airlift (Angel Flight)**

- Ensures that no needy patient is denied access to distant specialized medical evaluation, diagnosis, or treatment for lack of a means of long-distance medical air transportation.
- Ensures the provision of urgent transportation in situations of compelling human need and homeland security emergencies.



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### **National Association of Jewish Chaplains (NAJC)**

- Provides emotional and spiritual care.

### **National Baptist Convention USA Inc.**

- Facilities providing shelter, shelter in place, reception centers, warehousing, Point of Distribution sites, and distribution for donated goods including food, clothing, and household items.
- Provides volunteers for immediate disaster response, in both natural and technological disasters, long-term rebuilding efforts, and support for preparedness planning through districts, and social ministry organizations.

### **National Organization for Victim Assistance (NOVA)**

- Provides social and mental health services for individuals and families who experience trauma after disaster, including traumatic reaction support, validation, stabilization and education.

### **Nazarene Disaster Response (NDR)**

- Provides cleanup and rebuilding assistance, especially to the elderly, disabled, widowed, and those least able to help themselves.
- Works in the recovery phase by assisting with the emotional needs of disaster survivors.

### **NECHAMA – Jewish Response to Disaster**

- NECHAMA's Disaster Response Program:
  - Provides direct cleanup assistance following large-scale natural disasters free of charge to those in need.
  - Manages spontaneous unaffiliated volunteers in direct fieldwork.
  - Assists in volunteer coordination and the operation of volunteer reception centers.
- NECHAMA'S Training Program:
  - Provides pre- and post-disaster event training related to disaster cleanup, chainsaw operation, safety, and volunteer management.
- NECHAMA's Tool Lending Program:
  - Lends cleanup tools for extended periods to resource-challenged organizations responding to disaster. Program is open to established and/or community start-up organizations.

NECHAMA is a faith-based organization that welcomes volunteers of all faiths and provides assistance to disaster survivors regardless of religious affiliation.

### **Operation Blessing**

- Transports food and emergency supplies to disaster survivors.

### **Presbyterian Church in America/Mission to North America Disaster Response**

- Provides assistance with debris removal, roof tarping, chainsaw work, muck out work, general clean-up, temporary repairs, and reconstruction.
- Provides Sheds of Hope, a project whereby PCA/Mission to North America Disaster Response builds a shed on personal property at the request of the owner to store recovered items or building materials for the repair/rebuild. The shed may be moved to another location should the property owner decide not to rebuild in the same location.
- Provides emotional and spiritual care for disaster affected survivors and disaster response volunteers.

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- Provides training on how to prepare the presbytery or church for disasters; training for assessors and first responders; training in emotional care.

### **Presbyterian Disaster Assistance (PDA)**

- Maintains a National Response Team of 90 that is deployed to disaster impacted areas to help connect the local church judicatories to the larger response, provide emotional and spiritual care to caregivers, responders and faith community leadership. Responds to both natural and human caused events. The team is highly trained and works collaboratively with other response agencies to provide both support and training.
- Provides support, training and technical assistance both within the PCUSA and in collaboration with other faith-based and voluntary organizations to provide volunteer work team hospitality (housing, food, sanitation, connection to case managed LTR work, and tools if available) where long term recovery is required.
- Provides volunteer labor and material assistance at the local level.
- Collaborates with other voluntary organizations to provide long term recovery organizing and training to community based long term recovery groups.

### **The Salvation Army**

- Provides mass care services, including congregate sheltering, feeding and the distribution of emergency supplies, such as food, clean-up supplies, household items and emergency communications.
- Provides client assistance, immediate and long-term, through the casework and case management processes, including referrals to government and non-governmental organizations for additional services.
- Offers emotional and spiritual care, through trained caregivers, to disaster survivors and rescue workers.
- Where circumstances and resources warrant, provides community recovery support, including clean up and reconstruction programs.

### **Samaritan's Purse**

- Provides emotional and spiritual care.
- Provides cleanup assistance.

### **Save the Children**

- Provides trained staff and volunteers to provide temporary respite care for children in shelters.
- Provides psychosocial recovery programs for children and adult caregivers.
- Provides essential non-food items to support children and families.
- Provides assistance to help children and families access services (including child care and afterschool programs).
- Provides community and state child focused disaster planning (assessments, training, exercising support, technical guidance, etc.).
- Provides training in Child Care Emergency Preparedness.
- Provides training Children's Disaster Preparedness Workshops.
- Provides training in Temporary Respite Care for shelters and community hubs (Child Friendly Spaces).

### **Society of St. Vincent De Paul**

- Provides social services to individuals and families and collects and distributes donated goods.

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- Makes stores' merchandise available to disaster survivors. Operates retail stores, homeless shelters, and feeding facilities that are similar to those run by the Salvation Army.
- Provides warehousing facilities for storing and sorting donated merchandise during the emergency period.

### **Southern Baptist Convention Disaster Relief**

- Provides more than 200 mobile feeding units staffed by volunteers who can prepare and distribute thousands of meals a day.
- Provides disaster child care. The agency has several mobile child care units.
- Assists with cleanup activities, temporary repairs, reconstruction, counseling, and bilingual services.

### **Tzu Chi Foundation**

- Provides emotional and spiritual care.
- Provides medical and financial assistance.

### **United Church of Christ**

- Provides local disaster response coordinators who help to organize local volunteers as needed for cleanup and rebuilding efforts, and also participate in response and long-term recovery committee efforts in communities affected by natural disasters.
- Provides personal protection equipment (tyvek suits, gloves, goggles, respirators) for volunteers and home owners to clean out houses.
- Provides volunteer work groups to assist long term recovery committees in rebuilding/repairing homes.
- Provides training on community preparedness, response and recovery; and assistance in communities impacted by technology caused disasters.

### **United Jewish Communities (UJC)**

- Organizes direct assistance, such as financial and social services to communities in the United States following disaster.
- Provides rebuilding services to neighborhoods and enters into long-term recovery partnerships with residents.

### **United Methodist Committee on Relief (UMCOR)**

- Trains and mobilizes community-based volunteers in response and recovery activities.
- Provides funding for local United Methodist Committee on Relief units in response and recovery projects based on the needs of each situation.
- Provides spiritual and emotional care to disaster survivors.
- Provides Disaster Case Management assistance by training local United Methodist and community based volunteers.

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**D2. Department of Defense (DOD)**

<b>SUMMARY</b>	<ul style="list-style-type: none"> <li>• The DOD has a wide range of assets that could provide non-traditional sheltering options during a catastrophic response.</li> <li>• Potential assets include both fixed (i.e., bases) and mobile (i.e., ships) resources. The availability of these resources will be dependent on existing DOD operations.</li> <li>• Close coordination through the Defense Coordinating Officer (DCO) in the field and the DOD Liaison officer in the NRCC will be required to access DOD options.</li> </ul>
<b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement	<ul style="list-style-type: none"> <li>• IAA</li> <li>• Mission Assignment</li> </ul>
<b>LIMITATIONS</b>	<ul style="list-style-type: none"> <li>• The use of DOD resources will depend on developing requests that are very specific in nature.</li> <li>• Ongoing military operations, training, and maintenance will limited the availability of some military resources.</li> <li>• Due to their primary mission and cost, use of DOD resources is contingent on prior utilization of all other potential resources.</li> </ul>
<b>FEDERAL STAFFING REQUIREMENTS</b>	<ul style="list-style-type: none"> <li>• FEMA COR and Mass Care SME</li> <li>• DOD Liaison</li> </ul>
<b><i>POINT OF CONTACT: DOD LIAISON, NRCC</i></b>	

**Organization Information and Capabilities**


Effective coordination with the DOD needs to be based on developing request for specific capabilities instead of specific assets. This will allow the various military services to potentially respond with wider range of alternatives.

DOD resources could include the use of fixed assets such as active and inactive bases. Use of these facilities requires a DOD assessment of availability based on other DOD priority missions. Many of these sites will have facilities appropriately built as long term sustainable housing for everyday use. They are likely near an area where additional community services are located which should minimize the need to artificially recreate wrap around services. These sites should not be considered as a long term rental solution based on the inability for the general public to lease on a non-disaster basis.

Mobile DOD resources could include the use of naval vessels as shelter or in a support role providing power and potable water generation. Many naval vessels are designed for primary use by active military personnel and active duty contractors. These vessels are not likely to be modified to accommodate additional privacy, access and functional needs accessibility, or pets beyond the capability of the vessel. Other possible assets include capabilities to rapidly set up base camp facilities – usually for up to 5,000 residents – and a limited supply of tents.

**Appendix D: Fact Sheets**

**D3. Private Sector**

<p><b>SUMMARY</b></p>	<ul style="list-style-type: none"> <li>• Private sector organizations contribute to response and recovery efforts through partnerships with each level of government. They play key roles before, during, and after incidents.</li> <li>• Entities include large, medium, and small businesses, commerce, private universities, and industry, as well as public-private partnerships that have been established specifically for emergency management purposes. These organizations can play any of the roles or even multiple roles simultaneously.</li> <li>• During an incident, key private sector partners should have a direct link to emergency managers and other decision makers, often through a dedicated private sector liaison, and, in some cases, be involved in the decision-making process.</li> </ul>
<p><b>IMPLEMENTATION VEHICLE</b> Existing Contract, MOU / IAA, New Contract or Agreement</p>	<ul style="list-style-type: none"> <li>• FEMA can support private sector engagement during a catastrophic incident through the FEMA Private Sector Representative (PSR) program and the National Business Emergency Operation Centers (NBEOC) within the National Response Coordination Center.</li> <li>• FEMA can support private sector engagement during a catastrophic incident through identified public-private partnerships at the regional and local level.</li> </ul>
<p style="text-align: center;"><b>KEY FACTORS</b></p> <p><b>AUTHORITY:</b></p> <ul style="list-style-type: none"> <li>• The Homeland Security Act of 2002, as amended, 6 U.S.C. §§ 313-317, 321h</li> <li>• Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended, 42 U.S.C §§ 5121-5207</li> <li>• National Response Framework</li> </ul>	
<p><b>LIMITATIONS</b></p>	<ul style="list-style-type: none"> <li>• The Federal Advisory Committee Act (FACA). See 41 C.F.R. § 102-3.40(f).</li> <li>• Unable to facilitate large requests for resources while maintaining an acceptable inventory level to support affected community.</li> <li>• Existing partnerships with state and/or local governments and non-governmental entities to provide resources during an incident which may impair their ability to support federal requests.</li> </ul>
<p><b>FEDERAL STAFFING REQUIREMENTS</b></p>	<ul style="list-style-type: none"> <li>• FEMA Private Sector Specialists and Liaisons at the Joint Field Office, Regional, and Headquarters Level.</li> </ul>
<p style="text-align: center;"><b>POINT OF CONTACT: COMMUNITY SERVICES AND VOLUNTARY AGENCY COORDINATION BRANCH, IA DIVISION</b></p>	

**Organization Information and Capabilities**

While the opportunities for working together are virtually unlimited, we know that there are practical considerations through public-private collaboration, government and the private sector can:

- Enhance situational awareness of available housing stock, commodities, or funding through the sharing of data and data feeds. Rather than rely only on information gathered by governmental means, all levels of government and the private sector have much to gain through shared situational awareness.

## Appendix D: Fact Sheets

- Improve decision-making. Ideally, enhanced situational awareness will lead to real-time capabilities that allow decision-makers to make informed choices based on the most up-to-date, relevant, and accurate data.
- Access more resources. Working together with the private sector can result in more resources to help communities recover from emergencies. Resources can be donated or paid goods and services, or business and strategic knowledge from private sector executives.
- Expand reach and access for communication efforts. Regular, meaningful communication is vital to the success of any effort. When private sector partners are willing to carry a message, article, or other communication through their internal and external channels, they help increase access to vital information by people who may need it.
- Improve coordination with other efforts by segments of the private sector. No matter what stage of the emergency management cycle you are in, the private sector has a related piece of the puzzle. Close collaboration and coordination through ongoing partnership efforts will support effective planning, preparedness, and response to all catastrophic events.
- Increase the effectiveness of emergency management efforts. Engaging with the private sector can increase transparency and understanding by all parties involved. For example, individuals and local communities may be more likely to take appropriate action when they learn of it through their employer, and government efforts can be more effective when they consider private sector capabilities, limitations, and requirements.
- Maintain strong relationships, built on mutual understanding. It is essential that all stakeholders involved in recovery efforts have established relationships long before something happens. The result is faster, more effective response and recovery.

## Appendix E: Execution Matrix

### APPENDIX E: EXECUTION MATRIX

Option	Policy	Inter Agency Agreement	Memorandum of Agreement or Memorandum of Understanding	Mission Assignments (MA)	FEMA Contracts	Leases	Invitational Travel	Timeframe	Approval Authority
APPENDIX A: SHELTERING OPTIONS									
A1. The existing State Facilities	<ul style="list-style-type: none"> <li>The National Shelter System serves as a database where information on pre-selected facilities is stored that may be managed by ARC, other NGOs and local government.</li> <li>DAF 9523.15</li> <li>DAF 9523.18</li> <li>DAF 9523.19</li> </ul>	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program.	American Red Cross NVOAD.	Mission assign FEMA Corps and DHS Surge Capacity Force program for staffing.	IA-TAC can provide turn-key support for all aspects of the facility.	Direct lease with State and/or local government; GSA lease for use of building if being operated directly by FEMA.	NGOs could provide additional support.	Can open within hours of notification and up to three days before the incident. Duration: 60 days.	If FEMA support staff is utilized, Emergency Disaster Declaration is needed.
A2. Design Venue Sheltering	<ul style="list-style-type: none"> <li>DAF 9523.15</li> <li>DAF 9523.18</li> <li>DAF 9523.19</li> <li>Mega Shelter Planning Guide- October 1, 2010, International Association of Venue Managers, Inc. (reference guide)</li> </ul>	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program.	Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA: Mission assign FEMA Corps and DHS Surge Capacity Force program for staffing.	IA-TAC can provide turn-key support for all aspects of the facility.	Direct lease with State and/or local government; GSA lease for use of building if being operated directly by FEMA.		Minimum of eight days until site is fully operational. Duration: 30 days.	If FEMA-funded, Emergency Disaster Declaration; Approval by FCO and State.
A3. Add Insured Business Support Camps	<ul style="list-style-type: none"> <li>DAF 9523.15</li> <li>DAF 9523.18</li> <li>DAF 9523.19</li> </ul>	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program.	Template available for MOA with local government for use of land or facilities; Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA: PSMA with CNCS for staffing.	IA-TAC can provide turn-key support for all aspects of the facility.	Direct lease with State and/or local government, National Park Service, Forest Service; GSA lease for use of land if being operated directly by FEMA.	NGOs could provide additional support.	Minimum of 17 days until site is fully operational. Duration: 60 days.	Emergency Disaster Declaration; Approval by FCO and State.
A4. Capital Lease or Purchase (e.g. University, Theater, Convention, etc.)	<ul style="list-style-type: none"> <li>DAF 9523.15</li> <li>DAF 9523.18</li> <li>DAF 9523.19</li> </ul>	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program.	MOA with local government for use of land or facilities; Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA: PSMA with CNCS for staffing; Mission assign FEMA Corps and DHS Surge Capacity Force program for staffing.	IA-TAC can provide turn-key support for all aspects of the facility.	Direct lease with State and/or local government; GSA lease for use of building if being operated directly by FEMA.	NGOs could provide additional support.	Location, evaluation and securing of site will take minimum one week. Duration: 30 days.	Emergency Disaster Declaration; Approval by FCO and State.
A5. Shelter in Three-Story or Higher Buildings (Barracks or Off-Bases)	<ul style="list-style-type: none"> <li>DAF 9523.15</li> <li>DAF 9523.18</li> <li>DAF 9523.19</li> </ul>	IAA with DLA through FEMA LMD for the acquisition of tents.	MOA with OFAs may be able to assist in this effort (GSA, DLA, USDA)	PSMA with CNCS for staffing.	OCPO will select best procurement method of available options. IA-TAC can provide turn-key support as required.			Activation, purchase, distribution and set up would take one week. Duration: 90 days.	Major Disaster Declaration; Approval by FCO and State



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Option	Policy	Inter Agency Agreement	Memorandum of Agreement or Memorandum of Understanding	Mission Assignments (MA)	FEMA Contracts	Leases	Invitational Travel	Timeframe	Approval Authority
A6. Shelter-in-Place – Rapid Temporary Reliefs (White House, RTTI)	Section 402 and 403 under direct Federal Assistance; Policy in development.	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program.		PSMA with USACE; Mission assign FEMA Corps and DHS Surge Capacity Force program for staffing.			NGOs could provide additional support.	Installation of plastic sheeting over damage roofs could begin within ten days. Rapid repairs will start after the approval of the mission and could take up to 60 days. Duration: 60 days.	Major Disaster Declaration; Approval by FCO and State.
A7. Soft-sided Single Household Support Camps	<ul style="list-style-type: none"> <li>DAP 9523.15</li> <li>DAP 9523.18</li> <li>DAP 9523.19</li> </ul>	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program; IAA with DLA through LMD for the acquisition of tents.	MOA with local government for use of land or facilities; Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; Possible site selection or preparation by USACE; PSMA with CNCS for staffing; Mission assign FEMA Corps and DHS Surge Capacity Force program for staffing.	IA-TAC can provide turn-key support for all aspects of the facility.	Direct lease with State and/or local government, National Park Service, Forest Service; GSA lease for use of land, facility, installation.	NGOs could provide additional support.	Minimum of 17 days until site is fully operational. Duration: 120 days.	Major Disaster Declaration; Approval by FCO and State.
A8. Hotel/Motel – Tentified by FEMA (Transitional Sheltering Assistance)	<ul style="list-style-type: none"> <li>DAP 9443.2</li> </ul>				Contract with CLC; Notice to proceed.			Minimum of four days until TSA is fully operational. Duration: 180 days.	Major Disaster Declaration; Approval by FCO and State.
A9. Hotel/Motel – Reimbursed by FEMA	Section 408, Standard part of FEMA's Individuals and Households Program.							Requires 408 eligibility, submission of receipts, and NPSC manual review. Due to staffing capacity, manual review may not occur until the disaster's registration period has ended. Duration: 30 days.	Major Disaster Declaration.
A10. Retreats / Conference Centers	<ul style="list-style-type: none"> <li>DAP 9523.15</li> <li>DAP 9523.18</li> <li>DAP 9523.19</li> </ul>	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program.	Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; PSMA with CNCS for staffing; Mission assign FEMA Corps and DHS Surge Capacity Force program for staffing.	IA-TAC can provide turn-key support for all aspects of the facility.	Direct lease with State and/or local government, National Park Service, Forest Service; GSA lease if being operated directly by FEMA.		Minimum of eight days until site is fully operational. Duration: 180 days.	Major Disaster Declaration; Approval by FCO and State.
A11. Dormitories / Group Quarters and Other Vacant Institutional Facilities	<ul style="list-style-type: none"> <li>DAP 9523.15</li> <li>DAP 9523.18</li> <li>DAP 9523.19</li> </ul>	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program.	Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; PSMA with CNCS for staffing; Mission assign FEMA Corps and DHS Surge Capacity Force program for staffing.	IA-TAC can provide turn-key support. New contract needs to be developed. University food services and wrap around services could also be included in lease.	Direct lease with State and/or local government; GSA lease if being operated directly by FEMA.		Minimum of two weeks until site is fully operational. Duration: 90 days	Major Disaster Declaration; Approval by FCO and State.

## Appendix E: Execution Matrix

Option	Policy	Inter Agency Agreement	Memorandum of Agreement or Memorandum of Understanding	Mission Assignments (MA)	FEMA Contracts	Leases	Invitational Travel	Timeframe	Approval Authority
A13. (State) Support Camp (Mandatory) Events	<ul style="list-style-type: none"> <li>DAP 9523.15</li> <li>DAP 9523.18</li> <li>DAP 9523.19</li> </ul>			Mission assign DOD Military Sea Lift Command; PSMA with CNCS for staffing.	New contract needs to be developed for ship and all wrap-around services.	GSA cannot support.		Approximately 45 days if DOD is mission assigned. Anticipated minimum of 37 days until site is fully operational if FEMA contracts directly. Duration: 180 days	Major Disaster Declaration; Approval by FCO and State.
A13. (Federal) Training Events	<ul style="list-style-type: none"> <li>DAP 9523.15</li> <li>DAP 9523.18</li> <li>DAP 9523.19</li> </ul>			PSMA with CNCS for staffing.	New contract needs to be developed.	GSA cannot support.		Minimum of 104 days until site is fully operational. Duration: 60 days.	Major Disaster Declaration; Approval by Associate Administrator for FEMA ORR.
A14. Pop-up Soft-sided Trailers	<ul style="list-style-type: none"> <li>DAP 9523.15</li> <li>DAP 9523.18</li> <li>DAP 9523.19</li> </ul>	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program.	Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; Could also mission assign USACE for site prep and haul and install; PSMA with CNCS for staffing; Mission assign FEMA Corps and DHS Surge Capacity Force program for staffing.	GSA contract for the trailers. IA-TAC can provide turn-key support as required.	GSA lease for the units and land; May also purchase units.		Minimum of 14 days until site is fully operational. Duration: 180 days.	Major Disaster Declaration; Approval by FCO and State; if used for longer than 60 days, FEMA ORR needs to approve.
A16. Travel Trailers as Shelters	<ul style="list-style-type: none"> <li>DAP 9523.15</li> <li>DAP 9523.18</li> <li>DAP 9523.19</li> </ul>	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program.	MOA with local government for use of land or facilities (find template); Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; PSMA with USACE for support; Mission assign FEMA Corps and DHS Surge Capacity Force program for staffing.	IA-TAC can provide turn-key support as required.	GSA lease of land.		Minimum of five weeks until site is fully operational. Duration: 60 days.	Major Disaster Declaration; Approval by FEMA ORR. Additional ORR approval needed for use past 60 days.
A16. (Disaster) Vessels as Shelters	<ul style="list-style-type: none"> <li>DAP 9523.15</li> <li>DAP 9523.18</li> <li>DAP 9523.19</li> </ul>	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program.	MOA with local government for use of land or facilities (find template); Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; PSMA with CNCS for staffing; Mission assign FEMA Corps and DHS Surge Capacity Force program for staffing.	IA-TAC can provide turn-key support as required.	GSA lease or purchase of RVs and land; New procurement.		Minimum of ten days until site is fully operational. Duration: 180 days.	Major Disaster Declaration; Approval by FEMA ORR.
A17. Seasonal and Commercial Recreational Camps	<ul style="list-style-type: none"> <li>DAP 9523.15</li> <li>DAP 9523.18</li> <li>DAP 9523.19</li> </ul>	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program.	MOAs with YMCA and Boy Scouts in development. Existing MOA with GSA to execute.	Provide requirements to GSA through MA; PSMA with CNCS for staffing; Mission assign FEMA Corps and DHS Surge Capacity Force program for staffing.	IA-TAC can provide turn-key support as required. New contract with site.	Lease with National Park Service or Forest Service or GSA lease for use of building if being operated directly by FEMA.		Minimum of eight days until site is fully operational. Duration: 120 days.	Major Disaster Declaration; Approval by FCO and State.

## Appendix E: Execution Matrix

Option	Policy	Inter Agency Agreement	Memorandum of Agreement or Memorandum of Understanding	Mission Assignments (MA)	FEMA Contracts	Leases	Invitational Travel	Timeframe	Approval Authority
<b>B3. Modified Housing (Building 2040B, etc.)</b>	<ul style="list-style-type: none"> <li>DAP 9523.15</li> <li>DAP 9523.18</li> <li>DAP 9523.19</li> </ul>	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program.	Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; PSMA with CNCS for staffing; Mission assign FEMA Corps and DHS Surge Capacity Force	IA-TAC can provide turn-key support as required. New contract with site.	GSA lease for use of building if being operated directly by FEMA.		Minimum of six weeks until site is fully operational. Duration: 120 days.	Major Disaster Declaration; Approval by FEMA ORR.
<b>B4. Unusable Government Facilities (Federal Office Building, etc.)</b>	<ul style="list-style-type: none"> <li>DAP 9523.15</li> <li>DAP 9523.18</li> <li>DAP 9523.19</li> </ul>	Agreement in place for staffing support from FEMA Corps and DHS Surge Capacity Force Program.	Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; PSMA with CNCS for staffing; Mission assign FEMA Corps and DHS Surge Capacity Force program for staffing.	IA-TAC can provide turn-key support as required.	GSA lease.		Minimum of six weeks until site is fully operational. Duration: 180 days.	Major Disaster Declaration; Approval by FEMA ORR.
<b>APPENDIX B: TEMPORARY HOUSING OPTIONS</b>									
<b>B1. Rental Units – FEMA Financial Rental Assistance</b>	Section 408							Requires registration, inspection, and award distribution; Minimum of seven days. Duration: 18 months.	Major Disaster Declaration; increase above FMR requires additional approval.
<b>B2. Rental Units – Disaster Housing Assistance Program (DHAP)</b>	Section 408	IAA with HUD is signed.						Initial transmit of eligible survivors following first recertification, approximately at month five. Applicants may begin to be housed seven months after the disaster. Duration: 18 months.	Major Disaster Declaration; Approval by FEMA AA for Recovery.
<b>B3. Rental Units – Unused Federal Residential Properties (HUD, USDA, VA, etc.)</b>	Section 408	Previous IAA with HUD (for repairs)	MOU with HUD and VA (previously developed, not current). Need MOA with USDA.					Minimum of 21 days until ready for occupancy. Duration: 18 months.	Major Disaster Declaration; Approval by FEMA AA for Recovery.
<b>B4. Rental Units – Direct Leasing by FEMA</b>	Section 408; Archived Disaster Specific Guidance available from Hurricane Katrina				Contract in place with CLC.	No lease is signed between landlord and applicant.		Minimum of 1 week until ready for occupancy. Duration: 18 months.	Major Disaster Declaration; Approval by FEMA AA for Recovery.
<b>B5. Rental Units – Multi Family Repair Program (Direct Leasing)</b>	Section 408; Draft guidance under development				Draft template under development; previously used contracts available; SOW for IA-TAC repairs would need to be developed.	Template lease between landlord and FEMA applicant in development, past leases available.		Minimum of three to four months until properties are ready for occupancy. Duration: 18 months.	Major Disaster Declaration; Approval by FEMA AA for Recovery.
<b>B6. Repaired Homes Requiring Limited Repairs</b>	Section 408					Lease with bank.		Minimum of six weeks until homes would be ready for occupancy. Duration: 18 months.	Major Disaster Declaration; Approval by FEMA AA for Recovery.



## Appendix E: Execution Matrix

Option	Policy	Inter Agency Agreement	Memorandum of Agreement or Memorandum of Understanding	Mission Assignments (MA)	FEMA Contracts	Leases	Invitational Travel	Timeframe	Approval Authority
B7. Mud-Ferry Support for Extended Stay	Section 408; Policy/Guidance/Processing procedures need to be developed.					Develop template lease		Requires registration, inspection, and award distribution; Minimum of seven days. Duration: 18 months.	Major Disaster Declaration; Approval by FEMA AA for Recovery.
B8. Residential Care Facilities (Nursing Homes, Assisted Living)	Section 408		Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA.		Lease directly with VA or HUD or GSA lease for use if being operated directly by FEMA.		Minimum of three weeks until ready for occupancy. Duration: 18 months.	Major Disaster Declaration; Approval by FEMA AA for Recovery.
B9. Temporary Housing Units (Manufactured Housing) in Inventory	Section 408		Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; PSMA with USACE.	IA-TAC can provide turn-key support as required. New contracts. IDIQ contracts in place for additional FEMA THUs.	Direct lease with State and/or local government; GSA lease of land.		<ul style="list-style-type: none"> <li>On a commercial or private site, minimum of two weeks before units are ready for occupancy.</li> <li>If new units must be ordered, minimum of seven weeks before units are ready for occupancy</li> <li>On a group site, minimum of three months before units are ready for occupancy. Duration: 18 months.</li> </ul>	Major Disaster Declaration; Approval by FEMA AA for Recovery.
B10. Temporary Housing Units (Manufactured Housing) Off the Lot Parcels	Section 408		Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; PSMA with USACE.	IA-TAC can provide turn-key support as required. New contracts.	Direct lease with State and/or local government; GSA lease of land.		<ul style="list-style-type: none"> <li>On a commercial or private site, minimum of two weeks before units are ready for occupancy.</li> <li>On a group site, minimum of three months before units are ready for occupancy. Duration: 18 months</li> </ul>	Major Disaster Declaration; Approval by FEMA AA for Recovery.
B11. Alternative Housing Units – Park Models	Section 408		Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; PSMA with USACE.	IA-TAC can provide turn-key support as required. New contracts.	Direct lease with State and/or local government; GSA lease of land.		<ul style="list-style-type: none"> <li>On a commercial or private site, minimum of seven weeks before units are ready for occupancy.</li> <li>On a group site, minimum of three months before units are ready for occupancy. Duration: 18 months</li> </ul>	Major Disaster Declaration; Approval by FEMA AA for Recovery.
B12. Alternative Housing Units – Modular Construction	Section 408		Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; PSMA with USACE.	IA-TAC can provide turn-key support as required. New contracts.	Direct lease with State and/or local government; GSA lease of land.		<ul style="list-style-type: none"> <li>On a commercial or private site, minimum timeframe is six weeks.</li> <li>On a group site, minimum of three months before units are ready for occupancy. Duration: 18 months.</li> </ul>	Major Disaster Declaration; Approval by FEMA AA for Recovery.
B13. Alternative Housing Units – Panelized Construction	Section 408		Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; PSMA with USACE.	IA-TAC can provide turn-key support as required. New contracts.	Direct lease with State and/or local government; GSA lease of land.		<ul style="list-style-type: none"> <li>On a commercial or private site, minimum timeframe is five weeks.</li> <li>On a group site, minimum of three months before units are ready for occupancy. Duration: 18 months.</li> </ul>	Major Disaster Declaration; Approval by FEMA AA for Recovery.
B14. Alternative Housing Units – Mississippi Cottages	Section 408		Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA; PSMA with USACE.	IA-TAC can provide turn-key support as required. New contracts.	Direct lease with State and/or local government; GSA lease of land.		<ul style="list-style-type: none"> <li>On a commercial or private site, minimum timeframe is seven to eight weeks.</li> <li>On a group site, minimum of three months before units are ready for occupancy. Duration: 18 months.</li> </ul>	Major Disaster Declaration; Approval by FEMA AA for Recovery.

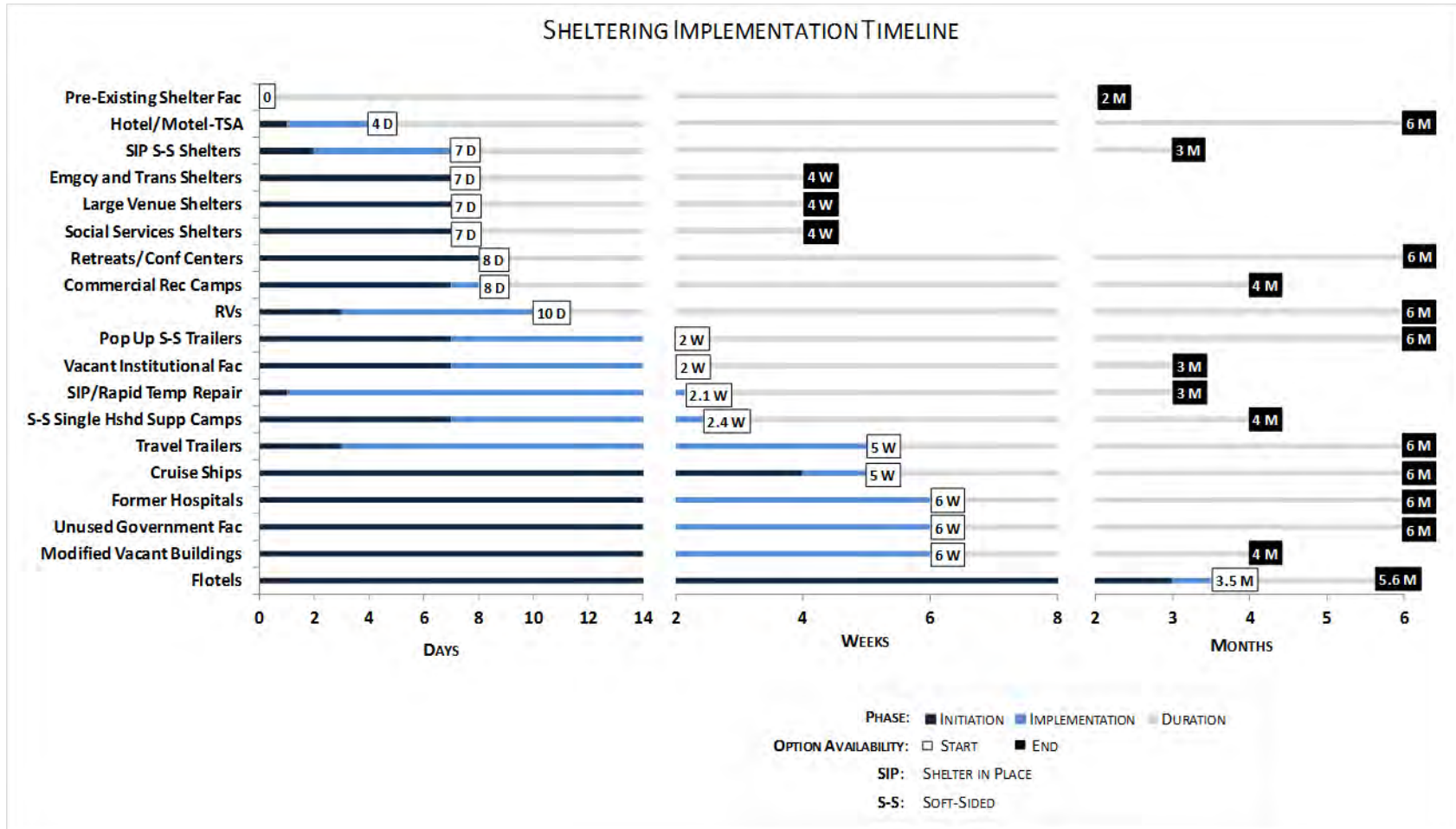
## Appendix E: Execution Matrix

Option	Policy	Inter Agency Agreement	Memorandum of Agreement or Memorandum of Understanding	Mission Assignments (MA)	FEMA Contracts	Leases	Invitational Travel	Timeframe	Approval Authority
B15. Housing Barges	Section 408		Existing MOA with GSA to execute lease.	Provide requirements to GSA through MA.	New contract.	GSA lease of vessel and berth.		Minimum of 30 days until ready for occupancy. Duration: 18 months.	Major Disaster Declaration; Approval by FEMA AA for Recovery.
B16. Limited FEMA Permanent Housing / Construction Authority (Multi-Family)	Section 408; Need policy/guidance.			PSMA with USACE.	IA-TAC can provide turn-key support as required. New construction contracts.			Minimum of five months until ready for occupancy. Duration: 18 months.	Major Disaster Declaration; Approval by FEMA ORR or higher.
<b>APPENDIX C: SUSTAINABLE HOUSING OPTIONS</b>									
C1. Damaged Dwelling – (HHP Financial) Repair/Replacement Assistance	Section 408							Requires registration, inspection, and award distribution; Minimum of seven days. Duration: 18 months.	Major Disaster Declaration.
C2. Construction of Kit Homes with Voluntary Labor	Section 408; transportation of materials and guidance developed for use in Alaska should be updated.				IA-TAC can provide turn-key support as required.		NGOs could provide additional support.	Minimum of 90 days to complete a home. Duration: 18 months.	Major Disaster Declaration; Approval by FCO for invitational travel; Coordination with FEMA HQ IA.
C3. Limited FEMA Permanent Housing Construction Authority (single-family)	Section 408; Need policy/guidance.				IA-TAC can provide turn-key support as required. New construction contracts.			Duration: 18 months.	Major Disaster Declaration; Coordination with FEMA HQ IA.

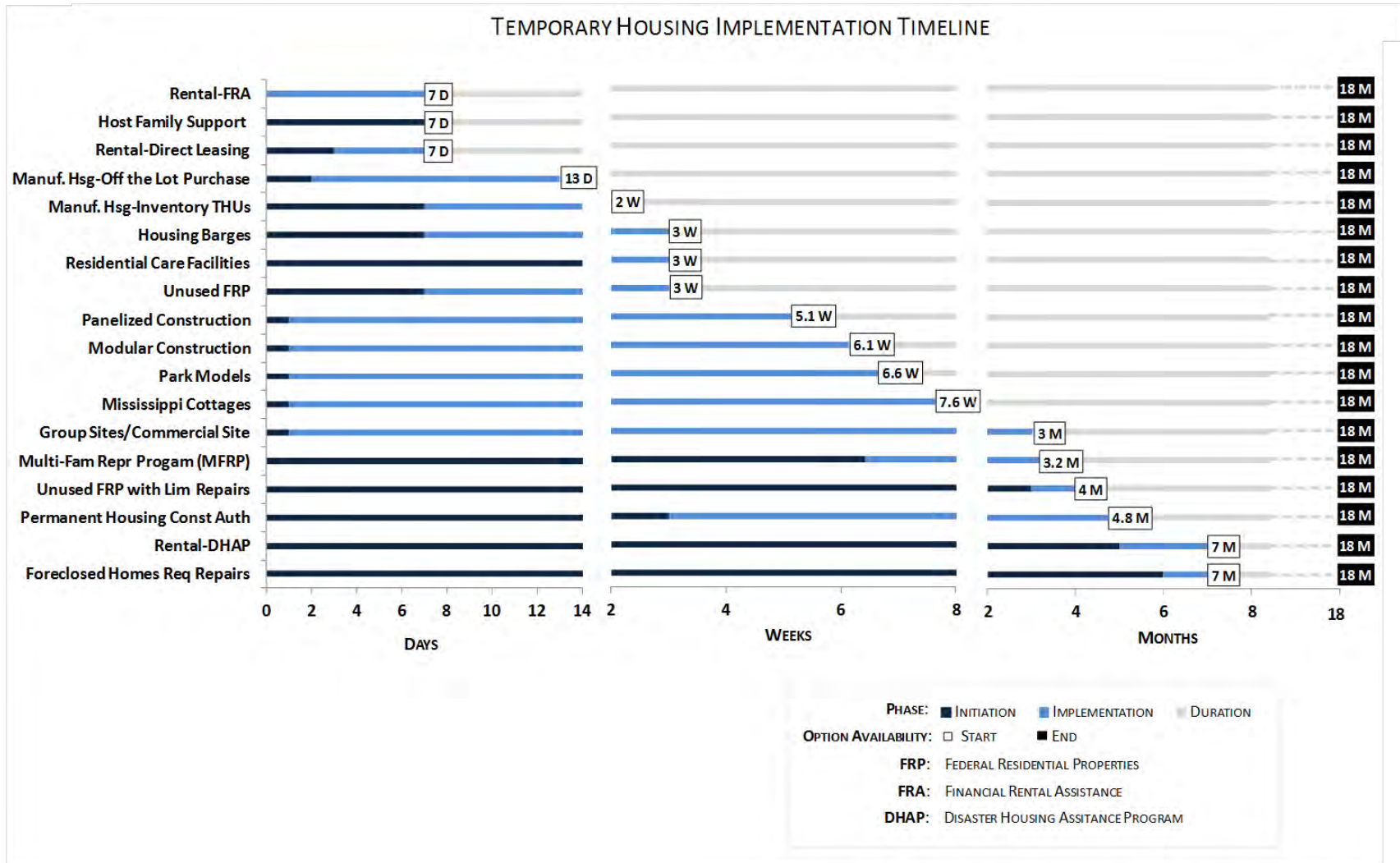
Contracts and guidance in place to implement this option.
Contracts that can be initiated; Guidance and templates may need updating.
New initiatives and contracts. Materials need to be developed.

## Appendix F: Implementation Timeline

### APPENDIX F: IMPLEMENTATION TIMELINE



## Appendix F: Implementation Timeline





## Appendix G: Implementation Matrix

### APPENDIX G: IMPLEMENTATION MATRIX

<i>Recovery Phase</i>	<i>Cut Sheet #</i>	<i>Task</i>	<i>Responsible Section</i>	<i>Vehicle</i>	<i>Existing Capability</i>	<i>Timing - Initiation</i>	<i>Timing - Implementation</i>	<i>Duration</i>
Sheltering	A1	Pre-Existing Shelter Facilities	MC/EA	Pre-existing	Yes	Immediate	Immediate	60 days
Sheltering	A2	Large Venue Sheltering	MC/EA	MOU/MOA	Yes	1 week (1 week establish MOU/MOA)	immediate	30 days
Sheltering	A3	Soft-sided Survivor Support Camps	MC/EA	Existing Contract Task Order/ IA-TAC	Yes	1 week	10 days	60 days
Sheltering	A4	Social Services Shelters	MC/EA	GSA New Contract	No	1 week	Immediate	30 days
Sheltering	A5	SIP Soft-sided Sheltering (distribution of tents)	MC/EA	IAA Procurement	Yes	2 days	5 days	90 days
Sheltering	A6	SIP Rapid Temporary Repair-Blue Roof	IHP	USACE PSMA/Task Order Contract	Yes	1 day	2 weeks	30 days
Sheltering	A7	Soft-sided Single Household Support Camps	MC/EA	USFS PSMA/Task Order Contract	Yes	1 week (1 day Task Order)	10 days	120 days
Sheltering	A8	Hotel/Motel-TSA	MC/EA	Existing Contract Task Order	Yes	1 day	3 days	180 days
Sheltering	A9	Hotel/Motel-Reimbursement	IHP	Funds to Applicant	Yes	1 week	2 months	30 days
Sheltering	A10	Retreats/Conference Centers	MC/EA	New Contract	No	8 days	immediate	180 days
Sheltering	A11	Dormitories/Group Quarters/Other Vacant Institutional Facilities	MC/EA	New Contract	No	1 week	1 week	90 days
Sheltering	A12	Cruise Ships	MC/EA	New Contract	No	30 days	1 week	180 days

### Appendix G: Implementation Matrix

<i>Recovery Phase</i>	<i>Cut Sheet #</i>	<i>Task</i>	<i>Responsible Section</i>	<i>Vehicle</i>	<i>Existing Capability</i>	<i>Timing - Initiation</i>	<i>Timing - Implementation</i>	<i>Duration</i>
Temporary Housing	B4	Rental-Direct Leasing	IHP	Existing Contract	Yes	3 days	4 days	18 months
Temporary Housing	B5	MFRP	IHP	New Contract	No	45 days	45 days (repair)	18 months
Temporary Housing	B6	Foreclosed Homes Requiring Repairs	IHP	New Contract	No	6 months	1 month (repair)	18 months
Temporary Housing	B7	Host Family Support for Extended Stays	IHP	Funds to the Applicant	Yes	1 week	Immediate	18 months
Temporary Housing	B8	Residential Care Facilities	IHP	New Contract	No	2 weeks	1 week (identify families)	18 months
Temporary Housing	B9	Manuf. Hsg. - Inventory THUs	IHP	Existing Inventory	Yes	1 week (registrations/site inspections)	1 week (haul and install)	18 months
Temporary Housing	B10	Manuf. Hsg. - Off the Lot Purchases	IHP	New Contract	No	2 days (purchase)	11 days (4 days logistics, 7 days haul and install)	18 months
Temporary Housing	B11	Park Models	IHP	Existing Contract Task Order	Yes	1 day	6.5 weeks (4 weeks ramp-up, 2.5 weeks haul and install)	18 months
Temporary Housing	B12	Modular Construction	IHP	Existing Contract Task Order	Yes	1 day	6 weeks (4 weeks ramp-up, 2 weeks haul and install)	18 months
Temporary Housing	B13	Panelized Construction	IHP	Existing Contract Task Order	Yes	1 day	5 weeks (2 weeks ramp-up, 1 week haul, 2 weeks install)	18 months
Temporary Housing	B14	Mississippi Cottages	IHP	Existing Contract Task Order	Yes	1 day	7.5 weeks (6 weeks ramp-up, 1.5 weeks haul and install)	18 months
Temporary Housing	B15	Housing Barges	IHP	New Contract	No	1 week	2 weeks (1 week manufacture, 1 week transportation/ identify families)	18 months

## Appendix G: Implementation Matrix

<i>Recovery Phase</i>	<i>Cut Sheet #</i>	<i>Task</i>	<i>Responsible Section</i>	<i>Vehicle</i>	<i>Existing Capability</i>	<i>Timing - Initiation</i>	<i>Timing - Implementation</i>	<i>Duration</i>
Temporary Housing	B16	Limited Permanent Housing Construction Authority (Multi-family)	IHP	New Contract	No	3 weeks (2 weeks identify property, 1 week new contract)	4 months	18 months
Sustainable Housing Options	C1	Damaged Dwelling - IHP Financial Repair/Replacement Assistance	IHP	Funds to the Applicant	Yes	Immediate	1 week (1 week to get funds, repairs will take longer)	18 months
Sustainable Housing Options	C2	Construction of Kit Homes w Voluntary Labor	IHP	Funds to the Applicant/ Invitational Travel	No	30 days	60 days	18 months
Sustainable Housing Options	C3	Limited Permanent Housing Construction Authority (Single Family)	IHP	New Contract	No	45 days	5 months	18 months

\*General Services Administration (GSA)

\*Interagency Agreement (IAA)

\*Individuals and Households Program (IHP)

\*Mass Care/Emergency Assistance (MC/EA)

\*Memorandum of Agreement/Memorandum of Understanding (MOA/MOU)

## Appendix H: Decision Support Matrix

### APPENDIX H: DECISION SUPPORT MATRIX

Options	Operational Readiness	Housing Capacity	Available Sources	Implementation Timing	Duration	Risk	Limitations
APPENDIX A: SHELTERING OPTIONS							
A1. Pre-existing Shelter Facilities							
A2. Large Venue Sheltering							
A3. Soft-sided Survivor Support Camps							
A4. Social Services Shelters							
A5. Shelter in Place – Soft-sided Sheltering							
A6. Shelter in Place – Rapid Temporary Repairs							
A7. Soft-sided Single Household Support Camps							
A8. Hotel/Motel – Funded by FEMA							
A9. Hotel/Motel – Reimbursed by FEMA							
A10. Retreats / Conference Centers							
A11. Dormitories / Group Quarters and Other Vacant Institutional Facilities							
A12. Cruise Ships and Other Recreational Vessels							
A13. “Flotels” Floating Hotels							
A14. Pop-up Soft-sided Trailers							
A15. Travel Trailers as Shelters							
A16. Recreational Vehicles as Shelters							
A17. Seasonal and Commercial Recreational Camps							
A18. Modified Vacant Buildings							
A19. Unused Government Facilities							



## Appendix H: Decision Support Matrix

Options	Operational Readiness	Housing Capacity	Available Sources	Implementation Timing	Duration	Risk	Limitations
<b>APPENDIX B: TEMPORARY HOUSING OPTIONS</b>							
B1. Rental Units – FEMA Financial Rental Assistance							
B2. Rental Units – DHAP							
B3. Rental Units – Unused Federal Residential Properties, Some Requiring Repairs							
B4. Rental Units – Direct Leasing by FEMA							
B5. Rental Units – Multi Family Repair Program							
B6. Foreclosed Homes Requiring Limited Repairs							
B7. Host Family Support for Extended Stays							
B8. Residential Care Facilities							
B9. Temporary Housing Units in Inventory							
B10. Temporary Housing Units Off the Lot							
B11. Alternative Housing Units – Park Models							
B12. Alternative Housing Units – Modular Construction							
B13. Alternative Housing Units – Panelized Construction							
B14. Alternative Housing Units – Mississippi Cottages							
B15. Housing Barges							
B16. Limited FEMA Permanent Housing Construction Authority (Multi-family)							

## Appendix H: Decision Support Matrix

Options	Operational Readiness	Housing Capacity	Available Sources	Implementation Timing	Duration	Risk	Limitations
APPENDIX C: SUSTAINABLE HOUSING OPTIONS							
C1. Damaged Dwelling – IHP Financial Repair/Replacement Assistance							
C2. Construction of Kit Homes with Voluntary Labor							
C3. Limited FEMA Permanent Housing Construction Authority (Single-family)							
APPENDIX D: FACT SHEETS							
D1. Voluntary Organizations							
D2. Department of Defense							
D3. Private Sector							

## Appendix J: Legal Authorities

### APPENDIX J: LEGAL AUTHORITIES

- **Robert T. Stafford Disaster Relief and Emergency Assistance Act, Pub. L. No. 93-288, as amended, 42 U.S.C. 5121-5207:**
  - Section 301: Authorizes the modification or waiver of administrative conditions for Federal assistance that would otherwise prevent the giving of assistance, if the ability to meet such conditions is a result of a major disaster.<sup>5</sup>
  - Section 403: Authorizes either direct or financial assistance<sup>6</sup> essential to meeting immediate threats to life and property resulting from a major disaster including:
    - Distributing or providing medicine, durable medical equipment, food, and other consumable supplies, and other services and assistance to disaster victims through the State, local government, or relief and disaster assistance organizations. 403(a)(2)
    - The performance of work “essential to saving lives and protecting and preserving property or public health and safety,” including emergency mass care, emergency shelter, the provision of food, water, medicine, durable medical equipment, and other essential needs, including the movement of supplies or persons. 403(a)(3)(B)
    - The reduction of immediate threats to life, property, and public health and safety. 403(a)(3)(I)
    - The provision of rescue, care, shelter, and essential needs of survivors and their pets and service animals. 403(a)(3)(J)
  - Section 406:
    - 406(a)(1)(A): Authorizes contributions to state or local governments for the repair, restoration, reconstruction, or replacement of a public facility damaged or destroyed by a major disaster and for associated expenses incurred by the government.
    - 406(a)(1)(B): Authorizes contributions to owners or operators of eligible private nonprofit facilities [*see*, 406(a)(3)] damaged or destroyed by a major disaster for the repair, restoration, or replacement of the facility and for associated expenses incurred by the owner or operator.
    - 406(c)(1)(A): Authorizes financial contributions of up to 90 percent of the Federal share of eligible costs, in-lieu of contributions under (a)(1)(A), when a state or local government determines that the public welfare would not be best served by repairing, restoring, reconstructing, or replacing any public facility owned or controlled by the state or local government.
    - 406(c)(2)(A): Authorizes financial contributions of up to 75 percent of the Federal share of eligible costs, in-lieu of contributions under (a)(1)(B), when the owner or operator of a private nonprofit facility determines that the public welfare would not be best served by repairing, restoring, reconstructing, or replacing the facility.
  - Section 408:
    - 408(a)(1): Authorizes financial assistance, and, if necessary, direct services, to individuals and households in the State who, as a direct result of a major disaster,

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<sup>5</sup> FEMA may waive those administrative conditions it establishes through regulation or policy in its interpretation of statutory mandates, but the Executive Branch may not independently waive statutory mandates established by the Legislative Branch. *See, Louisiana Pub. Serv. Comm'n*, 476 U.S. at 369, 106 S. Ct. at 1901; *see also, Garrelts v. Smithkline Beecham Corp.*, 943 F. Supp. 1023 (N.D. Iowa 1996)

<sup>6</sup> FEMA provides financial assistance for evacuation and sheltering activities through its Public Assistance (PA) Program. These types of activities are included in Category B “Emergency Work” and are subject to a cost share. For more information about the Public Assistance Program, see 44 CFR part 206 subparts G and H [http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&tpl=/ecfrbrowse/Title44/44cfr206\\_main\\_02.tpl](http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&tpl=/ecfrbrowse/Title44/44cfr206_main_02.tpl), the PA Guide [http://www.fema.gov/government/grant/pa/pag07\\_t.shtm](http://www.fema.gov/government/grant/pa/pag07_t.shtm), the PA Digest <http://www.fema.gov/pdf/government/grant/pa/pdigest08.pdf>, and PA Policies <http://www.fema.gov/about/policies/recovery.shtm#pa>.



## Appendix J: Legal Authorities

have necessary expenses and serious needs in cases in which the individuals and households are unable to meet such expenses or needs through other means.

- 408(b)(1): Authorizes financial or other assistance to individuals and households to respond to the disaster-related housing needs of individuals and households who are displaced from their pre-disaster primary residences or whose pre-disaster primary residences are rendered uninhabitable, inaccessible, as a result of damage caused by a major disaster.
- 408(c)(1)(B): Authorizes temporary housing units, acquired by purchase or lease, directly to individuals or households who, because of a lack of available housing resources, would be unable to make use of financial assistance under 408(c)(1)(A)(i).
- 408(c)(4) Permanent or semi-permanent housing: Authorizes financial assistance or direct assistance to individuals and households to construct permanent or semi-permanent housing in insular areas outside the continental United States and in other locations where no alternative housing resources are available, and the types of temporary housing assistance are unavailable, infeasible, or not cost-effective.
- Section 611:
  - 611(e)(2)-(4): Authorizes development of emergency preparedness measures designed to “afford adequate protection of life and property,” including developing shelter designs and materials for protective covering or construction; developing equipment or facilities, plans that take into account the needs of individual pets and service animals prior to, during, and following a major disaster or emergency.
  - 611(i)(1): Authorizes the Administrator to procure by condemnation, or otherwise, construct, lease, transport, store, maintain, renovate or distribute materials and facilities for emergency preparedness, with the right to take immediate possession.
  - 611(i)(3): Authorizes the lease of real property for the purpose of carrying out emergency preparedness measures.
  - 611(j)(1): Authorizes financial contributions to states for emergency preparedness purposes, including the procurement, construction, leasing, or renovating of materials and facilities.
  - 611(j)(2): Authorizes financial contributions to state and local authorities for animal emergency preparedness purposes, including the procurement, construction, leasing, or renovating of emergency shelter facilities and materials that will accommodate people with pets and service animals.
- **Pet Evacuation and Transportation Standards Act (PETS Act), Pub. L. No. 109-308, 42 U.S.C. 5121 note.**
  - Section 3: Allows FEMA to make financial contributions for animal emergency preparedness purposes, including the procurement, construction, leasing, or renovating of emergency shelter facilities and materials that will accommodate people with pets and service animals.
- **Homeland Security Act of 2002, Pub. L. No. 107-296, as amended, 6 U.S.C. 311-321j:**
  - Section 503:
    - 503(b)(2)(A): Authorizes (directs) the Administrator to lead national efforts to prepare for, protect against, respond to, recover from, and mitigate against the risk of natural disasters, acts of terrorism, and other man-made disasters, including catastrophic incidents.

## Appendix J: Legal Authorities

- 503(b)(2)(C): Authorizes (directs) development of a Federal response capability that, when necessary and appropriate, can effectively and rapidly deliver assistance essential to saving lives or protecting or preserving property or public health and safety in a natural disaster, act of terrorism, or other man-made disaster.
  - 503(b)(2)(H): Authorizes (directs) development and coordination of the implementation of a risk-based, all-hazards strategy for preparedness that builds common capabilities necessary to respond to natural disasters, acts of terrorism, and other man-made disasters, while also building unique capabilities necessary to respond to specific types of incidents that pose the greatest national risk.
  - Section 724: The Administrator shall develop an efficient, transparent, and flexible logistics system for procurement and delivery of goods and services necessary for an effective and timely response to natural disasters, acts of terrorism, and other man-made disasters and for real-time visibility of items at each point throughout the logistics system.
  - Section 753(b)(4)(k): The term surge capacity means the ability to rapidly and substantially increase the provision of ... shelter and housing ... and other resources necessary to save lives and protect property during a catastrophic incident. (see also section 701.)
- **Post-Katrina Emergency Management Reform Act of 2006, Pub. L. No. 109-295, 6 U.S.C. 701 et seq.:**
  - Section 653:
    - 653(c): Authorizes (directs), the Administrator in coordination with Federal agencies with responsibilities under the National Response Plan, to develop pre-scripted mission assignments, including logistics, communications, mass care, health services, and public safety, to expedite the provision of assistance.
  - Section 682:
    - 682(a): Authorizes (directs), the Administrator in coordination with certain Federal agencies, state, local, and tribal government officials and representatives of appropriate nongovernmental organizations, to develop, coordinate, and maintain a National Recovery Strategy to serve as a guide to recovery efforts after major disasters and emergencies.
- **Defense Production Act (DPA) of 1950, Pub. L. No. 81-774, as amended, 50 U.S.C. §§2061-2172:**
  - Authorizes the President to require businesses to sign contracts or fulfill orders deemed necessary for national defense.
  - Authorizes the President to establish mechanisms (such as regulations, orders or agencies) to allocate materials, services and facilities to promote national defense.
  - Authorizes the President to control the civilian economy so that scarce and/or critical materials necessary to the national defense effort are available for defense needs.
- Delegation to the Administrator of the Federal Emergency Management Agency, Department of Homeland Security Delegation Number: 9001.1, Dated December 10, 2011.

**Appendix K: Communication Strategy**

**APPENDIX K: COMMUNICATION STRATEGY**

Key Development	Implement the Catastrophic Temporary Housing Annex
Messaging	<ul style="list-style-type: none"> <li>• Convey the importance of a working relationship between the State-led Disaster Housing Task Force and the Housing Recovery Support Function in addressing the transition from congregate sheltering to temporary and/or sustainable housing.</li> <li>• Inform disaster survivors about the importance of and multiple channels by which applicants can register for FEMA assistance in order to be eligible for temporary housing assistance.</li> <li>• Emphasize the importance of States and communities providing information to displaced disaster survivors about returning home.</li> <li>• Outline Federal resources available to support State and local recovery.</li> </ul>
Products	<ul style="list-style-type: none"> <li>• Press Releases and Advisories for Congressional, Intergovernmental, News Media, Private Sector, disability, and CFBN stakeholders within the disaster area and Washington, DC as appropriate</li> <li>• Talking Points</li> <li>• Fact Sheets</li> <li>• EA Briefing Materials (to include Congressional, Intergovernmental and News Media)</li> <li>• Slides and visuals</li> <li>• B-roll/photo and field coordination to facilitate media coverage of transitioning accomplishments)</li> <li>• Digital Media messaging development activities (to include all social media venues in 3 tier information levels for 1-disaster survivors 2-stakeholders)</li> <li>• VIP visits</li> <li>• ESF-15 Updates</li> </ul>
Actions	<ul style="list-style-type: none"> <li>• Participate in all VTCs and identify a dedicated Housing External Affairs Liaison/Officer to manage the initiative.</li> <li>• Hold daily Coordination Calls with FEMA Headquarters, State Emergency Operations Center, Region and JFO.</li> <li>• Participate in all NICCL, SICCL and PICCLs.</li> <li>• Produce Congressional Advisories and Set up briefings.</li> <li>• With State confirmation, conduct tribal, county, local outreach to include advisories and briefings.</li> <li>• Schedule News Media Conference and Coordinate media access and embedding activities (Headquarters, Region, JFO, State, and partners).</li> <li>• Monitor internal and external housing issues.</li> </ul>
Staffing	<ul style="list-style-type: none"> <li>• Assess geographic and demographic information by Zones and coordinate</li> </ul>

## Appendix K: Communication Strategy

	with JFO senior leadership to strategically place Community Relations Assess, Inform, and Report (CR AIR) staff, and surge staffing such as ESF-15 Program Liaison for Housing exclusively.
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### Key Audiences (Internal and External):

*The list of key audiences below will need to be adjusted at the time of implementation to ensure all stakeholders are considered on HQ, Regional and Local levels.*

- FEMA Headquarters, Regional, and Joint Field Office Directorates and Programs
- Other Federal agency officials involved in recovery (including internal FEMA)
- Governors and other key state elected officials
- State, local, Tribal, Territorial, county and local emergency managers
- County and local elected officials
- Congress
- Private Sector
- Associations, voluntary agencies and other non-governmental organizations
- Faith-based and neighborhood organizations
- Organizations representing children and adults with disabilities and others with access and functional needs
- Disaster survivors and general public