

## **HOUSING STRATEGY WORK GROUP MEETING**

**January 11, 2012**

**1:30 to 3:30 P.M.**

### **LEON COUNTY DIVISION OF EMERGENCY MANAGEMENT EMERGENCY OPERATIONS CENTER**

**Attendees:** Jeri Bush (Big Bend Community Organizations Active in Disasters), Wanda Carter (Leon County Affordable Housing Advisory Committee), J.B. Clark (Leon County Affordable Housing Advisory Committee), Lamarr Kemp (Leon County Housing Director), Larry Strickland (Tallahassee Builders Association), Joyce Olavez (City of Tallahassee Housing Division), Kevin Peters (Leon County Emergency Management Coordinator), Robby Powers (City of Tallahassee Emergency Management), Katie Sherk (American Red Cross Tallahassee), Cynthia Godbey (Florida Department of Financial Services), Richard Smith (Leon County Emergency Management Director), Sandy Lanier (Florida Division of Emergency Management), Denise Imbler (Apalachee Regional Planning Council), and Susan Poplin (Tallahassee-Leon County Planning Department).

#### **Tour/Information on the Leon County Emergency Operations Center**

Kevin Peters provided an overview of the operations center and discussed the specific agency functions during a disaster. Sections include the call center and public information, Red Cross Health Department, Sheriff's Office, Local Emergency Management Staff, Fire and EMS, State Emergency Management Liaison, County/City Policy Administrators, County Attorneys, Animal Control, Utilities, GIS and Mapping, Special Needs Assistance Program (SNAP), and the Public Information Officer. The set up and center is instrumental for coordination and reporting during a disaster. Briefings are provided during a disaster as shifts change. The EOC also houses offices for EM director and personnel. Activities generally begin with a conference call with the state to assess situation and then there is follow-up with local area conference call(s). After initial coordination and response then the center is mainly dealing with responding to calls from the County emergency information line.

Kevin also discussed the new Joint Emergency Response Center. He went over the layout and discussed the facilities which will house personnel during a disaster. The secure facility will be larger and state of the art.

#### **Presentation by the Red Cross Staff on the Coordinated Assistance Network**

Katie Sherk described the client services provided by the Coordinated Assistance Network (CAN). Training is available. Katie showed examples of storms, i.e., Tropical Storm Irene in Maine, etc., where this database has been used. Currently no other agencies are using the CAN network in the area. The network is web based and can be accessed by member participants. Information in the database is provided by members and thus the quality is dependent on the input. She walked the group through the web pages and the group was able to view the client services including orientation, registry, resource database and export files. It allows identification of resources that address a number of issues including housing and social services. As a resource database it can be accessed by joining the network and paying a fee to open a database [generally during disaster situation]. Data can be input and then a database opened at the time a disaster occurs; the cost could be reimbursable under FEMA if handled that way. The group discussed the opportunity that could be provided by the CAN including maximizing resources and ensuring that services are not

duplicated. Moving into discussion of Concept of Operations – need decision on Client Management System.

### **Human Services and Housing Needs**

Representatives from Human Services departments did not attend the meeting.

### **Concept of Operations**

Ms. Imbler presented a revised Concept of Operations section. She reviewed the disaster housing team and made some revisions. The EM and human services staff were added to the list [see attached]. The Disaster Housing Team section of the plan was revised to reference the “agencies of ESF-15 and COAD.”

With regard to the use of the Community Assistance Network, the group wanted a chance to have a few questions answered before committing to use the system. The group discussed initial client contact and follow-up. Clients come through the 211 system, referrals, walk-ins, etc. Some of the questions have to do with training and client usage. The CAN may also be part of the Action Plan.

As part of the Housing Incident Action Plan, the group agreed to revise the section to delete reference to incident action plan and include situational reporting. Also, the document was revised to provide that the housing team is included in information from the regional conference calls and situation awareness reports. Also, the document should be revised to add that Disaster Housing Coordinators are involved in EOC conference calls. As a note on the outreach and communication chapter, Denise met with Jon Brown, who would like to provide pre-scripted PSAs. So one need is to determine the best venue to inform and direct clients.

The group discussed having a checklist for notification of the activation of the housing strategy. Similar to the general EM activation checklist, the list would be used by the local housing coordinator. Denise is going to add that a housing checklist will be developed.

The coordination process will include notification by City/County EM to the Disaster Housing Coordinator to notify and request presence on conference calls. The Disaster Housing Coordinator will participate and make recommendations for notice to the housing team and activation of the appropriate housing strategy components.

The group discussed translating the housing mission into an action plan. The document was revised to state that the local entities and state organizations will review the current disaster housing strategy and develop a housing action plan specific to the survivor needs. It is a plan not a declaration. On the timeframes it was suggested to use 15 days for development of the disaster housing action plan and the first housing team update. Then reassessments would occur 30, 60, 90, etc., days out from a disaster. FEMA commented they may not have housing at D15 or D30.

In looking at the Client Management System section, a question was asked regarding whether or not the section should be revised to recognize the ARC’s primary role in screening and interviewing clients in order to determine whether a disaster-related need exists. Katie indicated she would look at this section of the draft plan and confirm ARC activities.

The group discussed the command and control section, and changes were made to the section to recognize conference calls as part of the recovery center operations. Also changes are to be added to recognize ESF 6 and 16 functions.

GIS is developing maps to show socio-economic data; the information will provide a picture of who will be impacted during events. The group discussed floodplains; AE floodplains are identified and are generally backed up by engineering studies while A is generally identified but not engineered/modeled. Many more A zones exist in the County than AE zones.

No changes were recommended to the Operational Readiness section.

Denise indicated she will need to coordinate with John Venable to determine insurance role and relationship to disaster housing resource providers.

### **Next Step**

Denise requested any other comments via e-mail. She is going to revise the Housing Strategy, coordinate with members who were not able to attend the housing workgroup meeting, and then share a revised plan with the group. Depending on further input and response, another housing workgroup may not be needed.

# Leon County/City of Tallahassee Housing Strategy

Leon County Emergency Operations Center  
535 Appleyard Drive  
Tallahassee, Florida 32304

Wednesday, January 11, 2012 1:30p.m. – 3:30p.m.

## Agenda

- I. Welcome
- II. Leon County Emergency Operations Center Overview
- III. American Red Cross – Client Assistance Network Overview (if available)
- IV. Human Services and Housing Needs
- V. Concept of Operations
- VI. Question and Answer
- VII. Determine Next Meeting



### **Disaster Housing Team**

City Economic and Community Development Housing Division

Leon County Health and Human Services Housing Division

Leon County and City of Tallahassee Human Services Division

Tallahassee Housing Authority

Tallahassee Builders Association

American Red Cross Tallahassee

Big Bend Community Organizations Active In Disasters (COAD - coordinated by Volunteer Leon),

Capital Area Community Action Agency

Leon and City of Tallahassee Affordable Housing Advisory Committees

City/County Local Building Officials

Big Bend Homeless Coalition

Local Emergency Management Departments

### **Groups For Buy-In**

The Realtor's Association

Tallahassee Apartment Managers Association

Hotel/Motel Associations

The Shelter

Landlord's Association

## IV. Concept of Operations

### A. Goal

The goal of the Disaster Housing Strategy is in an efficient and coordinated manner provide interim housing and supportive services to the impacted community. The Housing Strategy also lays a plan to transition displaced survivors to permanent housing as efficiently as possible. The disaster housing mission can progress through all four disaster housing phases and each phase may overlap or may be excluded if unnecessary.



### B. Organization and Responsibilities

#### 1. Disaster Housing Coordinator

The role of Disaster Housing Coordinator is filled by the City Housing and Grants Administrator and the County Division Director of Housing Services. In the event of a disaster requiring shelter beyond the emergency sheltering phase, the Disaster Housing Coordinators will direct the activation of the Disaster Housing Team. The Disaster Housing Coordinators will participate with the conference calls coordinated by the Leon County Division of Emergency Management. Based upon the results of the Preliminary Damage Assessment Report and the Habitability Assessment Reports provided by the Capital Area Chapter of the American Red Cross, and information provided during the conference calls, the Disaster Housing Coordinators and the Disaster Housing Team, if activated, will determine the priorities of the disaster housing mission and activation of this Disaster Housing Strategy. When advance notice is available, the Disaster Housing Coordinators may decide to activate core members of the housing team in

advance of the disaster event (e.g. hurricane) in order to begin planning, notifications and coordination activities.

## **2. Disaster Housing Team**

The Disaster Housing Team will begin coordination efforts with the Long-term Recovery Coordination Group. They will rely on resources and program support from the Tallahassee-Leon County Department Economic and Community Development for housing and human services support. They may also draw resources and program support from the Tallahassee-Leon County Planning Department, primarily on land use, emergency permitting, site availability and code issues. The Disaster Housing Team will also ensure timely communication of mission-critical information and issues between and among all levels of government, the private sector and with the agencies of ESF 6 and ESF 15. The Coordinated Assistance Network will be activated on an as-needed basis as the need for social services escalates. The agencies, departments and organizations which make up the Disaster Housing Team can be found listed in Appendix G.

In the event of a catastrophic disaster, the Tallahassee-Leon County Planning Department will direct the implementation of the Leon County Post-Disaster Redevelopment Plan by the Long-Term Recovery Coordination Group. The Leon County PDRP addresses land use, non-conforming uses, permitting, health and human services, financial administration, public information and disaster housing.

## **3. Housing Situational Reporting**

In preparation for, response to and recovery from disasters, the Leon County Division of Emergency Management hosts local and regional conference calls. The primary purpose of these conference calls is to share information amongst the responding entities in order to maintain situational awareness. The Disaster Housing Coordinators will participate with these conference calls to gain and share information regarding the housing mission. Once state and federal officials become involved in the recovery process, the Disaster Housing Coordinators, in coordination with local, state and federal partners, will review the current Disaster Housing Strategy and develop a Housing Action Plan specific to the survivor needs. The first disaster Housing Action Plan should be developed within two weeks of the disaster impact followed by a major update within thirty days of the disaster impact. Updates will be developed in monthly increments thereafter (D+15, D+30, D+60, D+90, etc).

As the disaster housing mission progresses through the four major disaster housing phases listed in the table below, the plan shall be expanded based on the mission. The table also summarizes housing resources by class and timeframe and who is expected to provide the housing resource.

**Focus of Strategic Disaster Housing Incident Action Plans**

Strategic Housing Plans	Focuses
D+15	<ul style="list-style-type: none"> <li>▪ Focus on the needs for extended sheltering</li> <li>▪ Assess damage impact on housing</li> <li>▪ Establish initial ball park forecast on temporary housing needs</li> <li>▪ Identify county-specific temporary housing options (with focus on population retention)</li> </ul>
D+30	<ul style="list-style-type: none"> <li>▪ Update initial forecast on temporary housing needs</li> <li>▪ Confirm and incorporate changes to the county-specific strategies</li> <li>▪ Review and refine the overall temporary housing efforts</li> </ul>
D+60	<ul style="list-style-type: none"> <li>▪ Status review of temporary housing mission</li> <li>▪ Validate temporary housing needs forecast and mission timeframe based on FEMA Applicant Registrations</li> <li>▪ Confirm and review progress of county-specific strategies</li> </ul>
D+90	<ul style="list-style-type: none"> <li>▪ Focus on the long-term housing needs assessed</li> <li>▪ Provide a strategy for long-term housing recovery (local repopulation strategy)</li> <li>▪ Mark a transition of focus from temporary housing to long-term housing</li> </ul>

**4. Coordination of Survivor Information and Needs**

Mass care and human services are necessary to provide for the most immediate and long-range needs of disaster survivors: shelter and feeding; transient and interim housing; care of unaccompanied children, the aged, and others unable to care for themselves; disaster welfare inquiry; and provision of various types of human services assistance to survivors. All of these services are provided through the coordinated efforts of governmental, non-profit and volunteer agencies. The purpose of this section is to outline guidelines for planning and coordination of mass care, disaster housing and related emergency human services in the short and long term recovery phases.

In the event that the President declares a Federal disaster, which allows Federal funds to be used to assist recovery, the following steps must be taken to activate disaster housing assistance:

- Residents in the declared area apply for FEMA Housing Assistance by registering with FEMA through the Tele-registration system (1-800-621-3362) or by visiting a Disaster Recovery Center (DRC).
- Most applicants may be referred to the Small Business Administration for a low interest loan or other Federal agencies for additional aid. (see [www.disasterassistance.gov](http://www.disasterassistance.gov))
- If an applicant cannot qualify for the SBA Loan, they may be eligible for a disaster assistance grant.
- Once the citizen has applied for assistance, an inspector will conduct a site visit and verify the loss of the damaged property.
- Following review, the applicant receives a determination letter from FEMA with the eligible/ineligible decision.
- Direct Housing Assistance: When local existing housing options have been exhausted or are infeasible, temporary housing units may be used to house disaster survivors including travel trailers, mobile homes, park units, etc. Once the appropriate options have been determined by the appropriate state agency, temporary housing may be placed on an eligible family's private property, on a pre-existing commercial pad or, as a last resort, on a new community site approved by local officials and constructed and maintained by FEMA.

##### **5. Coordinated Assistance Network**

The Disaster Housing Coordinators in collaboration with the Disaster Housing Team and the Long-Term Recovery Coordination Group will use the Coordinated Assistance Network (CAN) to address comprehensive disaster-related housing recovery needs and the coordination of available resources in the community. The Capital Chapter of the American Red Cross will conduct the following tasks to capture the needs, assistance provided and any gaps in resources:

- Screening and interviewing of Client/Survivor needs in order to determine whether a disaster-related need exists,
- Verification of information to ensure loss suffered and to help prevent duplication of benefits,
- Unmet Needs Committee Gap Analysis and Recovery Plan to address how to bridge the gaps between what the survivor is able to accomplish and what is actually required from outside sources to stabilize and become self-sufficient,
- Commitments by agencies to provide assistance and resources available including a date,

- Follow Up and Case Closure to ensure the survivor understands any commitments for assistance.

### **C. Command and Control**

**Shelter Phase:** The Emergency Shelter Phase of the disaster housing mission will be managed by the Capital Area Chapter of the American Red Cross at the Leon County Emergency Operations Center. For additional information reference the Leon County CEMP and the American Red Cross Disaster Plan.

**Transitional Shelter Phase:** The transitional shelter phase will be managed initially by the Capital Area Chapter of the American Red Cross in close coordination with the Disaster Housing Coordinators. The initial stages of this phase will continue to be coordinated at the Leon County Emergency Operations Center.

**Interim Shelter Phase:** The interim shelter phase will be managed by the Disaster Housing Coordinators and the Disaster Housing Team at the Leon County Emergency Operations Center in close coordination with the Joint Field Office (JFO). The Disaster Housing Coordinators are responsible for directing these efforts and coordinating with state and federal disaster housing partners. ESFs 6 and 15 and/or Long Term Recovery Coordination Group will assist by providing volunteers and donated resources to help meet unmet needs. Several locations may be available for the Disaster Housing Team to continue to meet and coordinate activities.

### **D. Maintaining Operational Readiness**

Due to the need for complex decision coordination and time sensitive nature required in the implementation of the disaster housing mission, it is essential to engage in ongoing planning activities in order to maintain the operational readiness of the disaster housing program. Preparedness efforts should include the maintenance of policies, inventories and vital information needed in the immediate post-disaster environment including:

- A process for the real-time identification of vacant habitable hotel, motel, and seasonal units.
- Advance coordination with real estate representatives/property managers for identification of vacant rental properties, as well as property owners of vacant land.
- Initial planning, mapping, and design for post-disaster prioritized vacant lands for potential disaster housing groups sites.
- Preparation of emergency authorities related to the disaster housing mission including expedited permitting procedures, or temporary waiver of zoning restrictions which may inhibit the disaster housing mission.

- Ongoing training and exercise of key disaster housing core team members including temporary roofing program, emergency repairs, temporary housing and stakeholder coordination with local, state and Federal partners.
- Maintenance of pre-identified disaster housing command and control facilities, staging areas, data connectivity systems, personnel inventories, equipment and supplies.
- Development of a Standard Operating Procedure led by the Disaster Housing Coordinators and supported by the city and county officials to provide a process for client intake and case management to ensure residents receive information and resources provided by state and federal disaster programs as well as those available through non-profit/ faith-based partners.