

National Disaster Housing Strategy Implementation Plan

I. Purpose

The purpose of this Implementation Plan is to establish the activities and coordination required to accomplish the goals of the National Disaster Housing Strategy. Under the Post Katrina Emergency Management Reform Act of 2006, Title VI of Public Law 109-295, Subtitle E, Section 683 (see Appendix), Congress required the FEMA Administrator, in coordination with other Federal agencies, State, local, and tribal governments, and organizations, to develop, coordinate and maintain the National Disaster Housing Strategy, hereinafter referred to as the “Strategy.”

The Strategy calls for the establishment of a National Disaster Housing Task Force (NDHTF) to provide a full-time, multi-agency focus on disaster housing related issues, to elevate the significance of disaster housing preparedness in all jurisdictions, and to oversee implementation of the Strategy. Implementing the Strategy will strengthen our Nation’s collective and unified capability to launch and sustain an integrated response and recovery effort in times of disaster or emergency, regardless of cause, scope, or complexity. This Implementation Plan describes how members of the Task Force will accomplish the goals of the Strategy, and will help to ensure that the Strategy is effectively incorporated into existing emergency plans, procedures, and policies by providing measurable objectives, specific actions, and achievable milestones.

II. Overview

Partner agencies and entities from the Federal government have combined strengths to develop this Implementation Plan which outlines a clear path on how the goals within the Strategy will be collectively achieved by describing each objective, establishing timeframes for completing tasks, and identifying roles and responsibilities for planning for, responding to, and recovering from a disaster. The Implementation Plan includes the framework for how the Task Force will operate.

The Strategy frames the full range of options that unified disaster housing efforts must consider to better meet the needs of disaster survivors and affected communities. Disaster housing must leverage existing resources, emerging technologies and new approaches in building design to provide an array of housing options that comply with nondiscrimination and accessibility requirements of applicable federal civil rights laws, including the Americans with Disabilities Act, Section 504 of the Rehabilitation Act, the

Architectural Barriers Act, the Fair Housing Act, Title VI of the Civil Rights Act, the Age Discrimination Act, and the anti-discrimination provisions of the Stafford Act, and address the diverse needs of all communities and individuals, including special needs populations (e.g. children, individuals with disabilities, individuals with limited English proficiency), low income populations, and large families. It must also be cost effective and draw on lessons learned and best practices from previous disaster housing missions. Disaster housing should be planned for, developed, and delivered in a timely manner that will make the best use of available resources and have the greatest impact on overall recovery, will comply with federal civil rights laws, and will require committed and dedicated collaboration and cooperation among the various stakeholders to best meet the needs of households displaced by disasters.

III. Implementation Goals

This plan will be continuously reevaluated and updated to maintain relevancy and reflect improvements in technology, policy, and practice. The Strategy laid out a vision for a national housing effort that engages all levels of government and the nonprofit and private sectors, so that when a disaster threatens or strikes our Nation, we collectively meet the urgent housing needs of disaster survivors and enable individuals, households, and communities to rebuild and restore their way of life. This plan will serve as a blueprint for achieving that vision through the following goals outlined in the Strategy and provide objectives and tasks for accomplishing these goals:

1. Support individuals, households, and communities, in maintaining and returning to self-sufficiency as quickly as possible.
2. Affirm and fulfill fundamental disaster housing responsibilities and roles.
3. Increase our collective understanding and ability to meet the needs of disaster survivors, including individuals with disabilities, and affected communities.
4. Build capabilities to provide a broad range of flexible housing options, including sheltering, interim housing and permanent housing and ensure that each of these housing options is accessible to individuals with disabilities.
5. Better integrate disaster housing assistance with related functional needs support services, community support services and long-term recovery efforts.
6. Improve disaster housing planning to better recover from disasters, including catastrophic events.

In addition, the acting housing Task Force members have developed a seventh goal:

7. Provide leadership to engage and coordinate the full range of partners and stakeholders, to integrate disaster housing efforts, and ensure compliance with federal civil rights laws applicable to housing.

In addition, the Strategy instructs the NDHTF to include milestones in the Implementation Plan, prioritize actions, and establish a realistic timeline. The following milestones have been established by the Task Force:

- **Official establishment of National Disaster Housing Task Force through the establishment and concurrence of a Charter.**

Anticipated completion date: June 1, 2010

- **Development of Concept of Operations, hereinafter referred to as “CON OPS.”**

Anticipated completion date: June 1, 2010

The Strategy recommends completion of a CON OPS, to describe how disaster housing is provided during response and recovery operations, within 10 months of the Strategy’s publication. The combined federal partnership that has been engaged in establishing the NDHTF and its Implementation Plan has proposed a change in the deadline to June 1, 2010, in order to coincide with the release of President Obama’s long-term recovery framework so that stakeholder engagement is aligned as well as the interagency vetting process. In addition, the housing experts whose assistance and advice is critical to the successful development of the CON OPS are also vital to their agencies in responding to disasters. This change will avoid distraction from their responsibility to prepare for and tend to disasters during hurricane season, and will ensure a more complete, usable document for disaster housing practitioners. CON OPS development will include:

- Present CON OPS outline to partners for review and approval
- Present draft CON OPS to partners for comment and review
- Present final draft CON OPS to stakeholders for final comments
- Present vetted final draft CON OPS to FEMA Senior Management for comment and review

- Present final CON OPS to Senior Management for approval
- Adopt and publicly release final CON OPS
- **Coordination with States/Tribal governments on developing State-led Housing Task Forces**
Anticipated completion date: Ongoing outreach through the Regional Offices and sharing of best practices
 - Develop guidance on State-led Housing Task Forces based on lessons learned and best practices from States and Regions with existing State-led Housing Task Forces
 - Present draft guidance to States, Tribal governments and Regions for comment and review
- **Coordinate with and provide support to Regions and other Federal agencies following a catastrophic event**
- **Internal evaluation of NDHTF progress**
Anticipated completion date: Annual, with the first occurring July 16, 2010
- **Evaluation and revision of the National Disaster Housing Strategy**
Required in the Strategy by January 16, 2013; however, this will occur more frequently as appropriate

IV. The NDHTF

1. Structure of the NDHTF

- a) Chaired by FEMA
- b) Members (subject to change pending execution of Charter)
 - (1) Federal Emergency Management Agency (FEMA)
 - (2) U.S. Department of Housing and Urban Development (HUD)

- (3) U.S. Small Business Administration (SBA)
- (4) U.S. Department of Agriculture (USDA)
- (5) U.S. Department of Veterans Affairs (VA)
- (6) U.S. Department of Health and Human Services (HHS)
- (7) U.S. Department of the Interior, Bureau of Indian Affairs (BIA)
- (8) U.S. Army Corps of Engineers (USACE)
- (9) National Council on Disability (NCD)
- (10) Access Board
- (11) U.S. Environmental Protection Agency (EPA)
- (12) U.S. Department of Justice (DOJ)

2. Role of the NDHTF Support Staff

- a) Staffed by FEMA personnel
- b) Coordinate NDHTF activities
- c) Responsible for facilitating the mission of the NDHTF
- d) Works with the National Advisory Council (NAC) to collaborate with stakeholders
- e) Focus full time attention on disaster housing issues and solutions

- f) Compile and analyze housing-related data
- g) Engage in the development of planning and operational documents
- h) Support sub-Task Force work groups

3. Role of the NDHTF

The NDHTF provides leadership, advocacy and interagency coordination to address national disaster housing-related issues. The NDHTF facilitates interagency disaster housing planning efforts, encourages involvement by the private sector and non-governmental agencies, focuses on ensuring that national disaster housing complies with federal civil rights laws, and tracks disaster housing preparedness efforts nationwide.

a) Steady-State Activities:

- (1) Oversee implementation of the Strategy.
- (2) Lead interagency disaster housing preparedness efforts and strategic planning.
- (3) Collaborate with agencies and entities represented on the NDHTF and their partners and stakeholders to facilitate the exchange of information regarding policies, programs and projects to promote the coordinated delivery of disaster housing assistance.
- (4) Facilitate the resolution of interagency and intergovernmental conflicts associated with disaster housing among agencies and entities represented on the NDHTF.
- (5) Ensure the development of a full range of flexible and adaptable housing options that comply with the accessibility requirements of applicable federal civil rights laws (ADA, Section 504, ABA, and FHA) and meet diverse individual, household and community needs, including relocation and housing-related functional needs support services for individuals with disabilities and individuals with limited English proficiency.

- (6) Conduct research associated with expansion of housing capabilities and development of innovative ways to deliver disaster housing assistance and related infrastructure while ensuring compliance with federal civil rights laws.
- (7) Provide assistance and support to agencies and entities represented on the NDHTF and stakeholders in their housing activities.
- (8) Support and build State and local disaster housing preparedness, response and recovery efforts, including those related to accessible disaster housing and disaster housing with functional needs support services for individuals with disabilities.
- (9) Develop and maintain an Implementation Plan to achieve the goals within the Strategy, to address the challenges in sheltering, interim housing and permanent housing, and to integrate plans for accessible housing into all aspects of disaster housing planning.
- (10) Develop a practitioner's guide for housing assistance that describes how disaster housing may be provided during response and recovery operations and details the obligations of applicable federal civil rights laws.
- (11) Expand national resources to support housing preparedness.
- (12) Review, assess and evaluate disaster housing authorities to determine their capability to provide sheltering, interim and permanent housing, including the capability to provide accessible housing and housing-related functional needs support services for individuals with disabilities and individuals with limited English proficiency.
- (13) Review, assess and evaluate disaster housing options to ensure safe habitability and accessibility.

b) Disaster Support Activities:

- (1) Provide expert knowledge, analysis, professional experience and guidance, and advise leadership on solutions to urgent disaster-specific housing challenges.

- (2) During catastrophic events, engage stakeholders, including those with expertise on federal disability rights law and accessibility requirements, to develop and coordinate strategic, policy and procedural recommendations.
- (3) Upon request, provide advice and support to the Joint Field Office (JFO), the State-led Disaster Housing Task Force (SLDHTF) and other applicable entities on housing and related services.

4. Tasks

Tasks are categorized into the following timeframes for completion:

CON OPS: Will be addressed in the CON OPS; June 1, 2010

Short-term task: target completion of June 1, 2011 (CON OPS + 1 year)

Mid-term task: target completion of June 1, 2012 (CON OPS + 2 years)

Ongoing task: Many of these tasks will begin after the completion of the CON OPS

1. Goal 1: Support individuals, households, and communities, including individuals with disabilities, in maintaining and returning to self-sufficiency as quickly as possible.

NDHTF Objective 1A: *Gain consensus on what constitutes housing "self-sufficiency."*

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 1A1: Define self-sufficiency for the purposes of the Strategy.	NDHTF		CON OPS – June 1, 2010
Task 1A2: Identify typical barriers to the return to self-sufficiency.	NDHTF		CON OPS – June 1, 2010
Task 1A3: Identify essential components of successful long-term housing recovery.	NDHTF		CON OPS – June 1, 2010

National Disaster Housing Strategy Implementation Plan – March 2010

Task 1A4: Establish linkage between individual recovery and community recovery.

NDHTF/FEMA
(ESF-6,ESF-14)

CON OPS –
June 1, 2010

NDHTF Objective 1B: *Identify disaster recovery tools and actions to facilitate return to self-sufficiency.*

Lead: FEMA

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 1B1: Identify functional needs support services and human services, including case management, required to assist with the transition to sustainable housing solutions.	FEMA with HHS and DOJ-CRT		CON OPS – June 1, 2010
Task 1B2: Determine mechanisms for requesting and implementing functional needs support services and case management support.	FEMA with HHS and DOJ-CRT		CON OPS – June 1, 2010

NDHTF Objective 1C: *Identify steps for private sector recovery that promote or could hinder maintaining and reestablishing self-sufficiency of individuals and communities.*

Lead: NDHTF

Tasks	Coordinating Entities (CE)	Dependencies	Timeframe
Task 1C1: Examine and improve existing business resilience strategies.	Dept of Commerce /HUD/FEMA/SBA		
Task 1C2: Make resources and information about business mitigation and recovery planning available to the private sector, including information regarding ADA compliance during recovery.	HUD/FEMA/DOJ-CRT/SBA		Ongoing
		Ongoing	

2. Goal 2: Affirm and fulfill disaster housing responsibilities and roles.

NDHTF Objective 2A: *Coordinate key partners with the expertise, experience, and resources required to develop the CON OPS.*

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 2A1: Identify and engage key partners.	NDHTF	Charter	CON OPS – June 1, 2010
Task 2A2: Develop organizational chart detailing chain of command and role of the NDHTF and member organizations.	NDHTF	Charter	CON OPS – June 1, 2010

NDHTF Objective 2B: *Ensure a consistent overall understanding of the goals of disaster housing across all levels of government and non-governmental organizations.*

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 2B1: Provide clear, concise guidance on federal disaster housing programs and related assistance to stakeholders.	Disaster Housing Provider	Charter (<i>Establish NDHTF understanding</i>)	CON OPS – June 1, 2010
Task 2B2: Establish guidance for conducting disaster housing operations for disasters and emergencies of all sizes and scopes.	FEMA/ Disaster Housing Provider	Charter (<i>Establish NDHTF understanding</i>)	CON OPS – June 1, 2010
Task 2B3: Solicit and incorporate stakeholder comments regarding their responsibilities for response and recovery operations.	NDHTF	Charter (<i>Establish NDHTF understanding</i>)	CON OPS – June 1, 2010
Task 2B4: Identify fundamental disaster housing responsibilities and roles as outlined in the NRF.	NDHTF	Charter (<i>Establish NDHTF understanding</i>)	CON OPS – June 1, 2010

NDHTF Objective 2C: *Educate the public and decision makers regarding appropriate expectations for federal disaster assistance.*

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	
Task 2C1: Enlist support from partners to develop outreach efforts.	NDHTF	CON OPS	Ongoing
Task 2C2: Host forums to include housing providers, fair housing organizations, local governments and other partners and stakeholders, including disability rights organizations, organizations representing individuals with limited English proficiency, and other civil rights organizations, and conduct disaster housing-related outreach activities.	NDHTF	CON OPS	Ongoing
Task 2C3: Facilitate development and maintenance of a user-friendly web-based catalog of disaster housing resources and programs accessible to public, including those with varying levels of accessible features that may meet the needs of individuals with disabilities, in collaboration with program areas.	NDHTF/State/Local/Tribal governments	CON OPS	Ongoing

3. Goal 3: Increase our collective understanding of and ability to meet the needs of disaster survivors and affected communities.

NDHTF Objective 3A: *Evaluate ability of current housing options and practices to meet the housing, community, and environmental needs of disaster survivors, including individuals with disabilities and individuals with limited English proficiency.*

Lead: NDHTF, HUD

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 3A1: Develop or use existing evaluation mechanisms and standards to evaluate how well the current practices meet the needs of disaster survivors, including individuals with disabilities and individuals with limited English proficiency.	Disaster Housing Provider/NDHTF HUD		Short-term - June 1, 2011
Task 3A2: Review lessons learned and best practices in order to develop innovative solutions to housing and community challenges consistent with the nondiscrimination and accessibility requirements of federal civil rights laws.	NDHTF HUD		Short-term - June 1, 2011
Task 3A3: Review best practices in order to develop innovative solutions to housing, community and environmental challenges consistent with the nondiscrimination procedures and practices of federal agencies, consistent with responsibilities under the Fair Housing Act and Title VI of the Civil Rights Act	HUD/DOJ/NDHTF		

NDHTF Objective 3B: *Increase the understanding and evaluate the ability to meet the housing and community needs of individuals protected under Federal fair housing and other civil rights laws (e.g.: racial, ethnic, and religious minorities; individuals with disabilities, individuals with limited English proficiency, families with children), and those with other special needs (e.g.: low income households, large families, single adult households and*

individuals without transportation resources).

Lead: NDHTF/HUD/DOJ

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 3B1: Promote compliance with civil rights laws by educating and providing technical assistance to stakeholders, including States, local governments and housing providers, regarding the Americans with Disabilities Act, Section 504 of the Rehabilitation Act, the Architectural Barriers Act, the Fair Housing Act (including the requirement for all HUD recipients to Affirmatively Further Fair Housing), Title VI of the Civil Rights Act, and the Age Discrimination Act.	HUD/NDHTF/NCD/DOJ-CRT/Access Board	CON OPS	Ongoing
Task 3B2: Educate stakeholders on forms of assistance identified in <i>Strategy Annex 3: Summary of Programs for Special Needs and Low-Income Populations, Including Provision of Housing Units for Individuals with Disabilities</i> and Housing Opportunities for Persons with AIDS (HOPWA) Program.	NDHTF/NCD/HUD		Short-term - June 1, 2011
Task 3B3: Increase understanding of the legal requirements concerning individuals with disabilities, individuals with limited English proficiency, other special needs, and low	NDHTF/NCD/DOJ-CRT/Access Board	CON OPS	Ongoing

income populations and determine potential gaps not identified in *Strategy Annex 3: Summary of Programs for Special Needs and Low-Income Populations, Including Provision of Housing Units for Individuals with Disabilities*.

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task3B4: Examine and provide technical assistance regarding the needs of persons with disabilities who utilize service/assistance animals, including evaluation mechanisms and standards to provide for the safety and well-being of service animals during the response and recovery phases of a disaster..	NDHTF/HUD/DOJ-CRT/ Access Board		Short-term - June 1, 2011
Task 3B5: Promote compliance with civil rights laws, including the obligation to affirmatively further fair housing (AFFH), by educating and providing technical assistance to stakeholders concerning such civil rights-related issues as site and neighborhood standards, building codes, rebuilding infrastructure to meet the needs of persons with disabilities, families with children, minority families, etc.	NDHTF/NCD/DOJ-CRT/Access Board /HUD		Short-term - June 1, 2011

NDHTF Objective 3C: *Evaluate ability of current housing options and practices to meet the needs of children.*

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 3C1: Determine wrap-around services needed to meet the needs of children and their families	NDHTF/HHS		CON OPS
Task 3C2: Examine housing options across the entire continuum of disaster assistance to ensure that needs of families with children are met	NDHTF/HHS		Ongoing
Task 3C3: Incorporate family reunification processes into disaster housing planning.	NDHTF/HHS	CON OPS	Short-term - June 1, 2011

NDHTF Objective 3D: *Evaluate ability of current housing options and practices to meet the needs of disaster survivors with household pets.*

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 3D1: Develop evaluation mechanisms and standards to provide for the safety and well-being of household pets during the response and recovery phases of a disaster.	NDHTF	CON OPS	Short-term - June 1, 2011

4. Goal 4: Build capabilities to provide a broad range of flexible housing options including sheltering, interim housing and permanent housing.

NDHTF Objective 4A: *Establish baseline disaster housing capability standards for States, and coordinate the expansion of staff and resources.*

Lead: NDHTF

Task 4A1: In cooperation with the States, define minimum capabilities to manage a State-led housing program.	NDHTF/States/Tribal governments	CON OPS	Short-term - June 1, 2011
Task 4A2: Identify impediments and potential grant opportunities to assist States, non-governmental agencies and local housing agencies in securing resources to build their capabilities, including the capabilities of meeting the needs of individuals with disabilities who require accessible housing and housing-related functional needs support services.	NDHTF	CON OPS	Short-term - June 1, 2011
Task 4A3: Foster the development of operational plans for disaster housing across all jurisdictions.	NDHTF	CON OPS	Short-term - June 1, 2011
Task 4A4: Identify voluntary organizations to assist in housing recovery efforts.	FEMA/State/Local	CON OPS	Short-term - June 1, 2011

NDHTF Objective 4B: *Identify existing resources to support needed capabilities to provide a broad range of flexible housing options including sheltering, interim housing and permanent housing that complies with the accessibility requirements of federal civil rights law.*

Lead: NDHTF

National Disaster Housing Strategy Implementation Plan – March 2010

Task 4B1: Ensure all stakeholders have access to a comprehensive list of housing programs presented in a usable format, including information on how access to such programs is afforded to individuals with disabilities.	NDHTF		CON OPS – June 1, 2010
Task 4B2: Ensure housing capabilities, including accessible housing, are available for all types and severities of disaster across the entire continuum of housing.	NDHTF		CON OPS – June 1, 2010
Task 4B3: Evaluate the impact of housing recovery by adequate resources (supplies, materials, funding, and manpower, including information on how access to such programs is afforded to individuals with disabilities.) and housing of personnel engaged in service delivery.	NDHTF/State		Ongoing
<u>NDHTF Objective 4C:</u> <i>Develop innovations in the delivery of housing assistance.</i>			
Lead: NDHTF			
Task 4C1: Seek recommendations from FEMA's National Advisory Council and other partners and stakeholders in disaster housing.	NDHTF		Ongoing
Task 4C2: Engage federal partners, private sector and nongovernmental organizations to explore housing options beyond providing temporary housing units and that integrate	NDHTF		Ongoing

accessible housing for use by individuals with disabilities.

NDHTF Objective 4D: *Continue identification and assessment of potential alternative housing units.*

Lead: Joint Housing Solutions Group (JHSG)

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 4D1: Pilot alternative housing units, including alternative housing units that comply with federal accessibility requirements, for the entire continuum of housing, from sheltering to permanent.	JHSG		Ongoing
Task 4D2: Develop and maintain housing assessment tool to evaluate timeliness, compliance with federal accessibility requirements of the Fair Housing Act, the ADA, and Section 504 of the Rehabilitation Act, availability, livability, costs, and range of use of housing options.	JHSG		Ongoing
Task 4D3: Evaluate and continue to develop procurement plans for piloting alternative units, including alternative units that comply with federal accessibility requirements for use by individuals with disabilities.	JHSG		Ongoing
Task 4D4: Determine surge requirements for housing unit production.	FEMA		Ongoing
Task 4D5: Solicit stakeholder input regarding the implementation and design of alternative units.	JHSG/NCD/HUD/DOJ-CRT/ Access Board – if not part of JHSG		

National Disaster Housing Strategy Implementation Plan – March 2010

Task 4D6: Continue to develop and document methodology to eliminate or mitigate potential indoor environmental quality hazards.

JHSG/NCD/Access Board – if not part of JHSG

Task 4D7: Evaluate and improve unit specifications.

JHSG/NCD/HUD/ Access Board/DOJ-CRT

NDHTF Objective 4E: *Improve disaster housing by exploring, reinstating and/or modifying disaster housing pilot programs and other programs.*

Lead: NDHTF

Ongoing

Ongoing

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 4E1: Develop/reinstate interim housing programs such as Disaster Housing Assistance (DHAP) and Alternative Housing Pilot Program (AHPP).	NDHTF/HUD		Ongoing
Task 4E2: Investigate developing pilot program utilizing foreclosed properties.	HUD/VA/USDA		Ongoing

NDHTF Objective 4F: *Develop national resources to support planning, organizing, training, equipping, exercising, evaluating, and continually improving national disaster housing efforts.*

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 4F1: Engage stakeholders to incorporate disaster housing recovery capabilities into national preparedness efforts.	NDHTF		Ongoing

Task 4F2: Coordinate interim and post-disaster housing planning and strategies with Long-Term Community Recovery.

FEMA(ESF-6 & ESF-14)/State/HUD

NDHTF Objective 4G: *Expand the sheltering capacity by utilizing mega-shelters as a viable housing solution.*

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Ongoing Dependencies	Timeframe
Task 4G1: Provide States with recommended guidelines, standards, and training for identifying accessible public assembly facilities for mega-shelter operations, including the ADA Checklist for Accessible Emergency Shelters.	NDHTF/Red Cross/DOJ-CRT/Access Board		Mid-term – June 1, 2012
Task 4G2: Identify wrap-around services necessary for mega-shelter operations, including functional need support services and medical services for sheltering individuals with disabilities who do not require special medical needs sheltering in general population mass care shelters.	NDHTF/Red Cross/DOJ-CRT/NCD/Architectural and Transportation Barriers Compliance Board		Mid-term – June 1, 2012

5. Goal 5: Better integrate disaster housing assistance with related community support services and long-term recovery efforts.

NDHTF Objective 5A: *Implement recommendations of Strategy Annex 2: Methods to House Disaster Victims Where Employment and the Resources They Need for Living Are Available.*

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 5A1: Develop tools and templates to evaluate wrap-around services available in an	NDHTF/NCD	CON OPS	Short-term - June 1, 2011

affected community pre-disaster, including functional needs support services needed to maintain individuals with disabilities living independently in their communities, and determine post-disaster needs.

NDHTF Objective 5B: *Identify measures for private sector recovery, and impediments to reestablishing self-sufficient communities.*

Lead: NDHTF

Tasks	Coordinating Entities (CE)	Dependencies	Timeframe
Task 5B1: Identify private sector resources for partnering in disaster housing development.	Dept of Commerce FEMA/ HUD/ SBA	CON OPS	Short-term - June 1, 2011
Task 5B2: Identify private sector requirements for getting back online following a disaster (tax credits, etc).	Dept of Commerce /FEMA/HUD/SBA	CON OPS	Short-term - June 1, 2011

6. Goal 6: Improve disaster housing planning efforts to better recover from all types and severity of disasters.

NDHTF Objective 6A: Encourage and support the formation of standing State-led Housing Task Forces.

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 6A1: Coordinate with FEMA Regional offices to determine necessary components of task force.	NDHTF/FEMA	CON OPS	CON OPS – June 1, 2010
Task 6A2: Establish framework for the establishing State-Led Housing Task Forces.	NDHTF	CON OPS	CON OPS – June 1, 2010

NDHTF Objective 6B: Identify preparedness and planning mechanisms for disaster housing.

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 6B1 Identify impediments, or resource impediments, to preparedness and planning for disaster housing.	NDHTF/State/Tribal governments	CON OPS	CON OPS – June 1, 2010

NDHTF Objective 6C: Support the implementation of mitigation activities, including safer and stronger building techniques.

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 6C1: Identify mechanisms for reducing the risk of hazards to community and residential resources through mitigation activities.	FEMA/State/Tribal governments		Ongoing
Task 6C2: Identify high hazards areas and provide guidance for incorporating into housing plans.	FEMA/State/Tribal governments		Ongoing

NDHTF Objective 6D: Evaluate performance of disaster housing operations and develop improvements.

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 6D1: Develop After-Action Reports on performance of disaster housing operations, including the extent to which the housing and related FNSS meet the needs of individuals	Disaster Housing Provider/FEMA/NCD	CON OPS	CON OPS – June 1, 2010

with disabilities.

Task 6D2: Determine improvements to disaster housing through evaluation of After-Action Reports.

NDHTF

CON OPS

Short-term –
June 1, 2011

Task 6D3: Engage third-party evaluation of housing assistance delivery, including evaluation by organizations with expertise on disability rights issues under federal civil rights law.

NDHTF

NDHTF Objective 6E: Promote the adoption, maintenance, and enforcement of modern building codes and standards, and review and update current building codes to reflect latest standards.

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 6E1: Encourage relevant federal programs to promote or require adoption, maintenance, and enforcement of modern building codes and standards, and review and update current building codes to reflect latest standards.	HUD		CON OPS – June 1, 2010

NDHTF Objective 6F: Develop strategy for providing disaster housing assistance following a catastrophic disaster.

Lead: NDHTF

National Disaster Housing Strategy Implementation Plan – March 2010

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 6F1: Develop clear messaging strategy on housing options following a catastrophic event, including options for individuals with disabilities and managing expectations on the delivery of assistance, and ability to house survivors within the affected community.	NDHTF	CON OPS	CON OPS – June 1, 2010
Task 6F2: Identify all tools available post event, including options not available during non-catastrophic events.	NDHTF	CON OPS	CON OPS – June 1, 2010
Task 6F3: Include strategy for housing 500,000 families within 60 days of a disaster declaration, including at least 15% - 20% of such families having individuals with needs for accessible housing and associated functional needs support services.	NDHTF	CON OPS	CON OPS – June 1, 2010

NDHTF Objective 6G: *Engage community, nongovernmental and private-sector partner involvement in disaster housing planning.*

Lead: FEMA

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 6G1: Explore existing authority for State-managed, federally supported interim housing programs.	FEMA/State/Tribal governments	CON OPS	Mid-term – June 1, 2012
Task 6G2: Coordinate with states, non-governmental agencies, long term recovery groups and local housing agencies to evaluate their ability to manage a federally supported housing program consistent with the	FEMA/HUD	CON OPS	Mid-term – June 1, 2012

requirements of all federal civil rights laws.

Goal 7: Provide leadership to engage and coordinate the full range of partners and stakeholders and to integrate disaster housing efforts.

NDHTF Objective 7A: Formalize the creation of the National Disaster Housing Task Force.

Lead: FEMA

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 7A1: Dedicate full-time staff for the Office of the NDHTF Executive Director.	FEMA	CHARTER	Ongoing
Task 7A2: Obtain endorsement of NDHTF Charter by partner agencies	NDHTF	CHARTER	June 1, 2010

NDHTF Objective 7B: Provide recommendations and improvements to ensure disaster housing issues are fully addressed within the NRF.

Lead: NDHTF

Tasks	Lead and Coordinating Entities (CE)	Dependencies	Timeframe
Task 7B1: Review and provide recommendations during the NRF updating process	NDHTF	CON OPS	Ongoing

NDHTF Objective 7C: Develop CON OPS that describes how disaster housing is currently provided during response and recovery operations.

Lead: NDHTF

Task 7C1: Use Disaster Housing Resource Center to centralize information on federal disaster housing options to include lead and supporting agency/organization(s).	NDHTF	Ongoing
Task 7C2: Define sequence of delivery of disaster housing options.	NDHTF	CON OPS – June 1, 2010
Task 7C3: Define roles and responsibilities and service delivery sequences of all partners and stakeholders.	NDHTF	CON OPS – June 1, 2010

NDHTF Objective 7D: Review regulatory and statutory authorities to determine if adequate to fulfill requirements of the Strategy.

Lead: FEMA

Task 7D1: Refer to Strategy Annex 1 and CFDA to identify current program procedures and responsibilities under the statutory authority of each housing stakeholder.	NDHTF/Disaster Housing Providers		CON OPS – June 1, 2010
Task 7D2: Review regulatory and statutory authorities to determine if adequate to fulfill requirements of the Strategy.	NDHTF		CON OPS – June 1, 2011

V. Conclusion

This Implementation Plan transforms the National Disaster Housing Strategy's vision and strategic goals into measurable objectives, actions, and milestones. Developed collaboratively with Federal agencies and other stakeholders, the Plan will be fluid and adaptable, incorporating new innovations, recognizing changing needs, and adopting potential future changes in policies and capabilities. As the NDHTF executes these objectives and tasks, it will review, evaluate, and update the Plan over time to ensure that lessons learned and best practices are developed and incorporated.

APPENDIX

Post Katrina Emergency Management Reform Act of 2006, Title VI of Public Law 109-295, Subtitle E, Section 683

SEC. 683. NATIONAL DISASTER HOUSING STRATEGY.

(a) IN GENERAL.—The Administrator, in coordination with representatives of the Federal agencies, governments, and organizations listed in subsection (b)(2) of this section, the National Advisory Council, the National Council on Disability, and other entities at the Administrator's discretion, shall develop, coordinate, and maintain a National Disaster Housing Strategy.

(b) CONTENTS.—The National Disaster Housing Strategy shall—

(1) outline the most efficient and cost effective Federal programs that will best meet the short-term and long-term housing needs of individuals and households affected by a major disaster;

(2) clearly define the role, programs, authorities, and responsibilities of each entity in providing housing assistance in the event of a major disaster, including—

(A) the Agency;

(B) the Department of Housing and Urban Development;

(C) the Department of Agriculture;

(D) the Department of Veterans Affairs;

(E) the Department of Health and Human Services;

(F) the Bureau of Indian Affairs;

(G) any other Federal agency that may provide housing assistance in the event of a major disaster;

(H) the American Red Cross; and

(I) State, local, and tribal governments;

(3) describe in detail the programs that may be offered by the entities described in paragraph (2), including—

(A) outlining any funding issues;

(B) detailing how responsibilities under the National Disaster Housing Strategy will be shared; and

(C) addressing other matters concerning the cooperative effort to provide housing assistance during a major disaster;

(4) consider methods through which housing assistance can be provided to individuals and households where employment and other resources for living are available;

(5) describe programs directed to meet the needs of special needs and low-income populations and ensure that a sufficient number of housing units are provided for individuals with disabilities;

(6) describe plans for the operation of clusters of housing provided to individuals and households, including access to public services, site management, security, and site density;

(7) describe plans for promoting the repair or rehabilitation of existing rental housing, including through lease agreements or other means, in order to improve the provision of housing to individuals and households under section 408 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5174); and

(8) describe any additional authorities necessary to carry out any portion of the strategy.

(c) GUIDANCE.—The Administrator should develop and make publicly available guidance on—

(1) types of housing assistance available under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5121 et seq.) to individuals and households affected by an emergency or major disaster;

(2) eligibility for such assistance (including, where appropriate, the continuation of such assistance); and

(3) application procedures for such assistance.

(d) REPORT.—

(1) IN GENERAL.—Not later than 270 days after the date of enactment of this Act, the Administrator shall submit to the appropriate committees of Congress a report describing in detail the National Disaster Housing Strategy, including programs directed to meeting the needs of special needs populations.

(2) UPDATED REPORT.—The Administrator shall submit to the appropriate committees of Congress a report updating the report submitted under paragraph (1)—

(A) on the same date that any change is made to the National Disaster Housing Strategy; and

(B) on a periodic basis after the submission of the report under paragraph (1), but not less than once every 5 years after the date of the submission of the report under paragraph (1).