GUIDEBOOK: Housing Recovery Plan Assessment Tool Intermediate

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# INTRODUCTION

# Introduction

This document was created in response to Texas Senate Bill 289, 86th Legislature (available at: <u>https://legiscan.com/TX/bill/SB289/2019</u>). The Hazard Reduction & Recovery Center at Texas A&M University and the Texas General Land Office were identified in the bill to develop a process that will coordinate the review of housing recovery plans developed by local (municipal or county) governments.

In response to this directive, the Hazard Reduction & Recovery Center drafted the Housing Recovery Plan Assessment (HRPA) Tool and this Guidebook to support the use of the HRPA Tool with feedback from the Texas General Land Office and experts with experience in housing recovery processes.

The development team recognizes that HRPA Tool users may have varying levels of capacity to complete housing recovery plans. To account for this variety, the HRPA Tool has three versions: basic, intermediate, and advanced, with each version building upon its predecessor. The basic version includes the barebones items that a housing recovery plan should contain, tailored for those with limited capacity. The intermediate version contains more items than the basic and the advanced version possesses the full HRPA Tool with all items. This is the INTERMEDIATE version of the HRPA Tool.

Whether someone uses the basic, intermediate, or advanced versions of this tool, any housing recovery planning is a success!

### What are the Goals of this Housing Recovery Plan Assessment Tool and Guidebook?

The overarching goal of the HRPA Tool is to improve housing recovery planning throughout the state of Texas and beyond. This tool permits the assessment of local housing recovery plans that are either stand alone plans or annexes to other recovery planning or emergency planning documents. The HRPA Tool provides an assessment of whether and to what extent the submitted plan addresses topics known to increase effective, efficient, and inclusive housing recovery after a disaster caused by a natural (e.g., coastal storm, flooding, tornado, etc.) or technological (e.g., explosion, contamination, etc.) hazard.

No other similar tool currently exists to evaluate housing recovery plans. This assessment method builds on existing methods to evaluate other types of local plans. Plan assessment tools usually apply a set of normative standards to score a plan on 1) its expected contents, 2) logical consistency between sections of the plan, and 3) logical consistency between the plan and local conditions (Berke et al., 2006). Assessment tools exist for other planning documents including comprehensive plans, land use plans, and hazard mitigation plans. This tool is the first of its kind for housing recovery plans.



This Guidebook provides background information on each assessment item in the HRPA Tool. For the item, the Guidebook describes: key definitions; justification for the item's inclusion in the HRPA Tool; and additional resources to learn more. This Guidebook can be used during plan development to ensure the plan will score well.

### How Was the Housing Recovery Plan Assessment Tool Developed?

The development team included Dr. Shannon Van Zandt, Dr. Michelle Meyer, Ms. Jaimie Hicks Masterson, Ms. Erika Koeniger, and Mr. Chandler Ian Wilkins. Dr. Van Zandt and Ms. Masterson are AICP certified planners and co-authors of the Planning for Community Resilience: A Handbook for Reducing Vulnerability to Disasters. Dr. Meyer is Director of the Hazard Reduction & Recovery Center at Texas A&M University and a researcher focused on disaster recovery, social vulnerability, and coordination of recovery processes. Ms. Koeninger and Mr. Wilkins are graduate research assistants with experience in hazards and urban planning (Wilkins) or public administration (Koeninger).

Individually scored items, as well as guiding principles, were developed based on review of existing academic articles and reports related to housing recovery, policy documents from local, state, and federal agencies related to housing recovery, programming documents for reputable housing recovery programs, and existing housing recovery plans (or elements within plans) made by jurisdictions across the country. We reviewed the following documents to gather this information:

 "Policy Recommendations from the Rapid Disaster Recovery Rehousing Program (RAPIDO)" from the Community Development Corporation of Brownsville and bcWORKSHOP (2015)

- "Fixing America's Broken Disaster Housing Recovery System Part Two: Policy Framework Reform Recommendations" from the National Low-Income Housing Coalition Convening Report. (Saadian, Gordon, Patton, and Rambler 2020)
- "Long-term Recovery Guide" from National Voluntary Organizations Active in Disaster (NVOAD 2012).
- "In The Eye of The Storm: A People's Guide to Transforming Crisis and Advancing Equity in the Disaster Continuum" from the NAACP. (Steichenv, Patterson, and Taylor 2018).
- FEMA's National Disaster Recovery Framework (2016) and Housing Guidance (2020)
- Texas General Land Office housing guidance and programs (Texas GLO n.d., 2020).
- Houston regional area housing recovery template (in progress).
- *Planning for Community Resilience* textbook (Masterson et al. 2014).
- "Research in Support of Floodplain Management Regulations Compliance of Substantially Damaged Properties: Findings and Recommendations" Report completed to support FEMA guidance by scholars at Texas A&M University and the University of North Carolina (Lorente, Masterson, and Berke 2019).
- Long-term recovery disability guidelines from Project REDD at Texas A&M University (REDD.TAMU.edu).
- Sustaining Places: Best Practices for Comprehensive Planning by the American Planning Association (Godschaulk and Rouse 2014).
- Plan Integration for Resilience Scorecard developed by Texas A&M faculty and staff (Masterson, Berke, Malecha, Yu, Lee, and Thapa 2017).

We looked for suggestions and recommendations on topics related to housing recovery in each re-

source. Then, we reviewed the sources to discover which topics and points were applicable for assessment. The suggestions identified were restructured into questions and compiled into a list. The entire team met weekly to determine which items to keep, to revise, to consolidate, and to score. Items were organized by six typical plan sections: planning process; fact basis; goals and objectives; implementation; interorganizational coordination; and monitoring.

Mr. Wilkins and Ms. Koeniger screened existing housing recovery plans with the HRPA Tool to discover its possible strengths and weaknesses. These test plans included the Hurricane Sandy Disaster Housing Strategic Plan for New Jersey and the New Jersey Department of Community Affairs Community Development Block Grant Disaster Recovery Action Plan.

Each item was assigned one of 8 principles to review the breadth of the HRPA Tool across topics important to recovery housing: 1) address vulnerable populations, 2) affirm resident choice, 3) promote resilience, 4) streamline return to permanent housing, 5) foster inclusive participation in recovery planning and processes, 6) build and promote local capacity in local businesses, nonprofits, and leaders, 7) use resources responsibly, and 8) communicate transparently. These eight principles were also drawn from the documents reviewed.

Ċ	Address vulnerable populations. Housing Recovery plans should explicitly identify and describe both physically and socially vulnerable populations within the community. Plans should carefully consider how planned actions and policies affect these populations, with emphasis on prioritizing their needs.
7	Affirm resident choice. Plans should, whenever possible, permit resident choice from among multiple options to best meet their families' needs, both now and in the future.
	<b>Promote resilience</b> . Plans, including programs, policies, and actions, should maintain a future orientation, working towards building resilience rather than returning to the status quo.
	<b>Streamline return to permanent housing</b> . Housing recovery plans should strive to return residents to permanent housing as soon as possible by prioritizing or incentivizing solutions that maintain family togetherness, neighborhood cohesion, normal routines and spatial proximity to neighbors and neighborhood services such as schools, places of worship, groceries, and pharmacies.
***	<b>Foster inclusive participation in recovery planning and processes</b> . Both recovery plan-making processes and planned processes must encourage and provide full participation, transparency, and access to decision-making for the entire community, including traditionally marginalized groups and groups most impacted by disasters.
<b>***</b>	<b>Build and promote local capacity in local businesses, nonprofits, and leaders.</b> Housing recovery plans should prioritize the use of qualified local businesses, nonprofits, and leaders throughout the recovery process. When necessary, locals may partner with outside groups, but the emphasis should be on developing capacity among locals and retaining that capacity post-recovery as a means of building resilience.
\$	<b>Use resources responsibly</b> . Disaster recovery funds, whether they come from charitable, local, state, or federal sources, must be handled with strong stewardship, with the aim of achieving an effective, efficient, and equitable outcome for all community members.
	<b>Communicate transparently.</b> Planning processes must strive for openness and transparency in pub- lic outreach and communication.

### Table 1. Guiding Principles of Housing Recovery

### What is the Final Structure of the HRPA Tool and Possible Scores?

The final HRPA Tool includes 89 items across the eight principles. Table 2 shows the distribution of the items.

	TOTAL ITEMS	<u># of Must</u> Pass Items	Vulnerable Populations	Resident Choice	Resilience	Streamline to Permanent	Inclusive Participation	Local Capacity 🔌	Resource Responsibility	Communicate Some Transparency	General
Planning Process	8	2	-	-	-	-	3	-	-	5	-
Fact Basis	16	<u>8</u>	2	-	11	-	-	1	-	-	2
Goals and Objectives	15	<u>6</u>	4	1	1	8	1	-	-	-	-
Implementation	35	<u>16</u>	-	1	9	13	3	-	1	8	-
Interorganizational Coordination		<u>2</u>	-	-	4	1	-	7	-	-	-
Monitoring	3	<u>3</u>	-	-	-	-	-	-	-	-	3
TOTAL ITEMS	89	<u>37</u>	6	2	25	22	7	8	1	13	5

### Table 2. Distribution of Items Across Plan Principles and Plan Sections

There are two different scoring criteria. Some items are scored as Pass (=1) or Did Not Pass (=0). These items often indicate whether the specific topic or activity was or was not addressed in the plan. Other items are scored on a range of 0, 1, or 2. For these items, 0 means that the topic or activity was not addressed at all in the plan, 1 means that the item was partially addressed, and 2 means that the item was fully addressed in the plan.

The highest possible score on the HRPA Tool is 124. There is no overarching score that equals failure. Instead there are 37 items that would result in an "automatic failure" of the plan if they receive a 0. These items are indicated below and in the HRPA Tool with a \*\* next to them. Passing these items means the plan meets the bare minimum of a housing recovery plan. Best practice would be to pass many more items than just those.

Next we provide guidance for each item by section.

# PLANNING PROCESS

**SECTION 1:** 

### Section 1: Planning Process

lanners and emergency managers acknowledge that the process of planning is as important, if not more important, as the plan itself. In other words, how the plan is created and with whom generates relationships and collective understanding of the situation and goals that are valuable beyond just the document itself. Thus, Section 1 of the HRPA Tool assesses aspects of the process used to develop the plan, with particular attention to stakeholder engagement. How stakeholders are included in the plan-making process critically influences whether the plan is successful. Engaging stakeholders throughout the planning process—from creating a community vision to defining goals, principles, objectives, and action steps, as well as in implementation and evaluation—is important to ensure that the plan accurately reflects community values and addresses community priority and needs. In addition, engagement builds public understanding and ownership of the adopted plan, leading to more effective implementation. For hazard related planning specifically, public engagement also generates learning opportunities for the community to learn about risks and for officials to learn about community experiences and needs. The questions in this section underscore the need to recognize residents' knowledge and capture the community's vision and priorities related to how housing recovery should proceed. The planning process should reflect an open, accessible, inclusive process that brings together individuals and/or groups that represent the range of different constituencies present within the community. Again, these eight questions are meant to encourage these values to help create a stronger plan.

Number of Questions: 8 Scores possible: 0-11 Required to pass: Score of 1 (or greater) on Q 1.1 and Q 1.7

### \*\*Q 1.1 How was the public involved in the development of the plan?

*Justification*: Including the public is important to any plan development, because it helps improve the quality and content of the plans, builds trust and relationships between communities and government, and develops new modes of communication that can be used during and after the disaster (Steichenv, Patterson, and Taylor, 2018).

*Scoring:* A zero here indicates that there was no mention of public involvement in the plan development. A 1 means that there was mention of some simple public involvement in the plan development (e.g., posting of the plan for public review, one public meeting, etc). A 2 indicates that efforts were made to ensure representation from various stakeholders and community members, using broad and inclusive methods to gather feedback.

# Q 1.2 Did the plan development process have designated community input periods?

*Justification*: Clearly identifying and communicating the time periods when the community can provide input or feedback is important to ensuring robust participation.

*Scoring*: A zero indicates no designated community input periods, while a 1 indicates that there were a few time periods for period input. A 2 indicates frequent and specific input periods where the public provided input.

#### Q 1.3 Did the plan development process allow for public participation to be completed in a timely manner?

*Justification*: The public should be provided enough time to provide thoughtful feedback and

consider their options; this feedback should occur before major, potentially irreversible, decisions are made; and the feedback and changes made based on that feedback should be completed quickly. This feedback should also include mechanisms for feedback when people cannot physically attend meetings or other events.

*Scoring:* A zero indicates that public input periods were short or rushed. A 1 indicates that efforts were made to have broad and multiple methods for public engagement, allowing enough time for people to contribute, and contribute when not able to be physically present at community meetings.

#### Q 1.4 Did the plan development process include efforts to intentionally reach out to communities that would not normally participate in the public outreach process?

*Justification*: Communities that are often hit the hardest by disasters are often the most inadequately incorporated into the plans. By intentionally reaching out, the government can build trust within the community and hear the needs of the community (Steichenv, Patterson, & Taylor, 2018).

*Scoring:* A zero indicates no mention of specific efforts to gather input from hard to reach populations or vulnerable populations (see Fact Basis for potential vulnerable populations to consider). A 1 indicates that efforts were described to gather input from these populations.

### Q 1.5 Did community input periods occur with the support of local community organizations?

*Justification*: Engagement of local community organizations and working with these organizations to share information on the plan and en-

courage participation from their clients or constituents builds trust in the planning process, helps reach hard to reach populations, and can gather broader participation that represents the community. Community organizations, including religious institutions, can aid in gathering public input, host forums, and share how to reach hard to reach populations.

*Scoring:* A zero indicates no mention of community organizations used in plan development outreach and community input. A 1 indicates mention of which and how community organizations were used to support community input.

### Q 1.6 Were community input periods structured to be inclusive?

*Justification*: Inclusive community input periods take into account access and functional needs, as well as other social needs to ensure all communities have the opportunity to participate. Populations to consider when reviewing the inclusivity of input periods include: persons with disabilities, low income, persons with caregiving responsibilities (such as parents), elderly, among others. Considerations to implement include hosting public input events at locations that meet ADA requirements, providing sign language or hearing devices, providing childcare or children's activities, having multiple input periods at different times and days to accommodate work schedules, etc.

*Scoring*: A zero indicates no mention of the structure or accessibility of community input periods. A 1 indicates mention of how input periods addressed inclusivity for access and functional needs, childcare, accommodating locations and schedules.

### \*\*Q 1.7 Was public feedback incorporated into the plan?

*Justification*: The public can provide valuable information to strengthen plans. By incorporating their feedback, the plan can be strengthened (Steichenv, Patterson, and Taylor, 2018) and trust built between the local government and residents. The final plan should indicate how and what public input was incorporated into the final document.

*Scoring:* A zero indicates no discussion of how feedback was incorporated into the plan. A one indicates a notice and comment period was used. A two indicates that that a notice and comment period was used and describes the process by which the feedback was addressed or added to the plan.

### Q 1.8 Was the data gathering process made available for public input?

*Justification*: Besides the plan itself, the data gathering methods for the fact basis should also be available for public feedback. Often local residents know best about areas of their neighborhoods that are at risk of hazards, housing and population trends, and other insights that increase the validity of the fact basis.

*Scoring*: A score of zero means that the process for data gathering was not made available to the public for feedback. A score of one indicates that it was made available to the public for them to provide feedback.

Additional Resources: This resource provides information on how the Federal government can support local government in capacity building after a disaster. Additionally, the brochure highlights multiple Federal level partners that are part of community planning and capacity building. The brochure could be used to understand how the Federal government may assist in local capacity building.

Federal Emergency Management Agency. (2016). *Community Planning and Capacity Building Re covery Support Function* [Brochure]. Retrieved from https://www.fema.gov/media-librarydata/1466705670641-82c846c9cfe2db88a70bf2475d5785bf/

RSF\_CPCB\_41416.pdf

• The "In The Eye of the Storm" tool discusses how to incorporate equity in every step of the emergency management process. Specifically, module 1 and 2 focus on understanding equity and risk assessments. Module 3 specifically addresses how to develop an inclusive emergency response plan. Using general concepts and ideas from this tool could help structure more inclusive meetings.

Steichenv, L., Patterson, J., & Taylor, K.. (2018). *In The Eye of The Storm*. https://live-naacpsite.pantheonsite.io/wp-content/ uploads/2018/09/ NAACP\_InTheEyeOfTheStorm.pdf https://www.ready.gov/community-preparedness -toolkit.

• While this document focuses on the scientific community, it outlines why diversity and inclusion is important and provides a step-by-step guide on how to structure an inclusive meeting. Having meetings is one option for including the general public in plan development. This guide outlines how to structure an inclusive meeting.

Pendergrass, A., Zelikova, J., Arnott, J., Bain, H., Barnes, R., Baron, J., Dutt, K., Gay-Antaki, M., Haacker, R., Jck-Scott, E., Lauer, A., Morris, A., Morrison, D., Nunez, A.M., Steltzer, H., & Thompson, L. (2019). *Inclusive Scientific Meetings: Where to Start*. https:// diversity.ldeo.columbia.edu/sites/default/files/ content/AGCI%20NCAR%20Inclusive% 20Meeting%20Guide.pdf.

• "Facilitation of a TIG Open Forum" resource is a short guide on how to run inclusive open forums. Open forums are an additional option for including the community into the plan development process. This resource helps guide leaders through an open forum.

Taking it Global! (2004). *Facilitation of a TIG Open Forum*. https://www.tigweb.org/action/ openforums//guide/openforums-guide.pdf

• This online resource is focused towards local governments to help them understand their local communities, building long-term relationships, and strategically plan for their communities needs. This resource provides local governments with steps to building social cohesion within their communities.

Australian Human Rights Commission. (2015). Building Social cohesion in our communities. https://humanrights.gov.au/sites/default/files/ document/publication/ WEB\_Building\_social\_cohesion\_A4\_brochure.pd f.

### **SECTION 2:**

# FACT BASIS

### Section 2: Fact Basis

**P**lanning should rest on facts—an evidence-based description and analysis of current conditions and the best possible projection of future trends, such as land use, development, environmental factors, the economy, and population changes. Developing plans without knowing what the community currently has is a recipe for failure. The questions in this section encourage assessment of several aspects of a community's natural environment, physical infrastructure and built environment, and social demographics that are known to relate to housing damage and recovery rates during a disaster.

The <u>natural environment</u> assessment aims to identify historic and potential hazards present in the community. This information aligns with local emergency response or hazard mitigation plans. A natural environment assessment identifies geographic regions at most *and* at minimal risk of disaster impacts, both of which should be used later when creating goals and objectives to ensure housing recovery increases community resiliency.

The <u>physical vulnerability</u> of a community is assessed through evaluation of the built environment and its capacity to withstand disaster impacts. For a housing recovery plan, housing analysis is central to the fact basis along with sheltering and temporary housing capacity. The state of infrastructure in the community is also useful to identify which neighborhoods may need infrastructure renewal or additions during the recovery process.

The <u>social vulnerability</u> of a community helps identify populations in the community who may need additional support to mitigate, prepare for, respond to, and recover from disasters. Every disaster, of all sizes, in the United States results in more inequality. It is consistently shown that working class people, lower income households, renters, elderly, racial minorities, non-English speakers, immigrants, and persons with access and functional needs are more likely to be displaced from their homes longer and even permanently pushed out of the community if appropriate housing support is not available in a timely manner. Several federal housing laws and recovery programs require attention to different aspects of these housing inequalities. The way to foster overall community recovery--and build resilience--is to recognize that the status quo will not be returned post-disaster, and that many vulnerable people in the community will be worse off without intervention and support. Furthermore, lack of attention to these inequalities could lead to violations of Fair Housing laws, various state laws around discrimination, and federal and state grant requirements.

Number of Questions: 16 Scores possible: 0-25 Required to pass: Score of 1 (or greater) on 8 questions: 2.1, 2.3, 2.4, 2.5, 2.6, 2.9, 2.10, and 2.11

#### **\*\***Q 2.1 Does the plan include or reference a historical hazard analysis for the jurisdiction?

*Key Definitions*: Hazards are considered something that can cause harm, like hydrological and meteorological (e.g., floods, storms), geophysical (e.g., earthquakes, mudslides), technological (oil spills, explosions), acute (e.g., tornadoes), longterm (e.g., sea level rise, subsidence)

*Guidance*: Looking at historical hazards can help identify areas that are prone to disaster and provide evidence of historically record-setting events to use in planning. This information is commonly in emergency response plans and hazard mitigation plans for a jurisdiction. To reduce duplication but also foster integration across planning documents, this housing recovery plan should reference the current hazard analysis in those other plans to satisfy this question. A new hazard analysis is required only if the jurisdiction does not have this available in these other plans.

*Scoring:* A zero indicates no mention of historic hazards; a one means there is a quick reference to historic hazards with no reference to how the information was created; and a two means that there is a historic hazard analysis with description of a scientific method for the analysis.

*Additional Resources*: This report walks the user through a community based vulnerability assessment.

MDC Inc. (2017) *Community Based Vulnerability Assessments*. https://www.mdcinc.org/wpcontent/uploads/2017/11/Community-Based-Vulnerability-Assessment.pdf.

### Q 2.2 Does the plan include or reference a future hazard analysis for the jurisdiction?

Guidance: Looking at future hazards can help identify areas that may become prone to disaster and should be avoided. Increased disaster frequency due to climate change and changes in exposure due to land use changes or changes in the impervious surfaces of a community both mean that future hazards will not align with historical hazards. More areas of a community will be at risk of flooding as the 100-year floodplain changes. Thus estimates of the expanding floodplain, reduced coastal areas, and other changes should be accounted for in long-term housing recovery planning. This information is commonly available in emergency response plans and hazard mitigation plans for a jurisdiction. To reduce duplication while fostering integration across planning documents, this housing recovery plan should reference the future hazard analysis from those other plans to satisfy this question. A new future hazard analysis is required only if the jurisdiction does not have this available in these other plans.

*Scoring:* A zero indicates no mention of future hazards; a one means there is a quick reference to future hazards with no reference to how the information was created; and a two means that there is a future hazard analysis with description of a scientific method for the analysis.

### \*\*Q 2.3 Does the plan identify areas that are less susceptible to disaster damage?

*Guidance:* Identifying areas that might weather the disaster better can be used to help stage material or supplies for faster access or placing shelters and temporary housing. Additional resilience for the whole community is improved if less hazardous areas are already pre-identified for future permanent housing development. For example, housing in the floodplain may be eligible for outs, but those individuals will need new housing elsewhere. Communities could offer incentives to developers for purchase and development outside hazardous zones, or could use HUD CDBG (Housing and Urban Development Department Community Development Block Grant, for disaster recovery or mitigation) funding to support construction of mixed income or low-tomoderate income housing in areas not at risk of hazards.

*Scoring*: A zero indicates no mention; a one means there is a quick reference with no reference to how the information was created; and a two means that areas are identified with a description of a scientific method for the analysis.

#### \*\*Q 2.4 Does the plan include or reference a demographic profile of the jurisdiction?

*Key Definitions*: Demographics is the study of a population based on factors such as age, race, and sex. Demographic data refers to socio-economic information expressed statistically, also including employment, education, income, marriage rates, birth and death rates and more factors. This information is available for every community from the Census Bureau and other sources (Community Risk Reduction, N.d.).

*Justification*: Demographic information important for housing analysis should include but not limited to: population size, population growth/change trajectory, age, gender, race, ethnicity, income, household size. These factors affect the types, style, and costs of housing that is currently needed and will be needed in the near future.

*Scoring:* A zero indicates no mention; a one means there is a quick reference with limited population information; and a two means that demo-

graphic profile is provided with detailed information on the full population.

Additional Resources: This is the website for the U.S. Census. Information from this page can help planners gain an idea of how many individuals with disabilities live within the community. United States Census Bureau. (2019). Explore Data. https://data.census.gov/cedsci/all? q=disability&g=0400000US48

This website hosts a variety of different links and resources to demographic information. Information from these sources can be used to help understand the demographics of the local community.

Candid Learning. (2020). Where can I find demographic information about my community? https://learning.candid.org/resources/knowledgebase/demographic-information/.

#### \*\*Q 2.5 Does the plan identify socially vulnerable groups within the local government jurisdiction?

*Key Definitions*: Social vulnerability refers to the socioeconomic and demographic factors that affect the resilience of communities (Van Zandt . Social vulnerability indicators are based on years of cumulative disaster research that show which populations, due to historical discrimination (such as segregation of Black populations into lower quality areas) and current inequalities.

*Guidance*: Due to historic and ongoing segregation and disparities, many population groups face greater hazard risk and have more difficulty recovering and access recovery aid than other populations. Those who have been made socially vulnerable to hazards within a community can include, but are not limited to: persons living in or near poverty, people with access and functional needs or medical needs, children and the elderly population, transient populations, communities of color, low-income families, single parent households, non-English speakers, undocumented immigrants. Information to answer this question should be found using a fact-based method. Typically information can be found in a risk assessment and includes maps of areas or a description of groups (e.g., low socioeconomic, homeless) offers a visual way to assess location of populations in need with hazard risk.

*Scoring*: A zero indicates no mention; a one means there is a quick reference with limited population information or missing populations; and a two means that detailed information is provided accounting for various populations groups.

Additional Resources: The Center for Disaster Control and Prevention (CDC) offers an online map of social vulnerability indicators. This tool can help a community understand their social vulnerabilities.

Center for Disease Control and Prevention. (2020). CDC's Social Vulnerability Index. https:// svi.cdc.gov/.

The Hazard Reduction and Recovery Center have the capacity to measure social vulnerability for local jurisdictions. This report describes social vulnerability concepts and the process of mapping.

Peacock, Walter Gillis, Himanshu Grover, Joseph Mayunga, Shannon Van Zandt, Samuel D. Brody and Hee Ju Kim (2011). The Status and Trends of Population Social Vulnerabilities along the Texas Coast with special attention to the Coastal Management Zone and Hurricane Ike: The Coastal Planning Atlas and Social Vulnerability Mapping Tools. Hazard Reduction and Recovery Center, Texas A&M University Report 11-02R. Available: http://hrrc.arch.tamu.edu/publications/research% 20reports/index.html

Summaries available here: <u>http://</u> <u>ttc.arch.tamu.edu/ common/files/K2A%</u> <u>2015.1.pdf</u> Or here: <u>http://ttc.arch.tamu.edu/ common/files/</u> <u>VanZandt\_Mapping%20ResilienceFINAL.pdf</u>

## \*\*Q 2.6 Does the plan identify people with disabilities within the local government jurisdiction?

*Key Definitions:* The ADA defines a person with a disability as a person who has a physical or mental impairment that substantially limits one or more major life activity (ADA National Network n.d.)

*Guidance*: Persons with disabilities face disproportionate impacts from disasters. Planning for housing recovery, sheltering, and temporary housing, will require accommodations that meet ADA legal standards at a minimum. Disabilities can include but not limited to physical disabilities - difficulty hearing, mobility difficulties, vision impairment, and others - or emotional or cognitive difficulties - post-traumatic stress disorder, major depressive order, developmental disabilities ties, and others.

*Scoring:* A zero indicates no mention; a one means there is a quick reference with limited population information; and a two means that detailed information is provided accounting for the challenges this population faces during disaster recovery.

Additional Resources: This resource helps provide an understanding of what a disability is, how

common they are, and the importance of including disability in the planning process. Center for Disease Control and Prevention. (2020). *Disability Inclusion*. https://www.cdc.gov/ ncbddd/disabilityandhealth/disabilityinclusion.html.

This is the website for the U.S. Census. Information from this page can help planners gain an idea of how many individuals with disabilities live within the community.

United States Census Bureau. (2019). Explore Data. https://data.census.gov/cedsci/all? q=disability&g=0400000US48.

#### \*\*Q 2.9 Does the plan identify features of the built environment within the local government jurisdiction that are physically vulnerable to disasters?

*Key Definitions*: Physical vulnerability is the susceptibility to damage and loss based on the interaction between exposure and physical characteristics. These include the following: structures (homes, schools, and businesses, as well as potential shelter locations), infrastructure (such as roads, water and sewer systems, utilities, hazardous facilities, and critical facilities), and the natural environment (often that which protects or buffers the community) (Masterson et al., 2014).

*Guidance*: Physical resources that should be identified and mapped include, but not limited to, those listed above that are in proximity to fault line or shore line, flood plain, storm surge areas, wind zones, landslide areas, areas of subsidence (sinking ground), and many others. Information to answer this question should have been found using a fact-based method and drawing upon existing maps available in the local community's emergency response or hazard mitigation plan. Information can be provided in a hazard analysis with maps of areas or a description of where they are.

*Scoring:* A zero indicates no mention; a one means there is a quick reference with limited information; and a two means that detailed information is provided and how the information was developed.

Additional Resources: This report walks the user through a community based vulnerability assessment.

MDC Inc. (2017). *Community Based Vulnerability Assessments*. https://www.mdcinc.org/wpcontent/uploads/2017/11/Community-Based-Vulnerability-Assessment.pdf.

#### \*\*Q 2.10 Does the plan include or reference the current land use, future land use map, and zoning map?

*Key Definitions*: Zoning is a legislative process through which the local governing body (under power delegated it by the state zoning enabling law) divides the municipality into districts or zones, and adopts regulations concerning the use of land and the placement, spacing, and size of buildings (Dale and Chandler, 2015). Most cities will include these maps in their comprehensive plans or as part of their municipal codes.

*Guidance*: The current land use maps provide an understanding of how the community currently uses land for public and private purposes, while the future land use map or zoning map provides an understanding of the community's future area of development. A future land use map or zoning map assists with recovery by determining where future residents can move to or housing can be built in accordance with the community's goals. These plans and references should be cited or referenced in the housing recovery plan to show that housing recovery planning aligns with the community's development and land use goals.

If the community does not have a future land use map or a zoning map, this should be stated in the housing recovery plan. The housing recovery plan should instead have a discussion on where future housing would go for displaced residents

*Scoring*: A zero indicates no mention; a one indicates it is included or referenced.

Additional Resources: This resource explains more on zoning, such as its purpose, impact, and topics needed in a constructive map. Dale, G., & Chandler, M. (2015, April 22). Zoning Basics. Retrieved from http:// plannersweb.com/2001/04/zoning-basics/

#### \*\*Q 2.11 Does the plan include or reference a housing analysis of the jurisdiction?

*Key Definitions*: A housing analysis is a specific assessment of the existing housing market and potential trends in the local housing market. According to HUD, "Each analysis takes into consideration changes in the economic, demographic, and housing inventory characteristics of a specific housing market area during three periods: the decade before the plan (e.g., 2000-2010); the decade of the plan (2010-date plan completed); and from the as-of date to a forecast date."

*Guidance*: A housing analysis is important, because housing recovery is critical for the whole community's recovery (Community Development Corporation of Brownsville and WORK-SHOP, 2015). A housing analysis can include, but is not limited to: total housing units, proportion vacant/occupied, affordability, percent owneroccupied, percent single family, percent of different types of multifamily, congregate care or institutional housing, average rent, average mortgage, and other assessments of cost burden. If a current housing analysis exists for the community (such as part of a previous Comprehensive Plan process), it can be referenced in this section and does not need to be duplicated. If one has not been completed recently, it should be updated or undertaken.

*Scoring:* A zero indicates no mention; a one means there is a quick reference with limited information; and a two means that detailed information is provided and how the information was developed.

Additional Resources: This resource provides guidance on completing and understanding the data collected from a housing analysis. Dacquisto, D., Rodda, D., (2006, January). Housing Impact Analysis. U.S. Department of Housing and Urban Development. https:// www.huduser.gov/portal/Publications/pdf/ hsgimpact.pdf

Example of a housing needs assessments: Texas Target Communities. (2020). *Housing Needs Assessment Jacksonville, TX*. Texas A&M University Libraries. https:// hdl.handle.net/1969.1/191379

Texas Target Communities. (2015). *La Grange, Texas Housing Needs Assessment.* Texas A&M University Libraries. http:// hdl.handle.net/1969.1/154857

# Q 2.12 Does the plan identify the use of public housing choice vouchers within the local jurisdiction?

*Key Definitions*: Housing vouchers are what was formerly known as public housing. They are used

by qualified households to afford rental housing on the existing housing market (HUD n.d.).

*Justification:* Public housing residents are especially vulnerable to displacement post-disaster due to their low-income and if their rental unit is repaired too slowly, rent is increased, or their landlord decides to no longer participate in the Voucher program. Damage to these units will likely require larger and longer emergency sheltering and temporary housing operations.

*Guidance:* Local Public Housing Authorities should be able to provide location and counts of these residents.

*Scoring*: A zero indicates no mention; a one indicates this is discussed and amount of housing quantified.

#### Q 2.13 Does the plan identify projectbased public housing units within the local jurisdiction?

*Key Definitions*: Project-based public housing are multi-family units managed by Public Housing Authorities, private, or nonprofit organizations that provide apartments for low-income residents (NHLP n.d.).

*Justification:* These units are recommended to coordinate with local emergency management to develop evacuation, sheltering, and temporary sheltering plans. Hurricanes in 2020 revealed that this voluntary suggestion is not often undertaken, leaving low-income, and often elderly and disabled residents without housing (Campbell, Morss, Lindell, Gutmann 2021).

*Guidance:* Local Public Housing Authorities should be able to provide location and counts of these residences.

*Scoring:* A zero indicates no mention; a one indicates this is discussed and amount of housing quantified.

## Q 2.14 Does the plan include an inventory of available facilities that can aid in recovery?

Guidance: Available facilities include, but are not limited to: schools, churches, libraries, and community centers. Facilities are buildings or structures capable of holding resources, hosting volunteers, supporting displaced residents needs, or anything else associated with disaster recovery. These facilities often become storage locations for donated materials, a place for volunteers to gather and identify their assignments, a place for businesses to drop off supplies, as well as a location for affected residents to have meetings, access laundry facilities or shower facilities, and meet with case managers or recovery support nonprofits. It is important that these identified facilities are outside of hazardous areas (such as floodplains) and offer easy access for community members and volunteers. Privately-owned facilities, such as warehouses or other available structures, can be included with permission and support from the facility owner acquired during this planning process.

*Scoring*: A zero indicates no mention of these facilities, while a one indicates that an inventory is provided with contact information for the manager/owner.

#### Q 2.15 Does the plan include or reference emergency sheltering capacity, including hotel/motel capacity?

*Key Definitions*: Emergency sheltering refers to an existing facility (or facilities), such as a school, community center, convention center, or church

temporarily converted to provide safe, accessible, and secure short term housing for disaster survivors (Federal Emergency Management Agency, 2017). Pre-identified shelters must meet ADA accessibility standards, and the American Red Cross is equipped for evaluating and confirming facilities to host shelters.

*Guidance*: Goal of sheltering should work to get all survivors into a safe place. Compare the housing plan with emergency management mass sheltering plan to ensure compatibility and no competing conflicts. If emergency sheltering capacity is assessed in the emergency operations plan for the community, then this housing recovery plan can reference that information into this plan. Hotels and motels provide additional emergency sheltering options.

*Scoring:* A zero indicates no mention of these facilities, while a one indicates that an inventory is provided with contact information for the manager/owner.

### Q 2.16 Does the plan include or reference an economic profile of the jurisdiction?

*Key Definitions*: Economic profile of the jurisdiction should provide an understanding of the strengths and weaknesses of the area's economy, especially related to employment characteristics.

*Guidance*: Understanding the economic needs of a community is important to ensure that housing plans align with these economic activities. For example, a tourist economy will need housing plans that support service workers to ensure that industry recovers. An economic analysis can include, but is not limited to: employment rate, major industries, major employers, and average wages. If a current economic analysis exists for the community (such as part of a previous Comprehensive Plan process), it can be referenced in this section. If one has not been completed recently, it should be updated and undertaken.

*Scoring*: A zero indicates no mention. A one indicates inclusion of basic economic information. A two indicates a comprehensive economic profile is provided or referenced.

Additional Resources: This link takes the reader to a library filled with resources on economic development. MRSC. (2019). *Planning for Economic Development*. http://mrsc.org/Home/Explore-Topics/Economic-Development/Economic-Development-Basics/Planning-for-Economic-Development.aspx

### Q 2.17 Does the plan provide more detail with Appendices?

*Guidance*: Appendices can include, but are not limited to, methods of fact basis data collection and analysis, maps, timetables for implementation, partners and organizations involved with creating the plans.

*Scoring:* A zero indicates no mention, while a one indicates Appendices are included

### Q 2.18 Does the plan provide a reference list?

*Guidance*: List what supporting documents were used to develop this fact basis. Providing references supports transparency and allows for the public to assess the accuracy and reliability of the data provided.

*Scoring:* A zero indicates no mention, while a one indicates references are provided.

### **SECTION 3:**

# GOALS & OBJECTIVES

### Section 3: Goals & Objectives

**N** early all plans include goals and objectives for the community; in this case for the housing recovery process. Goals state the desired future state for the community. In a housing recovery plan or plan element, goals would address what stakeholders want to see the recovery process achieve. There may be goals related to damage assessment, sheltering, temporary housing, and finally permanent housing. Goals might also include ways in which the recovery process might strive for increased resilience, sustainability, or overcoming pre-existing housing problems related to affordability, quality, or supply, for example. Objectives offer more detail on what goal achievement would look like. They should establish measurable targets, as well as timelines for achievement of those targets. In a housing recovery plan or plan element, goals would address what stakeholders want to see the recovery process achieve. There may be goals related to damage assessment, sheltering, temporary housing, and permanent housing. Goals might also include ways in which the recovery process might strive for increased resilience, sustainability, or overcoming pre-existing housing problems related to affordability, quality, or supply, for example. Objectives offer more detail on what goal achievement would look like, they should establish measurable targets, as well as timelines for achievement of those targets. In a housing recovery plan or plan element, goals would address what stakeholders want to see the recovery process achieve. There may be goals related to damage assessment, sheltering, temporary housing, and permanent housing. Goals might also include ways in which the recovery process might strive for increased resilience, sustainability, or overcoming pre-existing housing problems related to affordability, quality, or supply, for example. Objectives offer more detail on what goal achievement would look like.

Number of Questions: 15 Scores possible: 0-18 Required to pass: Score of 1 (or greater) on 6 questions: 3.6, 3.7, 3.9, 3.14, 3.15, and 3.30

*Additional Resources:* The resources listed below provide general information on how to develop concrete and constructive goals for a plan.

Office of the President. (2018). *SMART Goals: A How to Guide*. University of California. https://www.ucop.edu/local-human-resources/\_files/performance-appraisal/How%20to%20write%20SMART% 20Goals%20v2.pdf

Indeed.com. (2020, November). *Complete Guide to Setting Strategic Goals (With Examples)*. https://www.indeed.com/career-advice/career-development/setting-strategic-goals

Krause, J. (N.d.). *How to Write Powerful, Precise Strategic Objectives & Goals.* Achieve It. https://www.achieveit.com/resources/blog/write-powerful-precise-strategic-objectives

Wishart, J. (2020, June). *Effective Goal Setting 101: How to Write Effective Goals [Infographic]*. Rhythm System. https://www.rhythmsystems.com/blog/goal-setting-101-how-to-write-an-effective-priority-infographic

#### Q 3.1 Does the plan reference evidencebased shelter locations?

*Justification*: Goal of emergency shelters should be to provide safety to survivors in danger, therefore the need to use evidence-based locations are critical to ensure safety. Evidence-based means that shelter locations align with the hazard and vulnerability analyses that occurred in the Fact Basis above.

*Guidance*: Locations should be in conjunction with the emergency mass sheltering plan or similar document. Information from those plans can be referenced here and does not have to be recreated.

*Scoring:* A zero indicates no discussion, while a one indicates discussion is included and grounded in the fact basis.

#### Q 3.2 Does the plan identify a goal for moving people out of emergency shelters within 6 weeks post-event?

*Justification*: The ability for families to return to their regular routines is critical for each family member's mental health, as well as the stability of the family's income. Plans should set specific timeline goals for moving people out of shelters and back into permanent housing, or temporary housing if necessary. Six weeks is a reasonable length of time to expect plans for temporary housing to be in place, except under the most extreme circumstances.

*Scoring:* A zero indicates no discussion, while a one indicates discussion is included.

### Q 3.3 Does the plan identify how temporary housing will be provided?

*Key Definitions:* Temporary housing is housing that individual households can live in while their permanent home is being repaired or rebuilt. In some

cases it may be provided by rental vouchers that allow households to rent on the private market, or it may be provided by the state or federal government as a trailer or recreational vehicle.

*Justification*: Temporary housing is intended to help families return to their regular household, school, and job routines while their homes are repaired or rebuilt. Failing to plan for it will delay the return to normalcy.

#### Additional Resources:

U.S. Department of Homeland Security. (2016). National Disaster Recovery Framework. Retrieved from https://www.fema.gov/emergency-managers/ national-preparedness/frameworks/recovery

*Scoring:* A zero indicates no discussion, while a one indicates discussion is included.

# Q 3.4 Does the plan offer a goal to provide temporary housing within six months of disaster?

*Justification*: Return to permanent housing as quickly as possible is the ultimate goal of any postdisaster housing program. Temporary housing provides a more settled situation for survivors as they wait for permanent housing. Temporary housing, such as FEMA trailers or other temporary rentals, should be provided within 6 months post-disaster to get households into some degree of normalcy.

*Scoring:* A zero indicates no discussion, while a one indicates discussion is included.

#### \*\* Q 3.6 Does the plan identify processes for assessing and reporting housing damage, disaggregated by insured and uninsured losses?

*Justification*: This process is required by SB 289 (2018). Separating insured and uninsured losses is

critical to applications for funding from state and federal agencies. Insured losses are not eligible for inclusion in "unmet needs" assessments or as justification of damage quantification for various aid programs. Separating insured and uninsured losses reduces potential for duplication of benefits.

*Scoring:* A zero indicates no discussion, while a one indicates discussion is included.

#### \*\* Q 3.7 Does the plan address the repair/ rebuilding of permanent homes?

*Justification*: Permanent housing recovery is the central goal of any housing recovery plan and crucial for the whole community recovery. Having a clearly defined process will aid in permanent housing recovery and by proxy community recovery (Community Development Corporation of Brownsville and WORKSHOP, 2015).

#### Additional Resources:

U.S. Department of Homeland Security. (2016). National Disaster Recovery Framework. Retrieved from https://www.fema.gov/emergencymanagers/national-preparedness/frameworks/ recovery

*Scoring*: A zero indicates no discussion, while a one indicates discussion is included.

#### \*\* Q 3.9 Does the plan identify metrics that can be used to identify progress to achieving the overarching timeline's goals?

*Justification*: Identifiable metrics allow for the recovery committee or manager to ensure that policies and plan actions are working and make changes during the recovery process as needed. Metrics also are central to the transparency principle of housing recovery planning that ensures

the public has the data needed to assess progress towards the end goals of the plan.

*Additional Resources:* The following resources offer overview and instructions on community disaster recovery that includes housing.

Schwab, J. C. (2014). Planning for Post-Disaster Recovery: Next Generation (Vol. PAS Report 576). Washington, DC: American Planning Association. Available from: https:// www.planning.org/publications/report/9026899/

Smith, G. (2012). Planning for Post-Disaster Recovery: A Review of the United States Disaster Assistance Framework. United States: Island Press.

U.S. Department of Homeland Security. (2016). National Disaster Recovery Framework. Retrieved from https://www.fema.gov/emergencymanagers/national-preparedness/frameworks/ recovery

*Scoring:* A zero indicates no discussion, while a one indicates discussion is included.

### Q 3.13 Is new construction encouraged to be ADA compliant?

*Justification*: Recovery offers an opportunity to improve accessibility for all residents. New houses, especially multifamily housing and housing developed through the case management processes should consider the number of residents with disabilities in the community and include accessible units or accessible features.

*Additional resources*: This website provides 6 chapters on ADA requirements from flooring to bathrooms to zoning rules. The website can be

used to help contractors and planners understand ADA requirements.

United States Access Board. (N.d.). *Guide to the ADA Standards*. https://www.access-board.gov/ guidelines-and-standards/buildings-and-sites/ about-the-ada-standards/guide-to-the-adastandards.

*Scoring*: A zero indicates no discussion, while a one indicates discussion is included.

### \*\* Q 3.14 Does the plan provide a range of housing options?

*Justification*: Allowing residents to make decisions regarding their home can foster a sense of ownership and pride, which in turn fosters long-term attachment to the community. Additionally, it can help the residents feel empowered during the difficult time of recovery (Community Development Corporation of Brownsville and WORK-SHOP, 2015, pg iv)

*Guidance*: A range of housing types is characterized by the presence of residential units of different sizes, configurations, tenures, and price points located in buildings of different sizes, configurations, ages, and ownership structures. Providing a range of housing types accommodates varying lifestyle choices and affordability needs and makes it possible for households of different sizes and income levels to live in close proximity to one another.

*Scoring*: A zero indicates no discussion, while a one indicates discussion of some housing options available. A two indicates comprehensive discussion of housing options that is based on the fact basis and populations needs.

#### \*\* Q 3.15 Does the plan prioritize the rebuilding of affordable homes?

*Justification*: Providing affordable housing at different levels increases household stability, reduces homelessness, and strengthens the community. Disaster research has shown that low to moderate income households return and rebuild slower post-disaster and are more likely to be permanently displaced from a community often due to loss of affordable housing. To ensure that all residents can return to the community, affordable housing should meet the demand. Furthermore, nearly all US communities are currently experiencing an affordability crisis, thus disaster recovery should at a minimum return as much affordable housing as existed pre-disaster and preferably expand affordable housing options.

*Key Definitions*: Affordable housing is characterized by residents spending less than 30% of their income on housing costs.

*Additional Resources*: The brochure outlines the importance of affordable housing and provides suggestions for achieving affordable housing within the community.

United States Interagency Council on Homelessness. (May 2019). *The Importance of Housing Affordability and Stability for Preventing and Ending homelessness* [Brochure]. Retrieved from https://www.usich.gov/resources/uploads/ asset\_library/Housing-Affordability-and-Stability-Brief.pdf.

*Scoring:* A zero indicates no discussion, while a one indicates quick mention of affordable housing. A two indicates strong commitment to affordable housing that is based on the fact basis, housing needs assessments, and population demographics.

### Q 3.21 Does the plan discuss Case Management?

*Justification*: Case management is an incredibly important part of aiding survivors through longterm recovery. Case management provides a point of contact of survivors accessing recovery resources and provides accountability for tax payers by ensuring proper documentation and potential for reducing waste of resources (Community Development Corporation of Brownsville and WORKSHOP, 2015, pg 18).

*Scoring:* A zero indicates no discussion, while a one indicates discussion is included.

### Q 3.24 Does the plan discuss the rebuilding of neighborhood infrastructure?

*Justification*: During long-term recovery affluent communities typically receive support while low-income communities or communities of color are ignored. By ignoring the needs of these communities, the communities face greater displacement (Saadian, Gordon, Patton, and Rambler 2020).

*Guidance*: According to the Federal Emergency Management Agency, there are 16 forms of critical infrastructure covering areas from dams to the finance sector to the area of transportation (Cybersecurity and Infrastructure Security Agency, N.d.).

*Scoring:* A zero indicates no discussion, while a one indicates discussion is included.

### Q 3.26 Does the plan discuss the homeless population within the community?

*Justification*: Housing recovery is critical for the whole community's recovery (Community Development Corporation of Brownsville and WORK-SHOP, 2015). By ignoring the needs of marginal-

ized populations, those populations face greater displacement (Saadian, Gordon, Patton, and Rambler 2020) . People experiencing homelessness are perhaps the most vulnerable among us. While they may not have had homes prior to the disaster, care should be taken to address these concerns as part of the recovery process.

*Guidance*: Consider legislation that "ensures equitable treatment" for individuals experiencing homelessness after the disaster (Saadian, Gordon, Patton, and Rambler 2020).

*Scoring:* A zero indicates no discussion, while a one indicates discussion is included.

## Q 3.27 Does the plan have a process for directing undocumented populations to eligible support services?

*Justification*: Housing recovery is critical for the whole community's recovery (Community Development Corporation of Brownsville and WORK-SHOP, 2015). By ignoring the needs of marginalized communities, those communities face greater displacement (Saadian, Gordon, Patton, and Rambler 2020). In many communities in Texas and elsewhere, undocumented immigrants are critical to the functioning of the local economy, and may also be part of households that include citizens. Undocumented immigrants will not be eligible for various governmental aid programs, and also may avoid seeking support for fear of deportation. Eligible private support services through nonprofits should be identified.

*Guidance*: Partner with different community organizations (e.g., faith-based and other nonprofit) that deal with undocumented residents will help direct undocumented residents access resources to aid in their recovery. *Scoring:* A zero indicates no discussion, while a one indicates discussion is included.

#### \*\* Q 3.30 Does the plan promote overarching community resilience to future hazards?

*Justification*: Disaster frequency and magnitude are increasing. Stable communities allow for all other areas of society to function (Federal Emergency Management Agency, 2020). Recovery provides an opportunity to build back better or "bounce forward" rather than just bounce back to the previous building stock. This time should be used for addressing resilience challenges and implementing land use, building codes, or other standards that ensure new housing is built to withstand the next disaster.

*Guidance*: Household hazard mitigation strategies should be considered for policy and encouraged to homeowners, developers, and nonprofits who are rebuilding housing. Examples of resilience building efforts possible during recovery include: higher freeboard over the base flood elevation, rebuilding fewer homes in flood prone areas, encouraging tie-downs or other wind resistant feature, reducing housing around toxic or hazardous facilities, among other. Schwab (2014) provides many examples. Determining these policy changes pre-disaster with public input can speed the implementation post-disaster to ensure rebuilding can meet new standards immediately.

Additional Resources: This book details community recovery planning including possible policy changes that promote resilience. Schwab, J. C. (2014). Planning for Post-Disaster Recovery: Next Generation (Vol. PAS Report 576). Washington, DC: American Planning Association. Available from: https:// www.planning.org/publications/report/9026899/ This website provides example policies and language for improving resilience. While developed in Colorado in response to flooding hazards, the model ordinance and tools are applicable to other states.

Planning for Hazards: Land Use Solutions for Colorado. (n.d)

https://www.planningforhazards.com/planningtools-and-strategies

This resource covers a variety of topics that impact a community's resilience. This resource could be used to gain an understanding of areas that need to be addressed and recommendations for it.

Federal Emergency Management Agency. (May 2020). *Planning Considerations: Disaster Housing*. https://www.fema.gov/media-library-

data/1590780128292-

1b9354f643dce4e083929be2f2151177/ Plan-

ning\_Considerations\_Disaster\_Housing\_May\_20 20.pdf.

*Scoring:* A zero indicates no discussion, while a one indicates some discussion or action are included. A two indicates a dedication to resilience throughout the housing plan with metrics to show the effect of resilience efforts to be undertaken.

### **SECTION 4:**

# IMPLEMENTATION

### Section 4: Implementation

**T** he implementation section of a plan corresponds to the goals and objectives section by providing detailed information about how the goals and objectives will be achieved. These may include the design of new strategies or programs to achieve stated objectives, or may identify alterations to existing policies, programs, codes, or regulations (e.g., suspensions or moratoria) in a post-disaster situation. This section will also identify the actors (vendors, suppliers, professionals, etc.) needed to enact the plan.

Number of Questions: 37 Scores possible: 0-53 Required to pass: Score of 1 (or greater) on 16 questions: 4.3, 4.8, 4.11, 4.13, 4.15, 4.17, 4.18, 4.19, 4.20, 4.26, 4.44, 4.45, 4.61, 4.62, 4.63, 4.64

### Q 4.1 Does the plan highlight what general information will be available to the public?

*Justification*: Transparency is important for the recovery process, because it ensures informed public policy decisions, fosters greater public participation, and helps identify gaps in services for public and private entities to fill (Saadian, Gordon, Patton, and Rambler 2020) .

*Guidance*: Areas for increased transparency can include but not limited "damage assessments, determination of unmet needs, program design and implementation, grantee and subgrantee performance, and how federal dollars are spent".

*Scoring:* Scored as a zero if no specific discussion on what information will be provided to the public; a one if specific discussion of what information will be available to the public.

#### Q 4.2 Does the plan address how the government will share information with the public?

*Justification*: Regular communication improves public trust in recovery processes. Further, multiple channels and methods of communication are needed to ensure all populations can access information.

*Guidance*: Communication should be pushed through multiple channels, different languages, communicated to key leaders in different communities at regular intervals.

*Scoring:* Scored as zero if no discussion included. A one is received when simple discussion is included about how information is shared. A two is received if transparency, frequency, and inclusivity of information sharing is emphasized.

### \*\* Q 4.3 Is all information pertaining to the

### housing process available to the public?

*Justification*: Transparency of information on housing recovery and decisions are critical to long -term recovery success (Community Development Corporation of Brownsville and WORK-SHOP, 2015).

*Guidance*: Areas for increased transparency can include but not limited "damage assessments, determination of unmet needs, program design and implementation, grantee and subgrantee performance, and how federal dollars are spent" (Saadian, Gordon, Patton, and Rambler 2020, p. 4).

*Scoring:* Lack of discussion will result in a zero. A score of one is received if discussion is included on where the information is stored and how the public can access it.

# Q 4.4 Does the plan highlight what general information will be available to stakeholders?

*Justification*: Stakeholders should have access to additional and more frequent information about the housing recovery process to support their role and missions in the planning process.

*Definitions:* Stakeholders include internal and external organizations and representatives who have an important role or contribution to the housing recovery process. These stakeholders may include local, state, and federal Emergency Management representatives, local, state, and federal recovery funding organizations, philanthropic funders, representatives of particular population groups in the community, political officials, among others. *Guidance*: To ensure that stakeholders can best fulfill their positions determine in advance what information they will receive, for example: stakeholders may receive detailed information on housing damages reports, while news reports receive general information. This information is information stakeholders need to complete their responsibilities in a disaster, but might cause anxiety and stress in the public.

*Scoring:* Scored as a zero if no specific discussion on what information will be provided to stakeholders; a one if specific discussion of what information will be available to stakeholders.

# Q 4.5 Question Does the plan address how the government will share information with stakeholders?

*Justification*: How information is communicated to stakeholders is as important as what information to ensure a smooth recovery process. Thus frequency and channels of communication should be outlined ahead of time. Stakeholders who know their responsibilities in housing recovery pre-disaster can also speed the recovery process.

*Guidance*: Consider having a wide array of stakeholders from private to public organizations, having multiple pre-identified channels of communication, and clear information on the frequency of communication. Furthermore stakeholders should be named with their contact information and responsibilities during housing recovery outlined in the plan.

*Scoring:* Scored as zero if no discussion included. A one is received when simple discussion is included about how information is shared. A two is received if transparency, frequency, and inclusivity of information sharing is emphasized along with stakeholders identified with contact information and responsibilities to the housing recovery process.

#### \*\* Q 4.8 Does this plan protect public review in the immediate aftermath of a disaster?

*Justification*: Public review needs to be protected in the immediate aftermath of a disaster, because public review ensures that the plan accurately reflects the values of the community and their priorities. Additionally, it helps build public support for the plan (Godschalk and Rouse, 2015).

*Guidance:* Because residents may be displaced or distracted by their immediate needs post-disaster, additional efforts should be made to ensure all residents have access to review recovery decisions made by their local government.

*Key Definitions*: Public review is a period of time before a government decision is passed that allows the general public to comment on the proposed decision. (Legal Dictionary 2021).

*Scoring:* A zero is received if public review is not discussed or affirmed. A one is received if public review is affirmed and protected.

### Q 4.9 Are there designated community input points during the recovery phase?

*Justification*: Engaging the public in the aftermath of a disaster is important, because public review ensures that the plan accurately reflects the values of the community and their priorities. Additionally, it helps build public support for the plan (Godschalk and Rouse, 2015). Having outlined when these input periods occur in advance ensures that the public has the time to review and provide feedback. Additional Resources: "In The Eye of the Storm" discusses how to incorporate equity in every step of the emergency management process. Specifically, module 1 and 2 focus on understanding equity and risk assessments. Module 3 specifically addresses how to develop an inclusive emergency response plan. Using general concepts and ideas from this tool could help structure more inclusive meetings.

Steichenv, L., Patterson, J., & Taylor, K. (2018). *In The Eye of The Storm.* NAACP. https://livenaacp-site.pantheonsite.io/wp-content/ uploads/2018/09/ NAACP\_InTheEyeOfTheStorm.pdf

While this document focuses on the scientific community, it outlines why diversity and inclusion is important and provides a step-by-step guide on how to structure an inclusive meeting. Having meetings is one option for including the general public in plan development. This guide outlines how to structure an inclusive meeting. Pendergrass, A., Zelikova, J., Arnott, J., Bain, H., Barnes, R., Baron, J., Dutt, K., Gay-Antaki, M., Haacker, R., Jck-Scott, E., Lauer, A., Morris, A., Morrison, D., Nunez, A.M., Steltzer, H., & Thompson, L. (2019). Inclusive Scientific Meetings: Where to Start. https:// diversity.ldeo.columbia.edu/sites/default/files/ content/AGCI%20NCAR%20Inclusive% 20Meeting%20Guide.pdf.

"Facilitation of a TIG Open Forum" resource is a short guide on how to run inclusive open forums. Open forums are an additional option for including the community into the plan development process. This resource helps guide leaders through an open forum.

Taking it Global!. (2004). *Facilitation of a TIG Open Forum*. https://www.tigweb.org/action/ openforums//guide/openforums-guide.pdf *Scoring*: Receives a zero if no discussion of input periods; a one for vague discussion of input periods; a two for specific and frequent input periods described.

#### Q 4.10 Does the recovery phase include efforts to intentionally reach out to communities that would not normally participate?

*Justification*: Engaging the public in the aftermath of a disaster is important, because public review ensures that the plan accurately reflects the values of the community and their priorities (Godschalk and Rouse, 2015). Furthermore, low-income or communities of color needs' are traditionally ignored and can lead to higher rates of displacement (Saadian, Gordon, Patton, and Rambler 2020) . Additionally, it helps build public support for the plan (Godschalk and Rouse, 2015).

*Guidance*: Engage with a wide range of community stakeholders, especially groups that are not normally included. Intentionally invite leaders and respected members of low-income communities, communities of color, disability community, or other marginalized communities to the planning process.

Additional Resources: The "In The Eye of the Storm" tool discusses how to incorporate equity in every step of the emergency management process. Specifically, module 1 and 2 focus on understanding equity and risk assessments. Module 3 specifically addresses how to develop an inclusive emergency response plan. Using general concepts and ideas from this tool could help structure more inclusive meetings. Steichenv, L., Patterson, J., & Taylor, K.. (2018). *In The Eye of The Storm.* https://live-naacpsite.pantheonsite.io/wp-content/

### uploads/2018/09/ NAACP\_InTheEyeOfTheStorm.pdf

While this document focuses on the scientific community, it outlines why diversity and inclusion is important and provides a step-by-step guide on how to structure an inclusive meeting. Having meetings is one option for including the general public in plan development. This guide outlines how to structure an inclusive meeting. Pendergrass, A., Zelikova, J., Arnott, J., Bain, H., Barnes, R., Baron, J., Dutt, K., Gay-Antaki, M., Haacker, R., Jck-Scott, E., Lauer, A., Morris, A., Morrison, D., Nunez, A.M., Steltzer, H., & Thompson, L. (2019). Inclusive Scientific Meetings: Where to Start. https:// diversity.ldeo.columbia.edu/sites/default/files/ content/AGCI%20NCAR%20Inclusive% 20Meeting%20Guide.pdf.

"Facilitation of a TIG Open Forum" resource is a short guide on how to run inclusive open forums. Open forums are an additional option for including the community into the plan development process. This resource helps guide leaders through an open forum. Taking it Global!. (2004). *Facilitation of a TIG* 

*Open Forum.* https://www.tigweb.org/action/ openforums//guide/openforums-guide.pdf

*Scoring*: Receives a zero if no discussion; receives a one if methods are discussed that specifically include outreach to populations vulnerable to disasters in inclusive ways.

### \*\* Q 4.11 Is community feedback incorporated in the recovery process?

*Justification*: Gathering feedback from the community is important only because it is then incorporated into the actual recovery plan and processes. This question aims to understand how the community feedback will be used to informed the recovery process.

*Scoring:* Receives a zero if no discussion of how feedback was used for the plan. Receives a one if the plan describes how community feedback informed, changed, or revised aspects of the plan or was determined not to be included.

# Q 4.12 Does the plan identify areas of temporary affordable housing within the community?

*Justification*: Temporary housing is crucial to short-term recovery goals, and having affordable temporary housing ensures equitable housing recovery outcomes.

*Key Definitions*: Affordable housing means a family spends 30% of their income on housing expenses at any income level (HUD User, n.d.).

*Guidance*: Use data collected in the fact basis section to guide how much affordable housing is needed during this phase, and then identify potential partner organizations, private institutions, and others who could provide temporary housing.

*Scoring:* Zero means no discussion; a one means identification of temporary affordable housing; a two indicates the temporary affordable housing is provided in locations that promote resilience (low hazard risk).

# \*\* Q 4.13 Does this plan provide a list of temporary housing options that have ADA accommodation?

*Justification*: Accommodations are required by federal law.

*Key Definitions*: Americans with Disability Act (ADA) protects individuals with disabilities from discrimination (ADA National Network, n.d.)

*Guidance*: Using data collected in the fact finding section to guide how much and what type of ADA accommodations are needed during temporary housing

Additional Resources: This website provides 6 chapters on ADA requirements from flooring to bathrooms to zoning rules. United States Access Board. (N.d.). *Guide to the ADA Standards*. https://www.access-board.gov/ guidelines-and-standards/buildings-and-sites/ about-the-ada-standards/guide-to-the-adastandards.

This resource is a platform that has consolidated various topics and research pertaining to the disability community. It could be a useful tool for gaining an understanding of the needs of the disability community.

Texas A&M University. (2020). *Project REDD. Available at: https://redd.tamu.edu* 

*Scoring:* A zero is received if no mention of ADA accommodations; a one is received for brief mention; a two is received if discussion of ADA accommodations is based in the Fact Basis.

## Q 4.14 Do the temporary housing specs meet the community's housing codes?

*Justification*: Temporary housing should meet safety and design codes for the community. Design standards should be appropriate for the community context, since they help dictate development of a neighborhood. The standards should help improve or protect both function and aesthetic of the neighborhood. They should enhance a sense of place (Godschalk and Rouse, 2015). *Scoring*: Receives a zero if the housing specs do not meet code or are not referenced; received a one if temporary housing specs are aligned with community codes.

# \*\* Q 4.15 Does the plan address how to permanently re-house low-income house-holds?

Justification: The majority of residents will be able to recover permanent housing on their own, though insurance and private resources. Marginalized populations, especially low-income, face the slowest recovery rates and will be the main beneficiaries of various housing recovery aid programs, whether through HUD, local aid, or nonprofits. By ignoring the needs of marginalized communities, those communities face greater displacement, with research showing that disasters and the recovery aid process itself increases wealth inequality (Saadian, Gordon, Patton, and Rambler 2020). Furthermore, low-income households often make up the majority of workforce populations that are crucial to economic recovery of a community. Local and state governments are also eligible for additional funding programs if those recovery programs are targeted to low-tomoderate income populations, such as through HUD's CDBG-DR and DCBG-MIT programs.

*Key Definitions:* Low-income households are defined as households whose incomes do not exceed 80 percent of the median family income for the area, subject to adjustments for areas with unusually high or low incomes or housing costs.

Additional Resources: Starting on page 17, this report has a method for how to support lowincome households as they navigate through the recovery process. Additionally, the report highlights areas of critical importance in the recovery process that might often be overlooked. Acosta, J., Chandra, A., & Feeney, K. (2012). *Navigating the Road to Recovery*. (TR-849-LRA). Retrieved from https://www.rand.org/pubs/ technical\_reports/TR849.html

*Scoring:* Scored as a zero if not discussed, scored as a one if discussed.

#### \*\* Q 4.17 Does the plan provide a procedure to encourage residents to rebuild outside of the vulnerable areas?

*Justification:* As disasters occur with more frequency and greater veracity, it is important to build homes and communities with resiliency to help the home weather the disaster. One of the most costeffective strategies for many disasters, but especially flood-related disasters, is to encourage construction outside of flood-prone areas. This "non-structural" mitigation tool reduces the amount of property in harm's way (Peacock et al. 2011).

*Guidance:* Using information from Fact Basis to gain an understanding of hazard prone areas within the community jurisdiction and encourage through education, buyouts, or relocation for residents to leave these areas.

Additional Resources: This website provides a broad overview of buyouts and the Federal government's involvement with the buyout program. This resource can help planners further their understanding of this tool.

Naturally Resilient Communities. (N.d.) *Moving People Out of Harm's Way*. http://nrcsolutions.org/ moving-people-out-of-harms-way-propertybuyouts/#:~:text=Property%20buyouts%20are% 20especially%20useful,individual%20homes% 20to%20entire%20neighborhoods. This handbook provides an in-depth overview of federal laws and regulations surrounding buyouts and how to implement buyouts in the community. This is a very practical resource that planners can use when deciding how to implement buyouts in their community.

Federal Emergency Management Agency. (1998). Property Acquisition for Local Communities For States. Retrieved from https://www.fema.gov/pdf/ government/grant/resources/hbfullpak.pdf.

*Scoring:* Scored as a zero if not discussed, scored as a one if discussed.

## \*\* Q 4.18 Does the plan address affordable housing supply needs?

*Justification:* Often, communities lose a large proportion of their affordable housing during disasters, much of which may not be replaced. It is critical to plan for the replacement and even enhancement of the supply of affordable housing. Particularly for low-wage workers who are necessary for the recovery of the local economy, the supply of affordable housing can determine whether they are able to stay in a community or have to relocate to a community with a better supply of affordable housing.

*Key Definitions:* Affordable housing means a family spends 30% of their income on housing expenses at any income level (HUD User, n.d.).

*Guidance*: Using data collected in the fact basis section to guide how much affordable housing is needed for the community.

*Scoring:* Scored as a zero if not discussed; scored as a one if mentioned with attempts to only maintain the current amount of affordable housing. Scored as a two if affordable housing is affirmed and discussed to expand access.

## \*\* Q 4.19 Does the plan address the public housing supply needs?

*Justification:* Public housing includes housing for the most marginalized populations (including low -income, elderly, and persons with disabilities). This housing is subsidized by the federal government, and, unfortunately, is affected by disasters. Rising rental rates post-disaster due to changes in supply and demand affect the ability of public housing residents to access rental units that accept their aid. These populations and public housing itself can become a contentious issue postdisaster, thus efforts should be made to ensure public input and access to decision-making.

*Key Definitions:* According to HUD public housing is a way for "decent and safe" housing to be provided to low-income residents. Public housing includes both project-based spaces (multi-family units) as well as housing voucher (Section 8) recipients.

*Guidance:* Using data collected in the fact basis section to guide how much public housing is needed for the community.

*Scoring:* Scored as a zero if not discussed; scored as a one if mentioned with attempts to only maintain the current amount of public housing. Scored as a two if public housing is affirmed and discussed to expand access.

\*\* Q 4.20 Does the plan identify temporary waiver or modification of an existing local code, ordinance, or regulation on an emergency basis that may apply in the event of a disaster declaration in order to expedite the process of providing temporary housing or rebuilding residential structures for persons displaced by a disaster? *Justification:* This item is required by SB 289 legislation. Having pre-identified changes to the existing code will help expedite recovery. But these changes should instill resilience and equity, not undermine future resilience. For example, waiving certain building codes themselves may actually increase vulnerability to future events. Waivers around placement of temporary mobile homes or FEMA trailers are also common modifications needed post-disaster (see Schwab 2014 for additional information on types of modifications that can speed recovery without undermining resilience).

*Guidance:* Clear guidelines on the circumstances that trigger modifications and waivers as well as timelines for when they expire should be detailed along with the exact codes, ordinances, and regulations to be waived.

*Scoring:* Receives a zero if not discussed; a one if waivers are mentioned; and a two if waivers are described along with consideration of potential negative impacts and timelines for implementation and removal of waivers.

# Q 4.21 Does the plan identify temporary changes to the tax code or assessment process following the disaster?

*Justification:* Disaster damaged homes can be reassessed to ensure the taxation is appropriate to the post-disaster condition. Local jurisdictions get to choose whether and how these assessments are completed. Some jurisdictions have not completed post-disaster assessments, instead allowing individuals to ask for the reassessment on an individual property basis. Reassessment is expensive depending on the size of the jurisdiction, and must be balanced with the needs of residents for taxation relief and the jurisdiction to ensure continued accurate and fair property tax collection.

*Scoring:* Receives a zero if not discussed; a one if changes are mentioned; and a two if changes are described along with consideration of potential negative impacts and timelines for implementation and removal of changes.

### Q 4.22 Does the plan identify any temporary changes to the permitting process after a disaster?

*Justification:* Recovery requires many hours of permitting work to ensure properties are evaluated efficiently and quickly. Changes to the process of permitting that speed it, but also still ensure that building codes and requirements are not undermined can speed and ease rebuilding for property owners.

*Scoring:* Receives a zero if not discussed; a one if changes are mentioned; and a two if changes are described along with consideration of potential negative impacts and timelines for implementation and removal of changes.

### Q 4.23 Does the plan identify any temporary changes to the inspection process after a disaster?

*Justification:* Similarly, recovery requires effective use of building inspectors. Additional inspectors are often hired or provided via MOU from neighboring jurisdictions. The jurisdiction should determine which inspections could be waived and which inspections must be completed.

*Scoring:* Receives a zero if not discussed; a one if changes are mentioned; and a two if changes are described along with consideration of potential negative impacts and timelines for implementation and removal of changes.

Q 4.24 For communities that have adopted NFIP standards locally, does the plan have a method to conduct damage assessments for the substantial damage determination process of individual buildings?

*Justification:* Substantial damage determinations are required by NFIP guidelines.

*Key Definitions:* Damage assessments are appraisals that are performed after the disaster to determine the damage in the area. (Community Development Corporation of Brownsville and WORK-SHOP, 2015)

*Guidance:* Develop new guidelines for partnerships between local planning staff members and floodplain administrators (with GIS capabilities) and county tax assessor officials to develop a more streamlined process for determining market values for different sectors of the community (Lorente, Masterson, and Berke, 2019).

Additional Resources: This website is a library of damage assessment documents. Federal Emergency Management Agency. (2020). Preliminary Damage Assessment. <u>https://</u> www.fema.gov/media-library/assets/ documents/109040.

This manual outlines a methodology for damage assessments.

Federal Emergency Management Agency. (2020). Preliminary Damage Operations Manual. https:// www.fema.gov/media-librarydata/1558541566358-30e29cac50605aae39af77f7e25a3ff0/ Damage\_Assessment\_Manual\_4-5-2016.pdf.

This manual outlines a methodology for damage assessments.

Federal Emergency Management Agency. (2020). *Preliminary Damage Field Guide*. <u>https://</u> <u>dps.mn.gov/divisions/hsem/disaster-recovery/</u> <u>Documents/preliminary-damage-assessment-</u> <u>fg.pdf.</u>

*Scoring*: Scored as a zero if not discussed, scored as a one if discussed.

## \*\* Q 4.26 Does the plan have an unmet needs assessment at the beginning?

*Justification:* Unmet needs assessments are required to determine the amount of federal funding received for a federally declared disaster. The ultimate goal of an unmet needs assessment is to enable communities to better design recovery programs that are responsive to the types and locations of actual needs on the ground.

*Key Definitions:* Unmet needs are those that remain after insurance is considered.

*Guidance:* An unmet needs assessment should take into account work already accomplished, community goals, and the grantee's capacity to plan for, manage, and implement a coordinated long-term recovery process.

#### Additional Resources:

HUD Exchange. (2013, March). Disaster Impact and Unmet Needs Assessment Kit. Retrieved from https://www.hudexchange.info/ resource/2870/disaster-impact-and-unmet-needs -assessment-kit/

*Scoring:* Receives a zero if not discussed; a one if mentioned or brief description; and a two if detailed methodology for determining unmet needs that are based in the fact basis.

## Q 4.34 Does the plan identify how material

## will be procured after a disaster?

*Justification*: Pre-identifying and procurement of items before a disaster occurs can help avoid the price spike and keep cost lower for the community (Community Development Corporation of Brownsville and WORKSHOP, 2015, 123).

Additional Resources: This report documents best practices for dealing with contractors and supplies. The recommendations could be modified for the local level. Woods, R. (2006). *Hurricane Katrina: Improving Federal Contracting Practices in Disaster Recovery Operations*. https:// www.gao.gov/new.items/d06714t.pdf.

*Scoring:* Scored as a zero if not discussed, scored as a one if discussed.

# Q 4.35 Does this plan have a process to check licensing credentials on contractors?

*Justification*: After disasters, communities often deal with an influx of contractors that are not aware of communities regulation, codes, or hazard areas. These contractors can often do more harm than good when assisting during recovery (Lorente, Masterson, and Berke, 2019, p. 29)

*Guidance*: Local residents and businesses must be able to view and submit contractor reviews. A web-based consumer review system would allow for additional public input into the strengths and weaknesses of recovery and serve as an additional indicator for jurisdictions when deciding whether a specific contractor is suited to the recovery task in question (Saadian, Gordon, Patton, and Rambler 2020) *Scoring:* Scored as a zero if not discussed, scored as a one if discussed.

## Q 4.41 Does the plan identify housing at risk to asbestos or lead?

*Justification*: Asbestos or lead can pose a health danger to residents after a disaster, and are common in older homes. They require contractors with specific licenses to ensure environmental and health safety during removal.

*Key Definitions*: Asbestos is a natural mineral composed of thin fibers. Housing built prior to 1970 is likely to have both asbestos and lead-based paint. Unless these toxins are encapsulated, they must be removed by qualified contractors.

*Guidance*: Provide education on Asbestos and lead after a disaster. Encourage testing for individuals.

*Scoring:* Scored as a zero if not discussed, scored as a one if discussed.

## Q 4.42 Does the plan address the use of tenant vouchers?

*Justification*: Tenant vouchers are commonly used by low-income residents post-disasters and aid in their recovery.

*Key Definitions*: Tenant-Based Vouchers provide rental assistance for low-income residents to access properties on the private rental market.

#### Additional Resources:

HUD (n.d). Tenant Based Vouchers. Retrieved from https://www.hud.gov/program\_offices/ public\_indian\_housing/programs/hcv/tenant *Scoring*: Scored as a zero if not discussed, scored as a one if discussed.

# \*\* Q 4.44 Does the plan have a process to educate residents about the rebuilding process?

*Justification*: Education is important for residents to increase their understanding of the situation, reduce delays, and improve their system efficiency (Saadian, Gordon, Patton, and Rambler 2020). They also need to be aware of any building code changes, buy-out or aid opportunities, and permitting and inspection processes to ensure they do not rebuild in ways inappropriate to the standards set post-disaster.

*Guidance*: Education should be frequent and use multiple channels of dissemination to ensure all residents are able to access the information.

*Additional Resources*: While this resource focuses on educational outreach to Latino communities, there are best practices on educating disaster survivors that could be generalized to the local community.

Lopez-Soto, E. and Cebula, R. (2006). *Promising Practices*. <u>https://digitalcommons.ilr.cornell.edu/</u> <u>cgi/viewcontent.cgi?</u> <u>article=1212&context=edicollect.</u>

*Scoring:* Receives a zero if not discussed; receives a one if mentioned and general description of education process; and receives a two if detailed education program is discussed that emphasizes transparency, inclusivity, and frequency of communication.

**\*\*** Q 4.45 Does the plan identify a fair and efficient process for residents to access disaster recovery assistance?

*Justification:* A fair and efficient process is one where the process is clearly laid out to avoid discrimination and bias. Also, it must reduce bureaucratic paperwork as much as possible to provide an efficient process. Consideration of residents' access to different technologies, language spoken, educational level, staffing hours, and others should be reviewed to ensure all residents have fair access to the assistance efforts.

*Scoring*: Receives a zero if not discussed; a one if process is mentioned; and a two if processes shows how it increases fairness and efficiency for the residents seeking aid.

### Q 4.47 Does the plan have a process to educate residents about outreach and case management services?

*Guidance*: Case management focuses on a variety of recovery needs and is often offered by nonprofit organizations post-disaster. Residents will need to understand where and how to sign up for case management and what information will be required throughout the process.

Additional Resources: While this resource focuses on educational outreach to Latino communities, there are best practices on educating disaster survivors that could be generalized to the local community.

Lopez-Soto, E. & Cebula, R. (2006). *Promising Practices*. <u>https://digitalcommons.ilr.cornell.edu/</u> cgi/viewcontent.cgi? article=1212&context=edicollect.

*Scoring:* Receives a zero if not discussed; receives a one if mentioned and general description of education process; and receives a two if detailed education program is discussed that emphasizes transparency, inclusivity, and frequency of communication.

## Q 4.48 Does the plan have a triage system to help identify households most in need?

*Justification*: families and individuals will be at different levels of need and assistance, creating a process to help identify those most in need will help survivors access resources as quickly as possible.

*Guidance*: A triage system should be based on need, focus on centralized communication and streamlined for efficiency.

Additional Resources: Starting on page 13 this guide has a method for triaging families for need that could be adapted for disaster situations. Department of Health and Human Services. (October 2012). Federal Immediate Disaster Case Management. Retrieved from https:// www.acf.hhs.gov/sites/default/files/ohsepr/ immedi-

ate dcm concept of operations conops octobe r 2012 508 compliant.pdf

Starting on page 17, this report has a method for triaging and intaking for survivors of disasters that could be adapted for the local community. Acosta, J., Chandra, A., & Feeney, K. (2012). *Navigating the Road to Recovery*. (TR-849-LRA). Retrieved from <u>https://www.rand.org/pubs/</u>technical\_reports/TR849.html

*Scoring:* Scored as a zero if not discussed, scored as a one if discussed.

## Q 4.49 Does the plan have a system for matching households with case managers?

*Justification*: Case managers are important resources for families to rely on during the recovery process. Case managers should be a bridge be-

tween available resources and the gaps in the clients knowledge (Community Development Corporation of Brownsville and WORKSHOP, 2015).

*Scoring:* Scored as a zero if not discussed, scored as a one if discussed.

# Q 4.58 Does this plan identify a means to protect the personal information within an application?

*Guidance:* Personal information on finances, health, family status, and many other factors are used during recovery by multiple organizations to assess need and provide resources. Protecting this information is crucial to ensure public trust and safety, but also must be considered within the context of recovery efficiency. Standard security measures should be used to safeguard the public's private information from illegal use.

*Scoring:* Scored as a zero if not discussed, scored as a one if discussed.

## Q 4.59 Does this plan identify a means to back up data?

*Justification*: Backing up data helps increase transparency during emergencies. Backing up data also saves important files if a system crash or hard drive failure occurs.

*Guidance*: Expand HMGP funds to cover projects aimed at protecting data servers and/or set up cloud backup services storing information about housing inventory in SFHAs, permit records, appraisal information, and other critical local information for substantial damage on properties located in SFHAs. - Ensure that local officials are trained to maintain consistent, equitable and defendable records in all aspects of the substantial damage evaluation process (Lorente, Masterson, and Berke, 2019).

*Scoring:* Scored as a zero if not discussed, scored as a one if discussed.

*Scoring:* Scored as a zero if not discussed, scored as a one if discussed.

## \*\* Q 4.61 Does the plan provide procedures to maximize cost efficiency?

Justification: This process is required by SB 249.

*Scoring*: Receives a zero if not discussed; a one if mentioned; and a two if discussed and drawn from the fact basis.

#### \*\* Q 4.62 Does the plan specify whether the local government that submitted the plan or GLO, as determined by GLO, will administer disaster rebuilding activities under the plan?

*Justification*: This process is required by SB 289. Predetermination of who will administer the housing programs will speed up the process.

*Guidance:* Housing recovery funding from federal and state sources can be administered by the local jurisdiction or the state, such as the GLO in Texas.

*Scoring*: Scored as a zero if not discussed, scored as a one if discussed.

### \*\* Q 4.63 Does the plan include specifics on additional deliverables, actions, and/or policies?

*Justification*: Any additional information that the community needs in order to have a strong housing recovery plan can be listed here.

*Scoring:* Scored as a zero if not discussed, scored as a one if discussed.

## \*\* Q 4.64 Does the plan identify which policies and actions come from other plans?

*Guidance*: The housing plan should not be in conflict with other plans within the community and region. Screen the plan against other regional and community plans.

*Scoring:* Scored as a zero if not discussed, scored as a one if discussed.

# INTER-ORGANIZATIONAL COORDINATION

**SECTION 5:** 

# Section 5: Interorganizational Coordination

D isaster resilience is greatly improved through better interorganizational coordination between governmental agencies, public, nonprofit, and private partners across local, state, and federal levels. In a recovery plan, interorganizational coordination should identify key agencies, nonprofits, or other organizations that will participate in implementation of the plan. It should identify under what conditions these organizations will be called upon, the nature of the relationship, and the role of these organizations in plan development and implementation. This section of the HRPA Tool assesses the many relationships specific to the housing recovery process that improve the likelihood of successful plan creation, implementation, and support. Interorganizational coordination also refers to integration of the plan with other planning initiatives, such as the community's comprehensive plan, emergency management plan, hazard mitigation plan, and the consolidated housing plan. It should also address consistency with plans in which it may be nested, such as any county or regional plans.

Number of Questions: 12 Scores possible: 0-14 Required to pass: Score of 1 (or greater) on two questions: Q 5.17 and Q 5.19

### Q 5.2 Does the plan have a section for local nonprofits that deal with housing?

*Justification*: Local community organizations and networks are often best suited to understand the local communities needs as well as are most trusted by community members for these services (Saadian, Gordon, Patton, and Rambler 2020). They also may already have lists of clients in need of housing support or programs that could be revised to meet disaster recovery needs quickly.

*Key Definitions*: Examples of local nonprofits can include, but are not limited to: utility assistance programs, rental housing support programs, agencies that operate housing vouchers and public housing units, the long-term recovery team or organization, local religious institutions, and many others.

*Guidance*: Reach out to nonprofits in your local community to determine if they have a housing aspect to their mission that could include emergency housing support, rental assistance, or volunteer and financial support for repair or rebuilding. A community asset assessment can prove useful in this effort.

Additional Resources: Americorps Vista Corps program describes Community Asset Mapping as an aspect of community development programming. https://www.vistacampus.gov/what-assetmapping

*Scoring*: Scored 0 if no discussion of these organizations, and scored 1 if organizations are identified and their role is discussed.

## Q 5.3 Does the plan have a section for local community leaders?

*Justification*: The support of community leaders is crucial to the successful plan creation, adoption, and implementation (Saadian, Gordon, Patton, and Rambler 2020). These leaders will encourage the public to participate in the plan development process, the use of the plan in the case of a disaster, as well as help the housing recovery team access resources needed to complete the planning and plan implementation process.

*Key Definitions*: Local community leaders can be those who widely represent the community, as well as those who represent specific sectors, population groups, or neighborhoods. Some examples are: elected officials, religious leaders, local business owners, teachers, philanthropic leaders in the community, neighborhood association or community organization leaders, etc.

*Guidance*: Identity and reach out to those leaders in the community to determine their contribution to plan development and implementation. Some elected officials will have specified roles in a disaster, such as county judges in Texas. But other leaders may not understand how they can use their influence to contribute to the housing recovery. Outline a variety of responsibilities & roles that you need from local community leaders. They could contribute to the fact basis of the plan, offer their leadership assistance post-disaster to housing coordination, bring their organizations volunteers and donations to support the coordinated housing recovery goals, among others.

*Scoring:* Scored 0 if no discussion of these leaders, and scored 1 if leaders are identified and their role is discussed.

## Q 5.4 Does the plan have a section for regional organizations?

*Justification*: While all disasters are local, regional coordination is needed to ensure that housing recovery plans draw from available resources and coordinate with outside agencies that may have additional expertise, staff, and funding to support housing recovery (Saadian, Gordon, Patton, and Rambler 2020) .

*Key Definitions:* Many regional agencies have specified support roles in disasters. In Texas these include Regional Advisory Councils, Councils of Governments, and Texas Department of Emergency Management Regional headquarters. Also many neighboring jurisdictions can support recovery efforts and coordinate needs and application efforts in both large and small disasters.

*Guidance*: Identify what regional organizations play a role in the housing sector in your community. Connect with regional governmental agencies that have some role in disaster.

*Scoring*: Scored 0 if no discussion of these organizations, and scored 1 if organizations are identified and their role is discussed.

# Q 5.5 Does the plan have a section for VOADs and emerging volunteer organizations?

*Key Definitions*: Voluntary Organizations Active in Disaster (VOADs) are nonprofit organizations whose mission is focused on disaster.

*Justification:* VOADs offer a variety of support for both pre- and post-disaster needs including financial donations and grants, in kind support, grants, volunteer labor, training programs, case management, and housing repair and rebuilding. *Guidance*: NVOAD provides educational materials on their website, and every state as a state chapter of the VOAD. The Texas state chapter is coordinated by OneStar Foundation as of 2021.

Additional Resources: This resource provides a great overview of VOADS and potential emerging volunteer organizations. It can be a useful tool in understanding these groups and planning for them.

FEMA. (n.d.). Voluntary Organizations Active in Disaster. https://www.ready.gov/voluntary-organizations-active-disaster.

This resource provides an additional overview of VOADS and provides state specific information. Voluntary Organizations Active in Disaster. (2020). <u>https</u>://www.nvoad.org.

This website specifically deals with the VOADs in Texas.

Texas Voluntary Organizations Active in Disaster. (2020). https://txvoad.communityos.org/ cms/.

*Scoring*: Scored 0 if no discussion of these organizations, and scored 1 if organizations are identified and their role is discussed.

## Q 5.6 Does the plan have a section for local businesses?

*Justification*: Whole community resilience calls for all local organizations, including businesses, to contribute to disaster preparedness (Saadian, Gordon, Patton, and Rambler 2020) . As the backbone of the local economy and employment opportunities, local businesses have the leadership and the resources to contribute to housing recovery. *Key Definitions*: A locally-owned business provides goods or services to a local population. The local population can be within the business's city, town, or geographic area

*Guidance*: Identify local businesses who are interested in playing a role in housing recovery and define their responsibilities in the plan. Local architects or contractors may donate some of their time and expertise to housing development processes, local home improvement stores often contribute building supplies at cost, local restaurants may provide free meals to volunteers, local appliance stores may donate to survivors, and local hotels or campgrounds may offer discounts for volunteers who arrive to support rebuilding efforts.

*Scoring:* Scored 0 if no discussion of this position, and scored 1 if identified and their role is discussed.

## Q 5.7 Does the plan have a section for local housing inspectors?

*Justification*: Additional inspectors are often needed post-disaster to meet demand. Utilizing local inspectors can keep economic resources local and ensure that inspectors understand local codes.

*Key Definitions*: A housing inspector ensures that builders, property owners and managers comply with local regulations and codes.

*Guidance*: Look for contact information and define their responsibilities and role you need from housing inspectors.

*Scoring:* Scored 0 if no discussion of this position, and scored 1 if identified and their role is discussed.

## Q 5.8 Does the plan have a section for emergency managers?

*Justification*: Emergency management plays an important coordinating role in disaster recovery, though they may not lead the housing recovery effort. They also coordinate hazard mitigation and emergency operations plans, which should be integrated with the housing recovery plan.

*Key Definitions*: Emergency managers are professionals who are tasked with the responsibility of helping communities and organizations anticipate hazards and vulnerability, and undertake measures to more effectively deal with disasters (e.g., mitigate, prepare for, respond to and recover from them).

*Guidance*: Emergency management should help develop this section of the plan, provide feedback, support access to grants and resources, and ensure integration with hazard mitigation and emergency response plans.

*Scoring:* Scored 0 if no discussion of emergency managers, and scored 1 if identified and their role is discussed.

### Q 5.9 Does this plan discuss coordination with a federal disaster coordinator or similar position?

*Justification*: This role is defined by the federal government.

*Key Definitions*: The Federal Disaster Recovery Coordinator is responsible for facilitating disaster recovery coordination and collaboration between the Federal, Tribal, State and local governments, the private sector and voluntary, faith-based and community organizations Additional Resources: This document provides a deeper understanding of the responsibilities of the Federal Disaster Recovery Coordinator. Federal Emergency Management Agency. (2011). Federal Disaster Recovery Responsibility Manager [Brochure]. Retrieved from https:// www.fema.gov/pdf/recoveryframework/ federal\_disaster\_recovery\_coordinator.pdf

*Scoring:* A 0 for lack of mention of this position; a 1 for definition of this position and potential names/contact information of the position holder.

# Q 5.10 Does this plan discuss coordination with a state disaster coordinator or similar position?

*Justification*: This role is defined by the state government. Ensuring collaboration with the state can speed recovery resources.

*Key Definitions*: The State Disaster Recovery Coordinator is responsible for facilitating disaster recovery coordination and collaboration between the state and local governments, the private sector and voluntary, faith-based and community organizations. In Texas, the Texas Division of Emergency Management has one recovery coordinator in each region and then central recovery staff. Texas local jurisdictions should coordinate with their TDEM Region recovery coordinator(s).

Additional Resources: This document provides a deeper understanding of the responsibilities of the State Disaster Recovery Coordinator. Federal Emergency Management Agency. (2011). Federal Disaster Recovery Responsibility Manager [Brochure]. Retrieved from https:// www.fema.gov/pdf/recoveryframework/ federal\_disaster\_recovery\_coordinator.pdf TDEM Region contact information is available here: https://tdem.texas.gov/field-response/

*Scoring*: A 0 for lack of mention of this position; a 1 for definition of this position and potential names/contact information of the position holder.

# \*\* Q 5.17 Does the plan identify potential areas that need support through MOUs with neighboring jurisdictions and other entities?

*Justification*: Disasters cause widespread damage to communities and assistance may be required from other jurisdictions.

*Key Definitions*: Memorandum of Understanding or Agreement (MOU or MOA): an agreement between two or more parties outlined in a formal document. It is not legally binding but signals the willingness of the parties to move forward with a contract. Often used in disasters to support neighboring jurisdictions with supplies, equipment, or personnel.

*Guidance*: Areas of support to consider in MOUs include, but are not limited to: debris removal, construction assistance, additional case workers, volunteers, contractors, and first responder assistance.

*Scoring:* Lack of discussion of MOUs equals a 0, while mention of areas for MOUs and their purpose equal a 1. Description of MOU areas of need that are founded in the Fact Basis of the plan equal a 2.

#### \*\*Q 5.19 Does the documentation include MOA between service providers to share information?

*Justification*: A flexible system of documentation must accompany any system for distributing disaster recovery assistance. Disaster recovery involves numerous governmental, nongovernmental, and private organizations that support residents. Usually, survivors are forced to apply for aid at each organization separately.

Guidance: In order to employ full categorical eligibility, there must be a system in place that permits tools like alternative documentation to ensure all survivors can receive assistance. Further, a rider document included as an addendum to applications for aid can help in encouraging the sharing of family/household personal identifying information between agencies to reduce the burden of paperwork for survivors. The rider document that asks survivors to approve when and with whom their information is shared gives survivors the power to approve the sharing of their personally identifying information across different agencies. Establishing MOAs between different agencies and aid organizations to allow rider documents will reduce the burden on survivors and speed aid approval processes.

*Additional Resources*: This website hosts a variety of different tablets to help draft realistic messaging.

PandaDoc. (N.d.). *Memorandum of Agreement Template*. https://www.pandadoc.com/ memorandum-of-agreement-template/.

*Scoring:* No discussion equals a 0, mention and completion of MOA equals a 1; MOA and rider documents completed equals a 2

## Q 5.22 Does the plan reference which ex-

## isting plans were integrated into the document?

*Justification*: The housing plan should not be in conflict with any existing plans in the community such as hazard mitigation plan, comprehensive plan, economic development plan, land use plan, capital improvement plan or other plans. If in conflict, implementation will be challenging.

*Scoring:* Reference to which plans were integrated will result in a score of 1. Lack of reference will result in a 0.

# **SECTION 6:**

# MONITORING

# Section 6: Monitoring

# The final section of the HRPA Tool assesses the monitoring and update plan for the housing recovery plan. Monitoring guidance is a part of every community plan. The plan should also have provisions for monitoring progress towards goals and objectives, provisions and a timeline for regular updates and revisions. This section is also responsive to the legislative directive in Senate Bill 289 (2018).

Number of Questions: 3 Scores possible: 0-3 Required to pass: Score of 1 on all three questions, with an exception for post-disaster plans

### \*\* Q 6.1 Does the plan identify a procedure to review the plan every four to seven years?

*Justification*: Because community conditions change, pre-disaster housing recovery plans should be reviewed every 4-7 years. This aligns with common time frames for reviewing other hazard plans. Post-disaster housing recovery plans that address a single disaster would not have a review and update timeline.

*Scoring:* A statement on the timeline for review that occurs somewhere between 4 and seven years after completion will score a 1. Post-disaster housing recovery plans for a single disaster will receive a n/a on this question and it will not be used against them.

### \*\* Q 6.2 Does the plan have a process to provide the Texas General Land Office with the current document and necessary revisions as they occur?

*Justification:* SB 289 (2018) asks the Hazard Reduction & Recovery Center at Texas A&M University to coordinate with the Texas General Land Office to review and score plans. The housing plan should indicate the process through which they will submit the plan as well as updates and revisions.

*Scoring:* A statement on the process for submitting this information will score a 1.

\*\* Q 6.3 Does the plan have a process to provide the center with a resolution or proclamation adopted by the local government that certifies continued local community support for the current document? *Justification*: SB 289 asks local governments to provide evidence of plan adoption by their jurisdictional authority.

*Scoring:* A statement on how this information will be reported will score a 1.

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HOUSING RECOVERY PLAN ASSESSMENT TOOL INTERMEDIATE

## Housing Recovery Plan Assessment Tool

- A total of 89 items are in the HRPA Tool. Each item will be scored as either pass (1)/fail (0) or 0/1/2.
- There are 37 questions that are required to receive a 1 or more to pass the assessment. These are marked with \*\*.
- There are 8 principles: address vulnerable populations; affirm resident choice, promote resilience; streamline return to permanent housing; foster inclusive participation in recovery planning and processes; build capacity and promote local business, nonprofits, and leadership; use resources responsible; and communicate transparently. The table be-low shows the distribution of the items across the principles and the plan sections. It helps us understand where the emphasis of the assessment lies.

	TOTAL ITEMS	<u># of Must</u> Pass Items	Vulnerable Populations	Resident Choice	Resilience	Streamline to Permanent	Inclusive Participation	Local Capacity 😻	Resource Responsibility	Communicate Transparency	General
Planning Process	8	2	-	-	-	-	3	-	-	5	-
Fact Basis		<u></u>	2	-	11	-	-	1	-	-	2
Goals and Objectives	15	<u>6</u>	4	1	1	8	1	-	-	-	-
Implementation	35	<u>16</u>	-	1	9	13	3	-	1	8	-
Interorganizational Coordination		<u>2</u>	-	-	4	1	-	7	-	-	-
Monitoring	3	<u>3</u>	-	-	-	-	-	-	-	-	3
TOTAL ITEMS	89	<u>37</u>	6	2	25	22	7	8	1	13	5

## Table 1. Assessment Items Distribution across Principles and Planning Sections

## Feedback process:

The Texas General Land Office provided feedback on a first draft of the HRPA Tool in June 2020. This is the second draft based on their feedback. This document is being reviewed by stakeholders and those who would be end users rated by this tool. This feedback was received in August 2020 and then the HRPA Tool was revised.

## Guiding Principles of Housing Recovery

Both research and practice related to housing recovery identify several principles which should guide any approach to housing recovery after disaster. Housing recovery plans should:

Ċ	Address vulnerable populations. Housing Recovery plans should explicitly identify and describe both physically and socially vulnerable populations within the community. Plans should carefully consider how planned actions and policies affect these populations, with emphasis on prioritizing their needs.
7	Affirm resident choice. Plans should, whenever possible, permit resident choice from among multiple options to best meet their families' needs, both now and in the future.
	<b>Promote Resilience</b> . Plans, including programs, policies, and actions, should maintain a future orien- tation, working towards building resilience rather than returning to the status quo.
	<b>Streamline return to permanent housing</b> . Housing recovery plans should strive to return residents to permanent housing as soon as possible by prioritizing or incentivizing solutions that maintain family togetherness, neighborhood cohesion, normal routines and spatial proximity to neighbors and neighborhood services such as schools, places of worship, groceries, and pharmacies.
***	<b>Foster inclusive participation in recovery planning and processes</b> . Both recovery plan-making processes and planned processes must encourage and provide full participation, transparency, and access to decision-making for the entire community, including traditionally marginalized groups and groups most impacted by disasters.
<b>***</b>	<b>Build and promote local capacity in local businesses, nonprofits, and leaders.</b> Housing recovery plans should prioritize the use of qualified local businesses, nonprofits, and leaders throughout the recovery process. When necessary, locals may partner with outside groups, but the emphasis should be on developing capacity among locals and retaining that capacity post-recovery as a means of build-ing resilience.
\$	<b>Use resources responsibly</b> . Disaster recovery funds, whether they come from charitable, local, state, or federal sources, must be handled with strong stewardship, with the aim of achieving an effective, efficient, and equitable outcome for all community members.
	<b>Communicate Transparently.</b> Planning processes must strive for openness and transparency in public outreach and communication.

## **HRPA** Tool Organization

The HRPA Tool is organized into elements that we expect to see in a housing (or general) recovery plan. Plans will use a wide variety of outlines and organizations, so we do not expect all (or any) plans to follow this structure exactly. However, each of these elements should be included in some way.

## 1. Planning Process

Dr. Van Zandt likes to say, "the process of planning is as important, if not more important, as the plan itself." How stakeholders are included in the plan-making process can critically influence whether the plan is successful or not. In other words, it can make or break a plan. The process used to gather data, determine goals and objectives, and design policy or actions to implement the goals, should recognize local knowledge and capture the community's vision and priorities related to how housing recovery should proceed. The plan should include a description of the timelines and activities that were used to gather information, values, visions, and ideas for the development of the plan. It should reflect an open, accessible, inclusive process that brings together individuals and/or groups that represent the range of different constituencies present within the community. A major reason for a PRE-disaster recovery plan is to permit a robust and inclusive process of developing the plan.

## 2. Fact Basis

A sound fact basis underlies all successful plans. Developing plans without knowing what the community currently has is a recipe for failure. For a housing recovery plan, the fact basis should include a thorough description of:

- Population demographics and trends
- Existing housing stock
- Profile of the local economy, including major industries and employers
- Land use and environmental features

Based on this data, a full vulnerability assessment is needed, including both an assessment of physical vulnerability to any disaster, as well as the social vulnerability of the population. These will identify where vulnerable populations are located and what their housing needs would be in a disaster situation.

Finally, the fact basis should identify administrative, technical, and policy capabilities--in other words, the *capacity* of the jurisdiction to undertake plan mandates.

## 3. Goals and Objectives

Nearly all plans include goals and objectives for the community, in this case for the housing recovery process. Goals state the desired future state for the community. In a housing recovery plan or plan element, goals would address what stakeholders want to see the recovery process achieve. There may be goals related to damage assessment, sheltering, temporary housing, and finally permanent housing. Goals might also include ways in which the recovery process might strive for increased resilience, sustainability, or overcoming pre-existing housing problems related to affordability, quality, or supply, for example. Objectives offer more detail on what goal achievement would look like. They should establish measurable targets, as well as timelines for the achievement of those targets.

## 4. Implementation

The implementation section(s) of the plan describes *how* the goals and objectives will be achieved, and the actions that are needed. These may include the design of new strategies or programs to achieve stated objectives, or may identify alterations to existing policies, programs, codes, or regulations (e.g., suspensions or moratoria) in a post-disaster situation. This section will also identify the needed actors (vendors, suppliers, professionals, etc.) that are needed to enact the plan.

## 5. Interorganizational Coordination

Interorganizational coordination refers to the integration of the plan with other planning initiatives, such as the community's comprehensive plan, emergency management plan, hazard mitigation plan, and consolidated housing plan. It should also address consistency with plans in which it may be nested, such as any county or regional plans.

In a recovery plan, interorganizational coordination would also identify key agencies, nonprofits, or other organizations that will participate in the implementation of the plan. It should identify under what conditions these organizations will be called upon and the nature of the relationship.

## 6. Monitoring

The plan should also have provisions for monitoring progress toward goals and objectives, provisions, and a timeline for regular updates and revisions.

## 1. Planning Process

Principle	Item	Description/Guidance		
Icon				
	**1.1 How was the pub- lic involved in the de- velopment of the plan?	0 - No, the public was not included 1 - Public opinion was incorporated		
		2 - Public involvement was broad, representative, and consequential to plan development		
	1.2 Did the plan devel- opment process have designated community input periods?	0 - No designated points for community input 1 - Few/vague input periods provided for the community		
		2 - Frequent/specific input periods provided for the community		
	1.3 Did the plan devel- opment process allow for public participation to be completed in a timely manner?	<ul><li>0 - Public participation was short and rushed</li><li>1 - Public participation period allowed time for robust public engagement</li></ul>		
**	1.4 Did the plan devel- opment process in- clude efforts to inten- tionally reach out to communities that would not normally participate in the public outreach process?	0 - No, the planning process did not include vulnerable populations 1 - The plan articulates how vulnerable populations within the larger popula- tion were included in the plan development		
**	1.5 Did community input periods occur with the support of lo- cal community organi- zations?	<ul> <li>0 - Local community organizations are not included</li> <li>1 - Local community organizations support public input process</li> </ul>		
**	1.6 Were community input periods struc- tured to be inclusive?	<ul><li>0 - The meetings are not inclusive or no information provided</li><li>1 - The meetings are inclusive</li></ul>		

Principle Icon	Item	Description/Guidance
	**1.7 Was public feed- back incorporated into the plan?	<ul> <li>0 - Public is not included</li> <li>1 - Notice and comment period is provided</li> <li>2 - Notice and comment period is provided AND a process to incorporate public feedback is listed</li> </ul>
	1.8 Was the data gath- ering process made available for public in- put?	<ul><li>0 - The process is not available for the public</li><li>1 - The process is available for the public</li></ul>

## 2. Fact Basis

Principle	Item	Description/Guidance		
Icon				
	**2.1 Does the plan in- clude or reference a historical hazard analy- sis for the jurisdiction?	0 - No historical hazard analysis included 1 - Historical hazard analysis included		
		2 - Used scientific data collection and analysis to develop historical hazard anal- ysis		
	2.2 Does the plan in- clude or reference a	0 - No future hazard analysis included		
	future hazard analysis for the jurisdiction?	1 - future hazard analysis included		
		2 - Used scientific data collection and analysis to develop future hazard analysis		
	**2.3 Does the plan identify areas that are less susceptible to disas-	0 - No areas are identified 1 - Areas are identified		
	ter damage?	<ul><li>2 - Used scientific data collection and analysis to identify areas</li></ul>		
	**2.4 Does the plan in- clude or reference a	0 - No demographic profile included		
	demographic profile of the jurisdiction?	1 - Basic demographic (population size, race, ethnicity, gender) profile included		
		2 - Demographic profile provides a robust analysis of the population within the jurisdiction		
	**2.5 Does the plan identify socially vulner-	0 - No social vulnerable populations listed		
S	able groups within the local government juris- diction?	1- Socially vulnerable populations are mentioned but not detailed adequately		
		2 - Detailed profiles of social vulnerable populations within the jurisdiction are listed		

Principle	Item	Description/Guidance		
Icon				
Ċ	**2.6 Does the plan identify people with disabilities within the local government juris- diction?	0 - Populations with disabilities are not discussed 1- Populations with disabilities are mentioned but not detailed adequately		
		2 - Using fact-based methods, particular challenges facing populations with disa- bilities have been identified.		
	**2.9 Does the plan identify features of the built environment within the local govern- ment jurisdiction that	0 - No physical vulnerabilities listed 1 - Physical vulnerabilities listed, with little analysis		
	are physically vulnera- ble to disasters?	2 - Physical vulnerabilities listed, with robust analysis		
	**2.10 Does the plan include or reference the current land use, future land use map, and zon- ing map?	<ul> <li>0 - No discussion on were displaced residents can move to</li> <li>1 - Maps are included or referenced OR a discussion on where displaced residents can move to</li> </ul>		
	**2.11 Does the plan include or reference a housing analysis of the jurisdiction?	0 - No housing analysis included 1 - Housing analysis included		
		2 - Used scientific data collection and analysis to develop housing analysis of jurisdiction		
	2.12 Does the plan identify the use of pub- lic housing choice vouchers within the local jurisdiction?	0 - No housing voucher analysis included 1 - Housing voucher analysis included		
	2.13 Does the plan identify project-based public housing units within the local juris- diction?	0 - No project based public housing analysis included 1 - Project based public housing analysis included		

Principle Icon	Item	Description/Guidance
<b>**</b>	2.14 Does the plan in- clude an inventory of available facilities that can aid in recovery?	0 - No inventory provided 1 - A inventory is provided with contact information for owners/managers
	2.15 Does the plan in- clude or reference emergency sheltering capacity, including motel/hotel capacity?	<ul> <li>0 - No reference to emergency sheltering capacity</li> <li>1 - References emergency sheltering capacity, including contact information for facilities managers/owners.</li> </ul>
	2.16 Does the plan in- clude or reference an economic profile of the jurisdiction?	<ul> <li>0 - No economic profile of jurisdiction</li> <li>1 - Basic economic profile with minimal analysis included</li> <li>2 - Economic profile provides a robust analysis of the economic situation and</li> </ul>
n/a	2.17 Does the plan pro- vide more detail with Appendices?	conditions of the jurisdiction 0 - No appendices 1 - Appendices are provided
n/a	2.18 Does the plan pro- vide a reference list?	0 - No appendices 1 - References are provided

## 3. Goals & Objectives

Principle Icon	Item	Description/Guidance
	3.1 Does the plan refer- ence evidence-based shelter locations?	<ul><li>0 - The plan does not reference shelter locations</li><li>1 - The plan references sheltering location grounded in fact</li></ul>
	3.2 Does the plan iden- tify a goal for moving people out of emergen- cy shelters within 6 weeks post-event?	<ul> <li>0 - The plan does not provide a timeline for moving households out of emergency shelters</li> <li>1 - The plan provides a timeline for moving households out of emergency shelters</li> </ul>
	3.3 Does the plan iden- tify how temporary housing will be provid- ed?	0 - The plan does not address temporary housing 1 - The plan addresses temporary housing
	3.4 Does the plan offer a goal to provide tem- porary housing within six months of disaster?	<ul> <li>0 - The plan does not mention how temporary housing will be provided within six months of disaster</li> <li>1 -The plan does mention how temporary housing will be provided within six months of disaster</li> </ul>
	**3.6 Does the plan identify processes for assessing and reporting housing damage, dis- aggregated by insured and uninsured losses?	0 - Process is not mentioned or not clear 1 - Process is clear and efficient providing different roles and responsibilities to get information to the Governor
	**3.7 Does the plan ad- dress the repair/ rebuilding of perma- nent homes?	<ul> <li>0 - The plan does not address repair/rebuilding of permanent homes</li> <li>1 - The plan does address repair/rebuilding of permanent homes</li> </ul>

Principle Icon	Item	Description/Guidance
***	**3.9 Does the plan identify metrics that can be used to identify progress to achieving the overarching time- line's goals?	0 - No metrics are identified 1 - Metrics to achieving the timeline's goals are identified
Ċ	3.13 Is new construc- tion encouraged to be ADA compliant?	0 - No language surrounding accessibility 1 - Language supporting accessibility
7	**3.14 Does the plan provide a range of housing options?	0 -No housing options provided 1 - Limited housing options provided
		2 - Housing options provided based on community need
Ċ	**3.15 Does the plan prioritize the rebuilding of affordable homes?	0 - No language surrounding affordable homes 1 - Language supporting affordable homes
	3.21 Does the plan dis-	<ul><li>2 - Strong language supporting affordable homes</li><li>0 - Case management is not mentioned</li></ul>
	cuss Case Manage- ment?	1 - Case management is mentioned
	3.24 Does the plan dis- cuss the rebuilding of neighborhood infra- structure?	0 - Infrastructure is not mentioned 1- Infrastructure is mentioned
Ċ	3.26 Does the plan dis- cuss the homeless pop- ulation within the com- munity?	0 - No homeless population needs mentioned 1 - Brief discussion on homeless population's needs

Principle	Item	Description/Guidance
Icon		
res l	3.27 Does the plan have a process for directing undocumented popula- tions to eligible support services?	<ul> <li>0 - No mention of how to deal with undocumented populations</li> <li>1 - The plan has a process for providing government assistance that is available to undocumented populations OR a process to match undocumented populations to eligible support services</li> </ul>
	**3.30 Does the plan promote overarching community resilience to future hazards?	<ul> <li>0 - Does not address resiliency</li> <li>1- The plan coordinates housing recovery with resiliency and reduction of damage from future disasters</li> <li>2- The plan strongly moves the whole community forward in advancing resilience, with metrics to show the effect of housing plan.</li> </ul>

## 4. Implementation

Principle	Item	Description/Guidance
Icon		
	4.1 Does the plan highlight what general information will be available to the pub- lic?	0 - Specific information is not listed 1 - Specific information is listed
	4.2 Does the plan ad- dress how the govern- ment will share infor- mation with the pub- lic?	<ul> <li>0 - The plan does not define how the government will share information or no information will be shared</li> <li>1 - The plan somewhat defines what information will be shared with the public</li> </ul>
		2 - The plan defines what information will be shared with an emphasis on trans- parency, frequency, and inclusion
	**4.3 Is all infor- mation pertaining to the housing process available to the pub- lic?	<ul> <li>0 - Public does not have access to the information</li> <li>1 - Statement of where the information is located and how it is available to the public</li> </ul>
	4.4 Does the plan highlight what general information will be available to stakehold- ers?	<ul><li>0 - Specific information is not listed</li><li>1 - Specific information is listed</li></ul>
	4.5 Does the plan ad- dress how the govern- ment will share infor- mation with stake- holders?	<ul> <li>0 - No, process for how information will be shared</li> <li>1 - Yes, with their contact information OR responsibility for executing this plan</li> </ul>
		2 - Yes, with their contact information AND responsibility for executing this plan
	**4.8 Does this plan protect public review in the immediate aftermath of a disas- ter?	0 - The plan does not protect public review 1 - A statement affirms and protects public review

Principle Icon	Item	Description/Guidance
***	4.9 Are there desig- nated community input points during the recovery phase?	0 - No designated points for community input 1 - Few/vague input periods provided for the community
		2 - Frequent/specific input periods provided for the community
***	4.10 Does the recov- ery phase include efforts to intentionally reach out to commu- nities that would not normally participate?	<ul> <li>0 - No the planning process did not include vulnerable communities</li> <li>1 - The plan articulates how vulnerable populations within the larger population were included in the plan development</li> </ul>
***	4.11 Is community feedback incorporated in the recovery pro- cess?	<ul> <li>0 - Public participation had a weak influence on recovery process</li> <li>1 - Public participation was incorporated into the recovery process</li> </ul>
	4.12 Does the plan identify areas of tem- porary affordable housing within the community?	0 - No areas are identified 1 - Areas are identified 2 - Areas are identified and encourage resiliency (i.e. locations away from a
		flood plain)
	**4.13 Does this plan provide a list of tem- porary housing op- tions that have ADA accommodation?	0 - No ADA accommodations mentioned 1 - ADA accommodations mentioned
		2 - ADA accommodations based on data collected in the fact basis
	4.14 Do the tempo- rary housing specs meet the community's housing codes?	0 - The temporary housing specs do not meet community code 1 - The temporary housing specs do meet community code
	housing codes?	1 - The temporary housing specs do meet community code

Principle	Item	Description/Guidance
Icon		-
æ	**4.15 Does the plan address how to per- manently re-house low-income house- holds?	0 - The plan does not address this topic 1 - The plan addresses this topic
	**4.17 Does the plan provide a procedure to encourage resi- dents to rebuild out- side of the vulnerable areas?	<ul> <li>0 - It does not encourage residents to move out of vulnerable areas</li> <li>1 - It encourages residents to move out of vulnerable areas</li> </ul>
Ċ	**4.18 Does the plan address affordable housing supply needs?	<ul> <li>0 - No mention of affordable homes</li> <li>1 - Mild language on affordable housing/maintaining pre-disaster affordable housing supply</li> <li>2 - Strong language on affordable housing/expanding on pre-disaster affordable</li> </ul>
Ċ	**4.19 Does the plan address the public housing supply needs?	<ul> <li>housing supply</li> <li>0 - No mention of public housing</li> <li>1 - Mild language on public housing/maintaining pre-disaster public housing supply</li> <li>2 - Strong language on public housing/expanding on pre-disaster public housing ing supply</li> </ul>

Principle	Item	Description/Guidance
Icon		
	**4.20 Does the plan identify temporary waiver or modifica- tion of an existing local code, ordinance, or regulation on an emergency basis that may apply in the event of a disaster declaration in order to expedite the pro- cess of providing tem- porary housing or rebuilding residential structures for persons displaced by a disas- ter?	<ul> <li>0 - No changes listed</li> <li>1 - Changes to expedite recovery are listed</li> <li>2 - Changes to expedite recovery are listed and consideration of negative externalities is provided; provides a timeframe on changes</li> </ul>
	4.21 Does the plan identify temporary changes to the tax code or assessment process following the disaster?	<ul> <li>0 - No changes listed</li> <li>1 - Changes to expedite recovery are listed</li> <li>2 - Changes to expedite recovery are listed and consideration of negative externalities is provided; provides a timeframe on changes</li> </ul>
	4.22 Does the plan identify any tempo- rary changes to the permitting process after a disaster?	<ul> <li>0 - No changes listed</li> <li>1 - Changes to expedite recovery are listed</li> <li>2 - Changes to expedite recovery are listed and consideration of negative externalities is provided; provides a timeframe on changes</li> </ul>
	4.23 Does the plan identify any tempo- rary changes to the inspection process after a disaster?	<ul> <li>0 - No changes listed</li> <li>1 - Changes to expedite recovery are listed</li> <li>2 - Changes to expedite recovery are listed and consideration of negative exter-</li> </ul>
		nalities is provided; provides a timeframe on changes

Principle Icon	Item	Description/Guidance
	4.24 For communities that have adopted NFIP standards local- ly, does the plan have a method to conduct damage assessments for the substantial damage determina- tion process of indi- vidual buildings?	0 - There is no second damage assessment 1 - There is a second damage assessment
	**4.26 Does the plan have an unmet needs assessment at the be- ginning?	<ul> <li>0 - No description provided</li> <li>1 - A brief description of the unmet needs assessment is included</li> <li>2 - Unmet needs assessment emphasizes equity and grounded in fact basis</li> </ul>
	4.34 Does the plan identify how material will be procured after a disaster?	<ul> <li>0 - No procurement process is stated</li> <li>1 - A procurement process is explicitly stated</li> </ul>
	4.35 Does this plan have a process to check licensing cre- dentials on contrac- tors?	0 - No means to check licensing 1 - Statement affirming that licenses will be checked
	4.41 Does the plan identify housing at risk to asbestos or lead?	0 - A process for asbestos or lead abatement not stated 1 - A process for asbestos or lead abatement is referenced
	4.42 Does the plan address the use of ten- ant vouchers?	0 - Tenant vouchers are not discussed 1 - Tenant vouchers are discussed

Principle Icon	Item	Description/Guidance
	**4.44 Does the plan have a process to edu- cate residents about the rebuilding pro- cess?	0 - Not process to educate residents defined 1 - The plan has a general statement on resident education programming
		2 - The plan defines the resident education program with an emphasis on trans- parency, frequency, and inclusion
	**4.45 Does the plan identify a fair and effi- cient process for resi- dents to access disas- ter recovery assis-	0 - The plan does not identify process 1 - The plan does identify a process
	tance?	2 - The plan identifies a process that is also fair and efficient
	4.47 Does the plan have a process to edu- cate residents about outreach and case management services?	0 - Not process to educate residents defined 1 - The plan has a general statement on resident education programming
		2 - The plan defines the resident education program with an emphasis on trans- parency, frequency, and inclusion
	4.48 Does the plan have a triage system to help identify households most in need?	0 - Triage process is not listed 1 - Triage process is listed
	4.49 Does the plan have a system for matching households with case managers?	<ul><li>0 - No way to match households with case managers</li><li>1 - Description of how the two parties are matched</li></ul>
	4.58 Does this plan identify a means to protect the personal information within an application?	0 - No protection of personal information 1- Language surrounding protection of personal information

Principle Icon	Item	Description/Guidance
	4.59 Does this plan identify a means to back up data?	0 - A process to back up data is not identified 1 - A process to back up data is identified
\$	**4.61 Does the plan provide procedures to maximize cost effi- ciency?	0 - No procedure identified 1 - A procedure identified
		2 - A procedure to maximize cost efficiency grounded in fact base data
	<ul> <li>**4.62 Does the plan</li> <li>specify whether the</li> <li>local government that</li> <li>submitted the plan or</li> <li>GLO, as determined</li> <li>by GLO, will administer disaster rebuilding</li> <li>activities under the</li> <li>plan?</li> </ul>	0 - There is no statement on the responsible state agency's role in the plan 1 - There is a statement on the responsible state agency's role in the plan
	**4.63 Does the plan include specifics on additional delivera- bles, actions, and/or policies?	0- No mention of additional material 1- Additional material mentioned
	**4.64 Does the plan identify which poli- cies and actions come from other plans?	<ul> <li>0 - No, mention of policies and actions from other plans</li> <li>1- Yes, policies and actions include identification of other plans that they come from</li> </ul>

## 5. Interorganizational Coordination

Principle Icon	Item	Description/Guidance
	5.2 Does the plan have a section for local nonprofits that deal with housing?	0 - No, nonprofits listed 1 - Yes, with their contact information and responsibility for executing this plan
<b>***</b>	5.3 Does the plan have a section for local community leaders?	0 - No, local community leaders listed 1 - Yes, with their contact information and responsibility for executing this plan
ţţţţ	5.4 Does the plan have a section for regional organizations?	0 - No, regional organizations listed 1 - Yes, with their contact information and responsibility for executing this plan
ţţţţ	5.5 Does the plan have a section for VOADs and emerging volun- teer organizations?	<ul> <li>0 - No, VOADs and emerging volunteer organizations listed</li> <li>1 - Yes, with their contact information and responsibility for executing this plan</li> </ul>
ţţţţ	5.6 Does the plan have a section for local businesses?	0 - No, local businesses listed 1 - Yes, with their contact information and responsibility for executing this plan
ţţţţ	5.7 Does the plan have a section for local housing inspectors?	0 - No, local housing inspectors listed 1 - Yes, with their contact information and responsibility for executing this plan
ţţţţ	5.8 Does the plan have a section for emergen- cy managers?	0 - No, emergency managers listed 1 - Yes, with their contact information and responsibility for executing this plan
	5.9 Does this plan dis- cuss coordination with a federal disaster coor- dinator or similar po- sition?	0 - No federal disaster coordinator or similar position identified 1 - Name of federal disaster coordinator or similar position identified

Principle Icon	Item	Description/Guidance
	5.10 Does this plan discuss coordination with a state disaster	0 - No state disaster coordinator or similar position identified
	coordinator or similar position?	1 - Name of state disaster coordinator or similar position identified
	**5.17 Does the plan	0 - No areas have been identified
	identify potential areas that need support through MOUs with neighboring jurisdic-	1 - The plan has identified areas of need
	tions and other enti- ties?	2 - The plan has identified areas of need, grounded in fact basis data
	**5.19 Does the docu-	0 - No MOAs are identified
	mentation include MOA between service providers to share in- formation?	1 - Majority of MOAs are in place
		2 - MOAs in place and rider document included
	5.22 Does the plan reference which exist- ing plans were inte- grated into the docu	0 - The plan does not identify how other plans were integrated into this docu- ment
	grated into the docu- ment?	1- The plan does identify how other plans were integrated into this document

## 6. Monitoring

Principle Icon	Item	Description/Guidance
n/a	**6.1 Does the plan identify a procedure to review the plan every four to seven years?	<ul> <li>0 - The plan is either not reviewed or reviewed either every 0-3 years or 8+ years</li> <li>1 - The plan is reviewed every 4-7 years</li> <li>n/a - Post-disaster recovery plans for a single event that already occurred</li> </ul>
n/a	**6.2 Does the plan have a process to pro- vide the Texas General Land Office with the current document and necessary revisions as they occur?	<ul> <li>0 - There is no system to provide revisions</li> <li>1 - There is a system to provide with revisions</li> </ul>
n/a	**6.3 Does the plan have a process to pro- vide the center with resolution or procla- mation adopted by the local government that certifies continued local community support for the current document?	0 - No description of this process 1 - Description of this process