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A. Project Description

Hurricane Katrina spawned the largest natural disaster in our nation's history, devastating the housing stock in the Gulf Coast region. Hurricanes Rita and Wilma further exacerbated the housing crisis within the region. Recognizing the extensive and complex housing challenges facing victims and communities as a result of Hurricane Katrina and acknowledging the limitations on FEMA's ordinary statutory authority to provide extended temporary housing solutions, the U.S. Congress appropriated \$400 million to the U.S. Department of Homeland Security (DHS) to support alternative housing pilot programs. The Mississippi Alternative Housing Program (MAHP) represents a one-time exception to FEMA's existing authority under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, by providing an opportunity to explore, implement, and evaluate innovative approaches to both short- and intermediate-term housing solutions—an initiative that may yield systemically adoptable alternatives worthy of future consideration by FEMA and Congress.

FEMA approved Mississippi's application, which seeks more than \$281 million to design, construct and alternative units replace some FEMA travel trailers and mobile homes with more sustainable and livable units, in the form of three housing models: Park Models, Mississippi Cottages, and Mississippi Eco Cottage units. The Park Model is similar only in size to FEMA's travel trailers and shows advancements in energy efficiency (exceeding energy star standards), structural design (meeting the 2003 IRC, 150 mph wind speeds), use of environmentally safe materials (i.e. no VOC paints and adhesives), open floor plan, reduced roof penetrations (to code minimums), use of durable and, rot/mold/moisture-resistant materials, an attic for additional storage, and a front porch. Similar to travel trailers, however the Park Model will remain on wheels permanently. The Mississippi Cottage is a modular unit a HUD-code certified unit allowing the unit to be installed on a permanent foundation, thus making it convertible to permanent housing. The Mississippi Cottage comes with all the options listed for the Park Model and is available in two-or three-bedroom options.

The Mississippi Eco Cottage unit represents the innovative blend of satisfying key emergency housing needs with energy efficient and affordable housing units that can serve as temporary or permanent dwellings. The goal of the Mississippi Eco Cottage proposal is to demonstrate the merits of a cutting-edge approach that provides an improved emergency housing alternative and emphasizes innovative site-design features, durability, and an open interior design that can be adapted to various family needs. The units, therefore, result in reduced energy consumption and more affordable housing. The Mississippi Eco Cottage uses innovative designs to produce homes that are durable, energy efficient, and expandable.

The State of Mississippi intends to set up approximately 3,500 alternative housing units, depending upon funding availability and housing demands by the first of year. The program will extend through March 2009.

B. Project Scope

Summary of Project Objectives

This Performance Management Plan (PMP) reflects a hierarchical use of goals, objectives, performance measures, and activities in order to help guide the operational nature of this plan. The following represents a brief overview of the project objectives, each of which has an associated performance measure:

1. Develop an Incident Command System (ICS)-based management team and identify key staff;
2. Fill field staff positions and provide necessary training;
3. Design and construct MAHP units that will meet 150-mph wind standard and IRC;
4. Develop a streamlined procedure for unit delivery and installation;
5. Develop customer-oriented tenant assistance management system;
6. Develop an Internet-based multi-user Applicant Verification Model;
7. Deploy real-time Site Verification Module;
8. Deploy Maintenance/Demobilization Module;
9. Deploy Reports Module;
10. Design selection criteria and methodology that meet FEMA and the US Department of Housing and Urban Development (HUD) selection requirements;
11. Address larger unit needs and other special resident needs, as they relate to the Americans with Disabilities Act (ADA);
12. Develop manageable multi-family sites through partnerships with commercial park owners, public housing authorities, non-profit organizations, and local long-term recovery organizations;
13. Provide technical assistance for community-driven special projects;
14. Increase public and local government participation through implementing three phased outreach activities;
15. Develop guidelines for information collecting, archiving, and filing;
16. Recruit housing advisors, develop a comprehensive housing assistance list and assist applicants as they pursue permanent housing solutions;
17. Develop a financial management system to use for tracking individual and itemized expenditures; and
18. Establish policies and procedures for demobilization that will meet State, FEMA, and HUD requirements.

Description of Product

The Park Model and Mississippi Cottage were designed to address the shortcomings of both the travel trailer and mobile home used by FEMA following large-scale disasters. The Park Model was designed to remain on a wheeled undercarriage permanently, and therefore remain able to be deployed quickly and removed for redeployment elsewhere, as needed in future disaster events. The Park Model is limited to one-bedroom units with a living area that could be used as a second sleeping space. Unlike the FEMA travel trailer, the Park Model incorporated numerous features that improved its safety, livability, and durability. The Park Model was designed to IRC standards. The Park Model incorporated with an attic for increased storage, a roof free of penetrations (thus increasing energy efficiency), as well as rot/mold/moisture-resistant materials, including Hard Plank siding. All interior appliances used were standard apartment size

rather than the smaller trailer-sized appliances found in FEMA emergency housing. In addition, the unit contains a front porch (thereby increasing outside living space) as well a crimped metal roof—both features intended to capture architectural features commonly observed on the Mississippi Gulf Coast. The Park Model maximizes the efficient use of available space.

The Mississippi Cottage, including both the two- and three-bedroom units, were designed to meet IRC standards. The Mississippi Cottage, unlike the Park Model, was placed on a wheeled undercarriage that could be removed if the tenant chose to purchase the unit and make it a permanent residence. The two- and three-bedroom cottages include similar construction techniques used in the Park Model, including: energy efficient design; full-sized appliances; moisture-resistant materials containing low amounts of Volatile Organic Compounds (VOC); steel roofs; and front porches. The cottages also offer conventional-sized kitchens, closets and bedrooms, further improving livability. The larger units were intended for larger families and the disabled, and offer a much improved alternative to the mobile home. All Cottages are UFAS compliant and can be out fitted with appropriate fixtures for use by disabled.

The Mississippi Eco Cottage was initially intended to provide an improved alternative to the widespread use of mobile homes in rural areas of Mississippi and around the nation. The characteristics of the Mississippi Eco Cottage proved particularly applicable to the needs of Mississippi Gulf Coast residents and will prove applicable to the needs of future disaster victims who find themselves in need of improved emergency housing. The Eco Cottage has one- and two-bedroom units, referred to as the Mississippi Eco Cottage small and Mississippi Eco-Cottage Large, respectively, offered another alternative to the mobile home and travel trailer. The Mississippi Eco Cottage blend emergency housing solutions with energy efficient, “green” building technologies, and other affordable housing concept. The units employed the use of Structural Insulated Panel (SIP) design, while meeting IRC standards. In addition, separate “pods” could be clipped onto the unit to increase the interior living space. This feature, coupled with 8-foot ceilings and an “open” floor-plan design provided greater flexibility for families of differing sizes and needs. Additional green design features included Energy Star ratings for all appliances, maximized use of natural systems (e.g., natural air flow), and ductless air conditioning (A/C) systems, which maximize the use of “on-demand” systems.

All three units (Park Model, Mississippi Cottage, and the Mississippi Eco-Cottage) were designed to meet the needs of several different groups, including:

- Persons intending to rebuild their home who may need a smaller unit that will fit on their lot (Park Model or one-bedroom Mississippi Eco Cottage);
- Persons rebuilding their home who may have space for a larger unit and/or have a need for larger unit based on family size and age of children (Mississippi Cottage or two-bedroom Mississippi Eco-cottage).
- Persons who may choose to purchase the unit and make it their permanent dwelling (Mississippi Cottage or Mississippi Eco-Cottage),
- Persons who may occupy the unit in a scattered or group site until permanent housing is located (Park Model, Mississippi Cottage or Mississippi Eco Cottage).
- Person who need temporary or permanent ADA compliant units (Mississippi cottage or Mississippi Eco Cottage).

Services

The services provided included those associated with the design, public involvement, applicant selection and verification, site inspection, unit tracking and maintenance, reporting, and unit decommissioning. Each of these services is discussed in this document.

Results

The Mississippi Alternative Housing Program (MAHP) was designed to demonstrate that there is a better way to construct and deploy emergency housing in the United States than the approach currently used by FEMA. It is the intention of this program to serve as a model that will be employed by FEMA when emergency housing is needed.

Key unit improvements include:

- Safer unit construction (i.e. increased fire safety, compliance with IRC standards);
- Improved livability (residence size, use of interior space, aesthetics, energy efficiency, and size of appliances); and
- Quality of construction (modular versus mobile-home or travel-trailer construction, interior and exterior craftsmanship).

Key process improvements include:

- Efficiency of unit construction, setup, and maintenance;
- Speed of construction and setup; and
- Customer satisfaction. Specific results are operationalized in the performance measures discussed throughout the PMP.

Project Boundaries and Constraints

The State of Mississippi met with local elected officials and staff (including building officials, planners, and others), public-housing authorities, other non-profit groups and emergency housing tenants to discuss the program and gain insight as to local conditions and acceptance of the proposed effort. Based on these conversations and an analysis of existing emergency housing units currently occupied (including their size, location, and estimated length of service in that location), the State moved forward with the construction of the Park Model and Mississippi Cottage units. The Mississippi Eco-Cottage units are currently under design. Please see bid specification documents for a detailed description of each unit (i.e. size, floor plan, design parameters, etc.). In addition to design parameters used, site-design issues were discussed. Several factors led to the limited use of group sites.

They include:

- A general reluctance among local officials to support the use of new group sites;
- FEMA's unwillingness to allow the placement of MAHP units within FEMA group sites; and
- The fact that the majority of individuals requesting MAHP units are homeowners who want to place the unit on their own lot.

The reluctance to support group sites is being addressed through the use of special project sites with local government, including one in the City Pascagoula, MS. In these cases, local officials have agreed to develop group sites as part of a pre-Katrina redevelopment plan. In addition,

the State is working with five prospective commercial mobile home parks to serve as sites for the placement of multiple units.

Product and Service Acceptance Criteria

The success of the project relies on the implementation of an effective quality assurance process, sound case-management procedures, and a site-design process that reflects local needs and community support. The quality assurance plan involves the input of technical experts throughout the process to include:

- a. The design of the units;
- b. The development of detailed and accurate bid packages;
- c. The close monitoring of construction protocols and means of deployment to the coast;
- d. The use of effective monitoring and maintenance procedures during site construction and inspections, transition sites, unit setup and throughout the use of the unit (including the decommissioning and sale of the unit); and
- e. Case-management activities associated with tenant selection and the identification of permanent housing alternatives. Case-management activities involve efforts of the Housing Advisory team to:
 - Identify potential tenants;
 - Advise them of the roles and responsibilities of the State, local government, and the tenant;
 - Assist them in obtaining a building permit and coordinating the move-in process;
 - Develop a long-term tenant-relocation strategy; and
 - Assist in the identification of permanent housing alternatives.

The development of multi-family sites originally proposed in the MAHP proposal has been modified significantly due to local concerns regarding the widespread use of multi-family group sites. The negative perception of these sites as they were originally designed in the aftermath of Hurricane Katrina has led to the adoption of an alternative strategy, one which emphasizes the use of pre-existing mobile home parks, select group sites, and scattered sites.

Project Assumptions

The MAHP team has developed an estimated number of units, using a variety of information and tools. Unit demand (by type) was estimated using the FEMA temporary housing database. Of the 14,178 units identified as being located in the lower three coastal counties, a random proportional sample was selected that covered several parameters, including community, ownership, and ADA. The total price per unit, including hauling and installing costs, is similar to the expected total costs noted in the proposal. While the costs associated with hauling and installing units were underestimated, the prices of the units are less than expected. The costs for the units are as follows: Park Model = \$35,000–\$36,000; Mississippi Cottage (with two bedrooms) = \$48,600; and Mississippi Cottage (with three bedrooms) = \$49,955. Installation cost varies from \$9,800 to \$12,000 depending on site preparation and special needs.

C. Vision Statement

Provide current and future disaster victims with a safer, more livable housing unit, which can be rapidly deployed and affordable to produce, while ensuring high quality standards.

D. Mission Statement

The Mississippi Alternative Housing Program is a pilot project intended to demonstrate that improved housing solutions for disaster victims can be developed, tested, and used effectively following major disasters. The program will demonstrate that we can design, construct, and deliver a safer, more livable emergency housing unit that may serve as affordable housing during long-term recovery periods.

E. Guiding Principles

- Safety
- Quality
- Efficiency
- Speed
- Customer satisfaction

F. Goals, Objectives and Activities

Goal 1: Establish a management team to administer MAHP

Managing this complex project will require a sound management system. Creating a management structure using Incident Command System principles will allow for the proper flow of critical information, adherence to grant requirements, documentation of information, appropriate accountability of funds, and the attainment of goals and objectives stated in this plan. MAHP has elected to operate under ICS, a proven management system for the rapid deployment of diverse staff and management during a variety of situations. The unified command includes the Office of the Governor, Mississippi Emergency Management Agency (MEMA), Department of Finance and Administration (DFA), and our management contractor, PBS&J. An organizational chart is attached (See ATTACHMENT A). Operating under ICS will provide structure, flexibility, and improved communication, reporting, and documentation. Pre-defined reporting and communications tools include the Incident Action Plan, or IAP (See ATTACHMENT B) and the Situation Report, or SITREP (See ATTACHMENT C). MAHP will utilize section-chief meetings to facilitate the open flow of information. The ICS management structure will ensure a systematic approach to the project and provide the tools necessary to meet the expectations of the State of Mississippi, FEMA, and HUD.

MAHP also identified the multiple partners to provide consultation on complex issues raised during the program's initiation, implementation, and demobilization phases. These partners' group members are the Office of the Governor, Mississippi Emergency Management Agency, Department of Finance and Administration, Office of State Fire Marshall, Mississippi Development Authority, local public-housing authorities and long-term recovery committee groups. The partners are contacted by MAHP staff as needed based upon their expertise.

Objective: Develop ICS based management team and identify key staff

Performance Measure: Deploy project manager, deputy project manager, and section chiefs (for Operation, Information & Planning, Logistics and Finance & Administration).

Target Completion Date: April 30, 2007

Task Manager: Becky Baum and Johnny DeLoach

Activities:

- Develop a unified Incident Command System
- Identify key staff
- Identify main office in Gulf Coast
- Office setup
- Project management team mobilization

Objective: Fill field staff positions and provide necessary training

Performance Measure: Hire local field staff and provide training on OSHA, ICS, customer service training, program requirements and quality control.

Target Completion Date: June 30, 2007

Task Manager: Section Chiefs

Activities:

- Procure subcontractors
- Recruit field staff
- Schedule trainings
- Conduct trainings

Goal 2: Design and construct safer, more livable, and cost-effective post-disaster emergency housing

Focusing on the design and construction of a safer, more livable unit is a priority of this project. It is critical that the State create more livable units to house those persons directly affected by disasters and construct those units in a manner that better supports long-term residential needs. Hurricane Katrina and other major disasters have highlighted serious shortcomings. A number of issues (including, but not limited to, the size of units, accessibility, environmental concerns, safety, and durability) have highlighted the need to develop a better alternative program.

The designs of alternative housing units have considered local architecture. The alternative housing units are in keeping with the designs common in the coastal zones in which they will be placed. The alternative housing units can be built with multiple exterior applications and colors in order that neighborhoods have a variety of looks. Attention to detail with door and window placement, siding requirements, and rooflines has been considered. The specifications of the cottages make it compatible in the architecture, strength, and typical amenities of local site-built options. The alternative housing units designed with adequate floor space, living area, and storage space to accommodate a typical Mississippi family. Designs include a two-bedroom and a three-bedroom version of the home. The lifespan of this home is the same as any site-built alternative.

The footprints of the Mississippi Cottages have been designed to allow for adequate wheelchair access, as required by UFAS and ADA standards. There is a door in the utility area that also allows for alternative ramp entry, in the event a narrow-lot limitation applies. The design of the cottages and the specifications provided allow for the home to be built to HUD standards and locally accepted modular standards. This allows for permanent installation or temporary installation without changing the footprint or the architectural compatibility of the home. All of these homes can be built to withstand 150-mph wind standard requirements.

While FEMA travel trailers serve disaster victims for approximately 2 years, Park Model units are estimated to have a useful life of 15 years, and Mississippi Cottage units are estimated to have a useful life of 30 years. The Mississippi Cottage may remain on the tenant's land permanently and additions may be made by the property owner, as part of permanent housing. Also, because of their high durability, Mississippi Alternative Housing units are designed to require less maintenance than FEMA housing units.

Objective: Design and construct MAHP units that will meet 150-mph wind standard and IRC

Performance Measure: 100% of the total MAHP units will pass 150-mph wind standard and IRC requirements. The performance inspection will be conducted by an independent contractor, local building code officials and manufacturers.

Target Completion Date: December 31, 2007

Task Manager: Jasper Welsch

Activities:

- Procure engineering service for design
- Complete final design and approval process
- Conduct FEMA building science review
- Develop Request for Proposal (RFP) for Park Model, MS Cottage, and Eco-Cottage construction
- Prepare bid packages
- Invitation to bid and advertisement
- Issue bid packages to manufacturers
- Pre-bid meeting with manufacturers
- Manufacturers' bids returned to MEMA
- Award manufacturing contract
- Finalize design and production procedures
- Begin manufacturing modular units
- Complete prototype
- Re-bid/Re-award production contract
- Complete manufacturing process
- Third-party inspection
- Long-term evaluation by HUD

Goal 3: Efficient MAHP unit delivery and tenant management

Most people who are currently living in FEMA travel trailers and mobile homes experienced the aftermath of Hurricane Katrina and have struggled with the disruption and loss caused by the disaster. Two of the MAHP's guiding principles include achieving efficiency and increasing customer satisfaction. These can be achieved by eliminating unnecessary bureaucratic processes and providing customer-oriented services during the moving-in and occupation of alternative housing. MAHP housing advisors will be available to assist applicants in obtaining a building permit, scheduling removal of FEMA unit, understanding legal forms, moving into the alternative housing unit, maintaining safe and sanitary housing conditions, and transitioning to permanent housing. Procuring the necessary permits from local jurisdictions will have to be addressed and resolved prior to the delivery of the unit to either a multi-family site or a homeowner's site. Memorandums of Understanding or Programmatic Agreements for allowing third-party inspection will be explored and utilized, where appropriate.

It is important to ensure that codes and regulations are being properly followed to continue pursuing the goal of providing safer housing alternatives, an expedient approval of site inspection, and the identification and mobilization of experienced site preparation and installation teams that can make optimum use of local labor. Initially, county supervisors within

the Operations Section will coordinate the deployment of personnel across the project area to identify onsite utilities and immediately interface with local utilities (including local Water and Sewer Boards, electrical service providers) to validate the existing level of capability and activation of respective services within the area to support the installation of alternative housing units.

Simultaneously, a "haul-install" contractor will identify a transitional site and site manager. The manager will coordinate the receipt and load-out of alternative housing units and associated supplies. The site manager will set up temporary testing facilities for all units to conduct quality assurance reviews of all products received. Representatives from each alternative housing unit construction company will be located onsite to conduct any identified repairs and coordinate the return of those units deemed unacceptable by the site manager. The installation contractor will coordinate the receipt of the MAHP units at each site, then unload and erect them on prepared lots. All units will be anchored in accordance with local code requirements and manufacturers specifications. Utilities will be connected to all units and tested. Appliances and other equipment will be tested immediately after installation and deficiencies will be corrected prior to unit cleaning. Upon completion of unit cleaning, housing advisors will be informed that the unit is ready to occupy. The housing advisor will accompany all team members during walk-through, in order to immediately correct any punch-list items.

Objective: Develop a streamlined procedure for unit delivery and installation

Performance Measure: Develop Standard Operating Procedures (SOPs) and forms needed for transition area management, site inspection and preparation, and unit installation and test the procedures. There will be an on-going issue tracking system to identify problems and resolutions for continuous improvement.

Target Completion Date: June 30, 2007

Task Manager: Amanda Lopez, John Meredith, Rick Christian and Keith Johnson

Activities:

- Eligibility verification of applicants by Call Center (Amanda Lopez)
 - ✓ Contact randomly selected applicants for eligibility verification
 - ✓ Determine types of alternative housing units and locations
 - ✓ Obtain Right of Entry from applicants
 - ✓ Update applicant information in AHPM database system
 - ✓ Notify housing advisors and Operations to initiate inspection and unit order
- Unit transition site management (Rick Christian)
 - ✓ Manage receipts and accounting for all units
 - ✓ Provide inspection and repair of all units
 - ✓ Dispatch all units to haul-install team members
 - ✓ Provide daily reports to the Call Center
 - ✓ Establish "burn rates" for alternative housing units
- Site inspections (John Meredith)
 - ✓ Notify MS1 about possible land disturbance
 - ✓ Conduct NEPA review

- ✓ Perform soil and pulling tests
- ✓ Conduct site acceptance review
- Site preparation (John Meredith)
 - ✓ The Operations Section Chief will designate a liaison to interact with haul-install contractors
 - ✓ Develop and implement quality assurance measurements and coordination with local utilities in order to meet all applicable codes, manufacturer warranties, and guidelines
 - ✓ Clear all debris from site and grade site, as required
 - ✓ Provide site usage permits
 - ✓ Remove existing FEMA-provided unit prior to installation of alternative housing unit.
- Installation (John Meredith)
 - ✓ Work to ensure that all local, State, and Federal requirements and manufacturer warranty requirements are being met
 - ✓ Haul alternative housing unit from transition area to a designated planned unit site
 - ✓ Set alternative housing unit and secure it with appropriate tie-downs to ensure compliance with all applicable standards
 - ✓ Hook up power to alternative housing unit, utilizing licensed electricians and ensuring compliance with all codes and manufacturer guidelines
 - ✓ Hook up water/sewer to alternative housing unit, utilizing proper pipe fitters and ensuring compliance with all codes and manufacturer guidelines
 - ✓ Inspect all hookups to ensure that quality assurance standards are met
 - ✓ The haul-install team will conduct an inspection of the interior of the unit, complete necessary repairs, and determine that the unit is Ready for Occupancy
- Move-in procedure (Keith Johnson)
 - ✓ Obtain building permit
 - ✓ Complete unit inspection checklist
 - ✓ Provide delivery of living kit
 - ✓ Develop an assistance program for the movement of at-need people
 - ✓ Coordinate sign maintenance agreement
 - ✓ Conduct walk-through training after tenant move-in
 - ✓ Assist with transition housing
 - ✓ Handle other local zoning and ordinances

Objective: Develop customer-oriented tenant assistance management system

Performance Measure: MAHP will hire 30 to 40 housing advisors to handle tenant requests for maintenance and other forms of assistance in a timely manner; visit occupants monthly, locate necessary volunteer resources and assist applicant in locating needed resource to move toward permanent housing solution.

Target Completion Date: September 31, 2007

Task Manager: Keith Johnson

Activities:

- A Call Center will be established within the Information & Processing Section. This center will serve as the primary means by which an individual can obtain assistance with issues relating to the maintenance and repair of temporary housing
- A Web-based database system will be utilized to track all maintenance requests
- Housing advisors will be dispatched to obtain detailed assistance-need information
- The maintenance contractors will receive these trouble tickets and deactivation requests daily and establish response priorities based upon workload and need
- Each maintenance contractor will communicate through the housing advisor to ensure resource shortfalls are addressed on a daily basis.

- Work with NGOs, and state and federal agencies that are focused on providing housing assistances to low income people

- Coordinate with community planners to identify rental housing developments and provide resource listings to disaster victims
- Coordinate with HUD and other government and state agencies to provide resources for families requiring rental assistance or subsidized housing
- Coordinate with local job services to provide resources for employment to disaster victims
- Provide contact information for the department of family services for maintaining welfare, WIC, and other subsidizing programs provided to families with the children and low income

Goal 4: Develop alternative housing program management system using innovative real-time tracking technology for efficient housing program management

Developing a tool that will accurately record and support the entire process is key to the success of the program. The database developed to support this project improves upon the current FRRATS database and uses new state-of-the-art field equipment. The system includes modules for applicant verification, site inspection, unit tracking, maintenance, and reporting (See ATTACHMENTS E, F and G). This module utilizes FEMA data provided about eligible applicants and allows Call Center staff to contact potential occupants, verify information, notify selected individuals, and notify site-inspection teams to proceed with assigned activities. The module interfaces with the applicant verification module and provides information on the location of selected sites. It provides site inspectors with information on site suitability, assists in the production of work orders, and ensures that all necessary documentation is completed by the unit occupant.

As units are produced at the factory, bar-coding tags will be assigned and affixed to all units. Bar codes will be used track the units from manufacturer to transition to installation, and finally, to demobilization. The system will utilize intelligence coding, allowing users to access details on each unit, including unit size, manufacturer, and color (among other factors). Data will be

collected and managed through the development of ATG Mobile. The MC35, a handheld mobile PDA from Symbol/Motorola, which has an integrated GPS, 2.0- mega pixel camera (with a light), and bar-code imager, has the ability to read 1D and 2D bar codes. This handheld device is essentially a smart phone/PDA that uses eGPRS and Bluetooth technology to establish wireless connectivity. It also has a QWERTY-style keyboard to simplify data entry and a SD card slot that will be used to store and backup data collected in the field. Mobile Frame's software will be used to build project-specific data-collection forms that will allow data to be collected and transferred between the handheld and the server from anywhere there is cell phone coverage, by using two-way synchronization.

Objective: Deploy Internet-based multi-user Applicant Verification Module

Performance Measure: Applicant Verification Module will be operational and used by call center

Target Completion Date: May 15, 2007

Task Manager: Justin Valeri

Activities:

- Develop specifications
- Initiate system development
- Clean up applicant information and upload data
- Conduct test runs
- Hire and train Call Center staff
- Update applicant information via telephone contacts

Objective: Deploy real-time Site Verification Module

Performance Measure: Initiate Site Verification Module for 20 site inspectors

Target Completion Date: June 30, 2007

Task Manager: Joe Lambrix

Activities:

- Develop specifications
- Develop site-inspection forms
- Develop verification system
- Secure mobile devices
- Conduct test runs
- Train Operations Section field staff
- Conduct site inspection and upload information

Objective: Deploy Maintenance/Demobilization Module

Performance Measure: Maintenance/Demobilization Module will be operational and used for issuing maintenance task orders and demobilization

Target Completion Date: September 31, 2007

Task Manager: Mourad Bouhafis

Activities:

- Develop specifications
- Develop module
- Link with unit module
- Conduct test runs
- Train Operations Section field staff
- Conduct unit inspection and upload information

Objective: Deploy Reports Module

Performance Measure: Initiate Report Module to create status reports for applicant verification, site inspection, transitional site and maintenance issues

Target Completion Date: August 15, 2007

Task Manager: Mourad Bouhafis

Activities:

- Develop specifications
- Develop module
- Link with unit module
- Conduct test runs
- Train Information & Planning Section staff

Goal 5: Design and implement a fair and equitable applicant-selection process

Providing an equitable process for identifying and selecting potentially qualified occupants is essential to the success of the program. A proportional random selection method was suggested as a means to select eligible applicants for the MAHP, in order to eliminate any bias associated with income, gender, race, or age. The proportional random selection was conducted by dividing the population into separate groups by jurisdiction and ADA, and then taking a simple random sample from each group. The three steps described below further explain the process.

The first step involved setting up the FEMA emergency housing tenant database. A master database with information about current FEMA emergency housing occupants was provided by FEMA. The database featured a range of data fields, including the occupant's name, current address, damaged dwelling address, phone number(s), household composition, and pre-disaster income, type of housing, ADA code, and latitude/longitude of FEMA units, ownership, recertification, and other data, as required. This database provided the population from which a random sampling would be taken after determining eligibility and grouping. As of April 1, 2007,

there were 14,178 tenants living in FEMA-provided travel trailers or mobile homes in Hancock, Harrison, and Jackson counties.

Next, the population database was used to create a matrix that shows proportional numbers of FEMA emergency housing units by community, ownership and ADA (See ATTACHMENT H). The 14,178 applicants had damaged dwellings within one of the three coastal counties damaged by Hurricane Katrina. These applicants are currently residing in a FEMA emergency housing unit located within one of the three coastal counties.

Finally, eligible FEMA emergency housing tenants were sorted by 15 jurisdictions and home ownership. After grouping the tenants, a random number was assigned to each tenant by using a random number generator in the Microsoft® Excel® program, and then tenants were sorted in ascending order, according to their numeric rank. The database includes all eligible applicants and the assigned number used to randomly prioritize them. Should an individual be deemed ineligible or decline the use of an alternative housing unit, the next tenant in the list will be contacted and validated. The detailed view of the matrix will also include a notification field to determine if the person has been notified.

Approximately 90 percent of potential applicants will be placed using this method. The remaining units may be allocated under a special program designed by local jurisdictions or public housing authorities and approved by HUD in order to address specific community needs for permanent housing of both owners and renters. These projects may utilize those tenants on the random selection list or design specific criteria instead. Regardless, applicants must adhere to grant-eligibility guidelines. Based on grant requirements and state guidelines, the selection criteria was identified and refined. A proportional random selection process was approved by HUD prior to April 11, 2007.

A Call Center was established to handle incoming questions relating to the program and to notify potential occupants identified by the random proportional selection. The Call Center is critical to the enrollment process as it acts as the primary point of contact with potential occupants. As the program progresses, the Call Center will handle unit scheduling and maintenance calls for units. The Call Center staff utilizes the Applicant Verification Module and will utilize other modules as the program progresses. The use of Frequently Asked Questions (FAQs) to provide answers to individuals, local governments, and the media allows for issues to be addressed as they arise. The FAQ document is a "living" document that is updated as needed. It is utilized by the Call Center and the multi-family development team, and is posted on the MAHP Web site.

Objective: Design selection criteria and methodology that meet FEMA and HUD selection requirements

Performance Measure: At least 90 percent of the randomly selected tenants will represent the similar characteristics of FEMA temporary housing occupants

Target Completion Date: April 1, 2007

Task Manager: Jae Park

Activities:

- Finalize eligibility criteria
- Finalize selection methodology
- Obtain applicant information from FEMA
- Create an eligible applicant pool
- Conduct random selection and certify final list
- Set up Call Center for contacting potential applicants
- Initiate Call Center operation

Objective: Address larger unit needs and other special resident needs, as they relate to ADA

Performance Measure: This program will accommodate requests for ADA or larger units for eligible applicants, (in accordance with FEMA authorized occupants) as long as those units are available.

Target Completion Date: On-going

Task Manager: Amanda Lopez

Activities:

- Finalize eligibility criteria
- Develop a request form for ADA and larger units
- Eligibility determination
- Housing Advisor's interview with tenants for additional needs
- ADA unit delivery

Goal 6: Develop temporary multi-family sites for renters and special projects, based on community needs

MAHP is pursuing two distinctive multi-family site development projects: temporary multi-family sites for renters and special projects for at-need persons, through infill development and partnership with local government, non profits and public housing. Developing temporary multi-family sites will assist those who are currently in emergency group sites and applicants who are not allowed to place an alternative housing unit in certain areas. This is a critical issue, given the high number of applicants who were renters prior to Hurricane Katrina. Furthermore, local governments are extremely reluctant to allow the development of multi-family sites for renters, due to numerous problems with existing FEMA group sites.

Establishing multi-family sites will require close coordination with local governments, private sector entities, non-profit agencies, and public housing authorities, in order to establish sites to be used predominately by renters. So far, MAHP has identified the following potential partners:

- a. City of Pascagoula
- b. Habitat for Humanity
- c. Architect Humanity
- d. Gulf coast Recovery fund
- e. American Red Cross
- f. Salvation Army

- g. MS Relief Fund
- h. Region VIII Public Housing Authority
- i. Bay St. Louis Housing Authority
- j. Biloxi Housing Authority
- k. Long Beach Housing Authority
- l. Mississippi Hurricane Recovery Fund
- m. Renaissance Corporation Focuses On Affordable Housing
- n. East Biloxi Coordination Center
- o. Hancock County Governor's Commission Phase II
- p. Harrison County Unmet Needs Task Force
- q. Harrison County Long-Term Recovery Committee
- r. Jackson County Long-Term Recovery Committee
- s. Enterprise Corporation of Delta

Some of these temporary sites may be transformed to permanent sites, based upon input from the stakeholders noted above. The development of MOUs between these stakeholder groups, which will clarify their specific roles and long-term commitments to this effort, will provide a formal means to accomplish this task.

The MAHP team and local partners will identify potential multi-family sites for the alternative housing units and will conduct a comprehensive review of each site, to include:

- The identification of any potential land to be used as multi-family sites
- Flood zone considerations and impacts
- Utility availability, to include: electric; running water; sewerage; and communication infrastructure
- The projected capacity for the site, based upon land usage, zoning, performance work standards (PWS), and other factors
- Any unique site characteristics, such as elevation and soil type, as well as debris and other obstructions

Once these assessments are completed, reports will be developed and submitted to MEMA. These reports will include clear recommendations on the feasibility of each site and its potential impact to the environment and to disaster victims.

Objective: Develop manageable multi-family sites through partnerships with commercial park owners, public housing authorities, non-profit organizations and local long-term recovery organizations

Target Completion Date: December 31, 2007

Task Managers: Chris Jones, Ken McCool, and Ben Wolfe, Ashley Skellie, Becky Baum, Johnny DeLoach, John Rice

Activities:

- Provide commercial market analysis and demand assessment
- Develop MOU's with commercial parks
 - CEDAR LAKE, GULFPORT
 - HIDDEN ACRES, GULFPORT

- OAKLAWN, BILOXI
- PELICAN PARK, BILOXI
- SHADY ACRES, BAY ST LOUIS
- SHERWOOD VILLAGE, BILOXI
- SOUTHERN OAKS, GULFPORT
- ROLLING HILLS, D'IBERVILLE
- WOODRIDGE, D'IBERVILLE

- Promote community outreach for increased participation
- Select participating communities
- Conduct environmental clearance and permitting for multi-family sites
- Initiate site development
- Conduct MAHP unit delivery and installation procedures
- Initiate move-in

Objective: Provide technical assistance for community-driven special projects

Performance Measure: Provide financial and technical assistance for special project development to ensure proper installation of units in a timely manner.

Target Completion Date: December 31, 2007

Task Managers: Chris Jones, Ken McCool, and Ben Wolfe

Activities:

- Obtain request from community for special projects
- Develop MOUs with interested communities
- Conduct feasibility analysis
- Initiate site development
- Conduct unit delivery and installation process
- Initiate move-in

Goal 7: Increase public and local government participation in the MAHP through effective outreach efforts

Outreach efforts will focus on the dissemination of program-specific information to the public and local government officials, and information relative to tasks assigned to the private sector. Outreach efforts will be held throughout the life cycle of the project and will be conducted in three phases: Phase I – Introduction and Intake Phase; Phase II – Distribution, Maintenance and Life-Cycle Phase, and Phase III – Program Stand-Down Phase. Developing MOUs with local communities for the opt-in or opt-out will assist the team in deciding the locations of applicant units. It is critical that the MAHP team addresses the issues that local jurisdictions may have in continuing their cooperation.

Objective: Increase public and local government participation through implementing three phased outreach activities

Performance Measure: Elected officials and potential applicants in the thirteen cities and counties on the MS gulf coast will be informed of the MAHP by media, letters, meetings and phone calls

Target Completion Date:

Implement Phase I outreach by April 1, 2007
Implement Phase II outreach on-going
Implement Phase III outreach on-going June-January 2008

Task Manager: Lea Stokes and Ashley Skellie

Activities:

Phase I Outreach

The U.S. Congress has approved Federal funds to develop alternatives to the way FEMA provides emergency housing following disasters. The State of Mississippi has proposed the development of improved alternatives to the long-term use of travel trailers for housing disaster victims. The proposed approaches involve modular housing units that are designed to offer improved living conditions for the occupants. Specific improvements address size constraints; incorporate styles that are in keeping with Gulf Coast architecture; increase livability; improve energy efficiency; and enhance resistance to the impacts of hazards. Units will be built offsite and transported to an individual's lot or to a group site. The proposed dwellings are intended to house homeowners as well as renters. The units are intended to serve as temporary housing while residents repair or rebuild their homes, or find new rental or permanent housing solutions. The State is also interested in allowing some homeowners to purchase the units they use and place them permanently on their lots.

Target Audiences

The Phase I outreach strategy will target four primary audiences:

- Residents living in temporary housing, including travel trailers and mobile homes, who might be eligible to participate in the Alternative Housing Pilot Program
- Local officials, and civic and community leaders, including local technical officials (such as building officials, planning and zoning commission members, etc.)
- Industries involved in the construction and distribution of alternative housing units.
- State agencies involved in the AHPP

Potential Media

Phase I of the alternative housing outreach strategy will utilize the capabilities of the following media. The following tasks related to each medium should be completed:

- News Media – Meet with publishers of local daily and weekly newspapers to explain the AHPP after details have been finalized. Solicit favorable, in-depth coverage. Offer

suggestions for news, feature, and editorial content related to the AHPP. Create goodwill for the State's efforts, and present a positive message for dissemination to the public

- MAHP Web site (www.mscoitage.org) – Provide specific, detailed information online If possible, distribute a special e-newsletter to coincide with the launch of the AHPP
- Meetings – Schedule meetings with members of target audiences (such as mayors, aldermen, supervisors, state agencies, housing industry professionals, etc.)
- Attend town meetings in Hancock, Harrison and Jackson Counties.

Phase II Outreach

The Phase II messages will focus on the logistics of distribution and the placement of housing units; unit maintenance and owner-responsible costs; life-cycle issues; program administration; unit-purchasing options; elevation options; etc.

Target Audiences

The Phase II outreach strategy will target three primary audiences:

- Residents living in units provided by the State in conjunction with the MAHPP
- Local officials, and civic and community leaders, including local technical officials (such as building officials, planning and zoning commission members, etc.)
- State agencies involved in the MAHP

Potential Media

Phase II of the alternative housing outreach strategy will utilize the capabilities of the following media. The following tasks related to each medium should be completed:

- News Media – Provide press releases and regular updates about the program to spur local coverage. Offer information for news stories through press releases and solicit other coverage, as deemed necessary. Designate a program spokesperson to field questions from media
- Call Center – Take phone calls from potential applicants and contact them to inform them of program eligibility
- MAHP Web Site – Provide specific, detailed information online. Provide program updates in e-newsletters
- Housing Industry-Specific Publications – Provide program updates, as necessary
- Meetings – Schedule meetings with program administrators, as necessary

Phase III Outreach

The Phase III messages will focus on the activities associated with standing-down the AHPP. Specific messages will include stand-down logistics, removal of units, availability of other housing options, staging of units, secondary uses of units, etc.

Target Audiences

The Phase III outreach strategy will target three primary audiences:

- Residents living in units provided by the State in conjunction with the AHPP
- Local officials, and civic and community leaders, including local technical officials (such as building officials, planning and zoning commission members, etc.)
- State agencies involved in the AHPP

- Contractors involved in the program’s stand-down phase.

Potential Media

Phase III of the alternative housing outreach strategy will utilize the capabilities of the following media. The following tasks related to each medium should be completed:

- News Media – Solicit detailed newspaper coverage of stand-down phase. Meet with editorial boards to provide answers to FAQs. Solicit on-air coverage of stand-down phase. Issue public service announcements (PSAs), as needed
- Housing Advisors – MAHP housing advisors will establish direct communication with tenants
- Meetings – Schedule meetings with members of MAHP administrative team to discuss stand-down operations and refine outreach strategy.

Goal 8: Accurately document the MAHP process and participate in the evaluation of the MAHP with FEMA and HUD

MAHP is a pilot project that will be evaluated by FEMA, HUD, the General Accounting Office and others, including the general public. As such, the documentation of all processes, issues, and resolutions are essential to the program’s success today and following future disasters. This effort is slightly different from what HUD will do under a program evaluation task. This will be more focused on documenting the historical evolution of alternative housing design, policies and programmatic changes over time, as well as the lessons learned and how they can enable improvements in future emergency housing programs.

An accurate historical record is critical if the project is to be duplicated during future events. A document describing the history of the MAHP is underway (to be titled, *Mississippi Alternative Housing Program: a Chronological Analysis*). Following the document’s introduction, Chapter One will describe the early evolution of the program, focusing on the realization that there was a better way to build and deploy post-disaster emergency housing. Topics will include the initial Mississippi Renewal Forum, where the idea for an improved emergency housing unit (dubbed the “Katrina Cottage”) emerged. Chapter Two will emphasize the specific steps taken by the State once Congress authorized Federal funding for the development of a pilot program. Emphasis is placed on a 3-day design charrette focused on the development of alternative housing designs, the formulation of MAHP policy guidance, and the development of three housing submittals: the Eco Cottage, the Park Model, and the Mississippi Cottage. Each unit’s characteristics will be described herein, including its size, the type of building techniques employed, and the materials used in its construction. Chapter Three is concerned with the implementation of the program. A detailed discussion will include a description of the State’s organizational structure, including the roles and responsibilities of state agencies, contractors, local officials, tenants, non-profit groups and others involved in the process. Specific activities described in detail will include contracting, housing construction, the deployment of the units (from the manufacturing facility to the site), site selection and preparation, unit placement, unit sales, and the eventual standing down of the program. Chapter Four will discuss the lessons learned during the entire program. Specific examples will be discussed and recommendations

for improvement offered. Finally, Chapter Five will provide a proposed series of steps needed to modify the current FEMA emergency housing program to include the use of improved emergency housing types.

Participation in the evaluation of the MAHP with FEMA and HUD will continue over the life of the project. The input and guidance from both agencies will be critical to the success of the project. The creation of database management tools and project software (as well as the historical chronology of the project discussed earlier in this document) will aid in this effort. MAHP will participate and assist HUD in conducting surveys of MAHP tenants and will ensure that all people that apply for MAHP units agree to provide information requested by HUD as part of this evaluation. MAHP team will provide access to information regarding the construction process for the housing units. This may include information on costs, scheduling, administrative data technical requirements for construction, transport, etc.

Objective: Develop guidelines for information collection, archiving, and filing

Performance Measure: Publish *Mississippi Alternative Housing Program: a Chronological Analysis*, as accepted by FEMA and HUD after a 2-year program implementation

Target Completion Date: April 31, 2009

Task Manager: Rusty Harry

Activities:

- Hire a technical writer
- Designate a server for filing digital documents
- Archive printed documents
- Publish Incident Action Plan (IAP) and weekly report
- Archive policy resolutions, MOUs, and FAQs
- Archive daily report from staff
- Conduct quarterly performance management report
- Write report: *Mississippi Alternative Housing Program: A Chronological Analysis*

Goal 9: Assist MAHP unit occupant in transition to permanent housing solution

While the State has developed a comprehensive housing strategy, the time needed to implement the plan (i.e. rebuild damaged and destroyed structures, and incentives new housing construction) highlights the need for intermediate housing options. The housing assistance provided for both renters and owners are worth more than several billions dollars. The following are examples of housing recovery programs provided by Federal and State agencies in Mississippi:

- a. FEMA has provided \$860 million in housing assistance to repair damaged homes. The Stafford Act provides a maximum of \$10,000 per household for the repair or replacement of uninsured homes

- b. The National Flood Insurance Program has paid more than \$2.4 billion in flood insurance claims to nearly 17,200 policyholders in Mississippi, an average benefit of \$140,000
- c. To date, the Small Business Administration has approved 35,773 home loans, totaling \$2.6 billion
- d. The Homeowner's Grant Program (Phase I) being offered through Mississippi Development Authority (MDA) is designed to provide financial assistance to those homeowners outside the floodplain whose homeowner's insurance did not cover structural flood damage. As of June 7, 2007, there were 13,780 applicants out of a total of 15,279 eligible applicants who received funding to repair their homes
- e. MDA Homeowner's Grant Program Phase II is a housing-needs program designed to provide compensation (up to a maximum of \$100,000) to fill the gap between the cost to rebuild or repair and the homeowner's ability to pay
- f. MDA has allocated \$105 million for assisting five Housing Authorities located on the Mississippi Gulf Coast with rebuilding and reconstructing public housing that was damaged or destroyed
- g. MDA also has allocated \$262,000,000 for the Small Rental Property Assistance Program, which provides loans to owners of small rental properties on the Mississippi Gulf Coast, in order to assure that these property owners can provide affordable rental housing in the counties most affected by Hurricane Katrina
- h. The Mississippi Home Corporation offers a Housing Tax Credit (HTC) of 9 percent and a Housing Tax Credit of 4 percent (HTC-Bond). MHC allocated approximately \$43.5 million in tax credits

MAHP will hire about 30 to 40 housing advisors to provide assistance to tenants in connecting with appropriate housing-resource providers. This will include developing a comprehensive housing-resource guide and conducting town meetings and individual interviews to introduce various financial resources associated with Federal and state agencies and non-profit organizations. As an example, Mississippi Development Authority granted a contract to the HOPE Coalition America to provide financial counseling to Katrina disaster victims in Mississippi. Financial consultants may be drawn as volunteers, loan-outs from financial institutions, or professionals paid by the center itself. Project Restore HOPE outreach volunteers and full-time paid staff provide outreach into the affected neighborhoods.

Objective: Housing counselors connect MAHP tenants with appropriate housing assistance

Performance Objective: Advisors will meet with occupants on a monthly basis and provide assistance in locating permanent housing.

Target Completion Date: March 31, 2009

Task Manager: Keith Johnson

Activities:

- Recruit and hire housing advisors
- Develop SOPs
- Compile a comprehensive housing resource list
- Train housing advisors
- Connecting renters and low-income tenants with housing related organizations for financing permanent housing
- Coordinate with HUD and state agencies to provide resources for families requiring rental assistance or subsidized housing
- Assist disaster victims with obtaining rebuilding resources from local governmental agencies to include licensed contractors, architects, builders, plumbers, electricians, etc.
- Provide resources to disaster victims of mortgage assistance, grants, loans, real estate assistance, and other entities designed to assist with ownership of private property and rebuilding assistance.
- Coordinate with local community planners and FEMA to provide assistance to disaster victims on new building codes and flood height requirements of new NFIP guidelines.

Goal 10: Provide complete and accurate financial accountability

One of the MAHP goals involves maintaining the highest level of service consistent with cost effectiveness, through vigilantly monitoring planned and actual costs to ensure reasonableness. The “highest level of service” means the work, at a minimum, must comply with the appropriate codes at the Federal, State and local levels, and be consistent with the cost for performing the work. MAHP will comply with OMB Circular A-102, Grants and Cooperative Agreement to States, Local Governments, and A-87, Cost for State and Local Governments, and 44 CFR Part 13 and 2 CFR Part 215 for the Administrative Regulations. Also providing accurate financial accountability will increase the likelihood of program success while ensuring a transparent process that can be evaluated and replicated following future disasters. Furthermore, it will facilitate the Federal and state financial auditing of the program at a later date. Given the somewhat fluid nature of this pilot program, the State recognizes that the process will change as the project evolves.

Objective: Develop financial management system for PBS&J and subcontractors to track individual and itemized expenditures

Performance Measure: Develop a budget estimate for MAHP and a financial tracking system for the management of costs, construction, contracting fees, and obtain approval from FEMA

Target Completion Date: July 31, 2007

Task Manager: Janet Hickey

Activities:

- Execute articles of agreement
- Determine allowable activities
- Develop financial tracking system
- Train staff
- Develop financial reports
- Submit quarterly financial report

Goal 11: Demobilization of housing units by March 2009 or within agreed-upon time frame

Demobilization of the housing units will need to be planned out far in advance of the actual process. Making sure that the occupant has developed permanent housing arrangements will need to be verified months in advance of the MAHP project completion. Demobilization will include donations of units to state and local government agencies, the sale of units to occupants in accordance with local ordinances, or sale of units at public auction. An exit strategy will need to be in place by mid-2008 based upon the number of units issued, as well as the number of renters versus the number of homeowners. The exit strategy will be driven by the development of policies and procedures that reflect state goals and objectives, as well as the local conditions found across participating jurisdictions.

Objective: Establish policies and procedures for demobilization that will meet State, FEMA, and HUD requirements

Performance Measure: 100 percent of the MAHP tenants will develop a permanent housing plan in coordination with housing advisors, and MAHP will arrange deactivation and site clean up services meeting all state and federal requirements at least three months prior to demobilization

Target Completion Date: March 2009

Task Manager: Justin Stuart

Activities:

- Develop a permanent housing plan
- Develop policy for fair market value determination
- Develop policy for allowable uses in each community
- Develop policy for unit transfer to local government and NGOs
- Develop move-out procedures
- Develop legal forms
- Procure hauler for demobilization
- Secure transition sites
- Complete lot clearance and inspection
- Complete legal transaction and certification

G. Risk Management

Risk: Evacuation of MAHP tenants in case of hurricane or stormy weather

Mitigation Measures: When alternative housing tenants move into a unit, the MAHP inspectors will inform the tenants of any relevant vulnerability considerations. This may include, but not be limited to: the location of the unit in relation to any special flood hazard areas (e.g., the 100-year floodplain); potential storm-surge inundation areas; and any other related risks. The inspectors will distribute the 2007 Hurricane Evacuation Guide to tenants. Also, local law enforcement authorities and the National Guard will have access to the units for evacuation purpose.

Risk: Appropriate safety measures for staff and occupants

Mitigation Measures: A project safety officer will enforce strict safety plans used in current operations, as well as create a safety plan for occupants that will be posted prominently around each site. Under the ICS, a safety officer will be deployed to any large-scale event and assigned directly to the Operations Section Chief. This individual will ensure that safety plans are in place, verify that field personnel have had safety training, and investigate and report accidents. Safety will be a contract performance measure.

Risk: Managing flood, fire, wind and other hazards associated with alternative housing units

Mitigation Measures: MAHP will provide all-hazards insurance for MAHP units for up to 2 years while the tenants are living in it. Once the units are transferred, the owner of the unit will be responsible for carrying the all-hazards insurance.

Risk: Project communications/language barriers

Mitigation Measures: Consideration will be given to special multi-language needs within the community, as appropriate. This may include development of a communications plan and supporting techniques for providing service to Vietnamese and Spanish-speaking populations. The MAHP Call Center is capable of providing services to Vietnamese and Spanish-speaking applicants.

Risk: Understanding of political implications

Mitigation Measures: Senior management and key staff of the MAHP team have previous experience as emergency management government employees, and more recently have gained private-industry experience working with disaster-related, politically charged issues. The MAHP staff is highly experienced in working with Federal, State, and local political officials.

H. Major Timeline

Major Activities	Target Date
Set up Management Offices	April 30, 2007
Finalize Design – Park Model	March 12, 2007
Award Manufacturing Contract – Park Model	May 8, 2007
Begin Manufacturing Units – Park Model	May 22, 2007
Finalize Design – Mississippi Cottage	March 15, 2007
Award Manufacturing Contract – Mississippi Cottage	June 5, 2007
Begin Manufacturing Units – Mississippi Cottage	July 23, 2007
Finalize Design – Eco Cottage	August 30, 2007
Award Manufacturing Contract – Eco Cottage	October 4, 2007
Begin Manufacturing Units – Eco Cottage	November 5, 2007
Identify Applicant Selection Criteria and Procedure	March 15, 2007
Publish FAQs	May 9, 2007
Conduct Town Meetings and Outreach	April 4, 2007
Open a Dedicated Internet Web Site for MAHP	March 1, 2007
Establish Call Center	April 16, 2007
Conduct Random Selection and Certify Final List	April 24, 2007
Develop and Deploy Applicant Verification Module	May 15, 2007
Applicant Information Update via Telephone Contacts	May 15, 2007
Develop and Deploy Site Verification Module	June 30, 2007
Site Inspection and Information Upload	July 2007
Develop and Deploy Reports Module	August 2007
Develop and Deploy Maintenance/Demobilization Module	September 2007
Develop MOUs with Interested Communities	December 2007
MAHP Unit Delivery and Installation	June 18 2007
Move-In	June 21 2007
Financial Counseling	July 2007
Moving Out Procedures	January 2009
Lot Clearance and Inspection	March 2009

Attachments

Attachment A..... Organization Chart
Attachment B..... Incident Action Plan (IAP)
Attachment C..... Situation Report (SITREP)
Attachment D Project Schedule
Attachment E..... Program Architecture
Attachment F..... Sequence Diagram
Attachment G GIS Map of Existing Units
Attachment H Random Selection Matrix