State of Texas Homeowner Assistance Program (HAP)
Affirmative Marketing and Outreach Plan
Deep East Texas Region

December 13, 2018

EQUAL HOUSING OPPORTUNITY

Disclaimer

The regional needs assessment is preliminary and subject to change as additional data and information becomes available.

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Executive Summary

More than a year after Hurricane Harvey's landfall, thousands of survivors in counties across the Deep East Texas Region continue to struggle to complete their recovery. As many of them await additional assistance derived from Federal Community Development Block Grant-Disaster Recovery (CDBG-DR) funds, a sense of uncertainty and frustration remains among many survivors as to how, or if, they will be able attain the resources they need to repair or rebuild their storm-damaged homes. As the Texas Homeowner Assistance Program (HAP) commences the largest housing recovery effort in state history, it is vital to execute strategic and targeted public outreach efforts designed to affirmatively market fair housing opportunities in the hardest-to-reach and most vulnerable communities across the Deep East Texas Region. A well-designed and executed affirmative fair housing marketing and outreach effort will help Hurricane Harvey survivors who need the most help fully recover and build trust between them and the governments they have entrusted to serve them during their most pressing time of need.

The primary purpose of this Affirmative Marketing and Outreach Plan is to communicate simple, consistent, and action-oriented information to persuade eligible homeowners within the Deep East Texas Region to participate in the HAP. Informed by data from the Deep East Texas Regional Needs Assessment, this plan is designed to reach deep into communities that demonstrate the most urgent need for post-disaster homeowner assistance and guide them into long-term housing recovery. While this plan includes prioritization of affirmatively marketing and expanding fair housing for special populations and hard-to-reach populations, the strategies contained in this plan are designed to encourage all eligible homeowners to apply for assistance. Recognizing that the demographics of affected populations within the Deep East Texas Region vary substantially from county to county, this plan is tailored to reach survivors, whoever they are and wherever they may be, by using all available tools, resources, and outlets. From general marketing and outreach activities designed to reach audiences across the entire Deep East Texas Region using broadcast and print media, to hyper-targeted efforts designed to reach vulnerable populations using door-to-door canvassing, "boots on the ground" outreach, including multicultural, special interests and local community media and social media.

The 12-county Deep East Texas Region is home to more than 381,000 residents and is geographically larger than the States of Vermont, New Hampshire, New Jersey, Connecticut, Delaware and Rhode Island. The primary audience for the affirmative marketing and outreach efforts outlined in this plan include all homeowners who suffered storm damage from Hurricane Harvey in the seven most-impacted counties in the region: Jasper, Newton, Polk, Sabine, San Augustine, San Jacinto, and Tyler Counties. This includes owners of single-family residences and owners of mobile home units. Outreach efforts in this plan are tailored to ensure low- to moderate-income (LMI) residents, vulnerable populations, and residents in the hardest areas to reach receive information about the HAP and are encouraged to apply for assistance. (See the Regional Needs Assessment Informed Outreach Strategies section for a detailed description of how counties and zip codes were prioritized throughout this plan). Throughout the outreach phase of the HAP, an emphasis on empathy and a positive customer experience will integrated, ensuring that survivors always come first.

From start to finish, all affirmative fair housing marketing and outreach efforts conducted within the Deep East Texas Region will be coordinated in partnership with the Deep East Texas Council of Governments (DETCOG), local elected officials, U.S. Department of Housing and Urban Development (HUD)-certified housing counseling agencies, and other key organizations, including Long Term Recovery Groups (LTRG), and Voluntary Organizations Active in Disasters (VOAD). The strategies and tactics contained in this plan will also adjust over time to ensure demand for housing assistance is satisfied.

Outreach Goals and Objectives: Affirmatively Furthering Fair Housing

A primary objective of this plan is to affirmatively further fair housing opportunities through data-driven marketing strategies and policies. Affirmative marketing efforts for CDBG-DR funding in the Deep East Texas Region include the following goals, procedures, and objectives:

- This Affirmative Marketing and Outreach Plan, based on HUD regulations, outlines procedures for marketing the HAP, including disseminating information, community engagement, technical assistance to applicants, project management, reporting requirements, and project review.
- Ensure eligible persons from all racial, ethnic, national origin, religious, familial status, disabled, "special needs," and/or gender groups and populations least likely to apply for assistance are given the opportunity to rehabilitate or rebuild their primary residence, which sustained damages due to Hurricane Harvey and/or its aftereffects.
- In accordance with affirmative marketing policies and procedures, program participants will be informed about available opportunities and supporting requirements via counselors, printed and electronic materials, publications, direct contact, and workshops and/or intake seminars and through placement of flyers and/or posters in public facilities.
- The HAP will conduct outreach through widely available media outlets, and efforts will be taken to affirmatively market the Texas HAP CDBG-DR Program as follows:
    - Advertise with media outlets that provide unique access for persons who are considered members of a protected class under the Fair Housing Act.
    - Reach out to public and/or nonprofit organizations and hold and/or attend community meetings.
    - Conduct other forms of outreach tailored to reaching eligible populations, including door-to-door outreach, canvassing, and additional grassroots efforts.
- Applications and forms will be offered in English and other languages prevailing in the region. In addition, every effort will be made to assist limited-English-proficient (LEP) applicants in the application process, including using bilingual staff and translated documentation.
- Measures will be taken to make the HAP accessible to persons who are considered members of a protected class under the Fair Housing Act by holding informational meetings and/or conducting application intake and providing further homeowner assistance in Homeowner Assistance Centers (HACs) that are compliant with the Americans with Disabilities Act (ADA), providing sign language assistance when requested (with 3 days' notice), and

providing special assistance for those who are visually impaired when requested (with 3 days' notice).

- Documentation of all marketing measures used, including copies of all advertisements and announcements, will be retained and made available to the public upon request.
- Public outreach products will use the Affirmatively Furthering Fair Housing (AFFH) logo in program advertising, post-Fair Housing posters and related information, and work to inform the general public of its rights under Fair Housing regulations.

Weekly/Monthly Reporting

To ensure progress and accountability, this plan will report on a series of goals and targets designed to ensure efforts to affirmatively market fair housing remain on track. Each week, reporting will include updates on key outreach accomplishments, plans for the upcoming week, engagements with key community groups and a description of any issues, potential risks, or challenges being encountered.

At the conclusion of each month, reporting will expand to include a summary of applicant communications, door-to-door canvassing efforts, paid media outreach, and direct mail activity. A sample reporting template is included in Appendix G.

Goals/Targets

In addition to the primary goal of affirmatively furthering fair housing in the Deep East Texas Region through marketing and outreach, this plan is designed to achieve the following goals:

- Educate homeowners across the Deep East Texas Region about the existence of the HAP and encourage all affected homeowners to apply and complete the application process.
- Target affirmative fair housing marketing and outreach information on most vulnerable and/or special populations and across the most impacted and distressed areas as identified by the State of Texas, including residents in San Jacinto County, Goodrich (ZIP Code 77335), Woodville (ZIP Code 75979), Kirbyville (ZIP Code 75956), and Buna, (ZIP Code 77612).
- Leverage the expertise and constituencies of HUD-approved housing-counseling agencies, elected officials, councils of governments (COGs), LTRGs, VOADs, and other identified stakeholders to enhance program participation and support existing efforts to support affected homeowners.

Marketing and Outreach Activities

HAP program marketing and outreach strategies for the Deep East Texas Region will be designed to communicate simple, consistent, and action-oriented messages to persuade homeowners affected by Hurricane Harvey to apply for HAP. Marketing and outreach will be an ongoing process, requiring continuous contact, education and simple messaging provided through a wide variety of channels and efforts. Consistent contact with homeowners is critical to developing program recognition and trust and, subsequently, encouraging participation in the HAP.

Strategies will be designed to affirmatively further fair housing opportunities through established, data-driven affirmative marketing strategies and policies. To reach the broadest audience across the region, general marketing and outreach strategies will use the following platforms:

- Radio (PSAs, earned media coverage, paid advertising);
- Local television/cable access (PSAs, earned media coverage);
- Flyers/brochures (Distribution across all areas);
- Web content; and
- Print media, including newspapers and/or magazines (PSAs, earned media coverage, paid advertising).

General marketing strategies will be used in cases where (1) the defined geographic area is too large to reveal demographic concentrations (e.g. minorities in poverty, where the data is available only at the census tract level, rather than the census block group level), or (2) the demographic being evaluated is dispersed relatively evenly over an entire geography (e.g. elderly, households with children under 18). Even so, some narrowing of broadcast and print coverage is possible within the Deep East Texas Region and as such, outlets in this plan have been identified as primary and secondary targets to enable more targeted use of resources. Information on more targeted outreach activities are explained in detail in the Regional Needs Assessment Informed Outreach Strategies section of this plan.

Marketing Activities

Texas Recovery Website—Deep East Texas Regional Webpage

The Deep East Texas regional subpage of the GLO recovery website will serve as the central source of information for the general public, program applicants, HUD-certified counseling agencies, community partners, and other invested parties. The regional website will serve as a powerful tool for providing broad access to up-to-date educational materials and helpful resources. Serving as the landing page and space for all program information, the Deep East Texas regional subpage will include the following:

- A digestible summary of the HAP, including eligibility requirements and application process information;
- A resource library of documentation, including homeowner guidance documents, the program's manual, and any homeowner forms or helpful resources;
- Information on housing assistance center locations and hours of operation;
- A schedule of mobile intake session, hours of operation, and any other notable program dates and/or deadlines;
- A toolkit containing a variety of documents and messaging for community partners and local elected officials to disseminate to their constituencies;

- A "frequently asked questions" section; and
- Visual, informational content including videos and infographics.

In addition, the outreach team will work to continuously review and revise the program website to provide up-to-date information to homeowners, stakeholders, and members of the media. An alert feature will be added to the subpage to be used in cases of urgent need or irregular activity, including unforeseen HAC closures, canceled outreach events, or holiday closures.

Television

Television remains a powerful communication platform that provides broad reach in the United States reaching 75 percent of the population daily. Within the Deep East Texas Region, homeowners are served by four television markets that overlap across a variety of other counties and jurisdictions: the Houston market, the Beaumont-Port Arthur market, the Tyler-Longview market, and the Shreveport, Louisiana, market. Television stations within these markets reach 2.2 million, 167,000, 260,000, and 358,000 households respectively.

For the purposes of this affirmative marketing and outreach plan, televisions stations within the Beaumont-Port Arthur Market markets are prioritized for homeowner outreach given their ability to reach more specifically and effectively into the areas targeted within the Deep East Texas Regional Needs Assessment. Stations in this market are also prioritized for outreach because the market overlaps with other counties served by HAP, specifically counties located within the South East Texas region. Additionally, a MundoFox affiliate (KUIL) is designated as primary because it reaches Spanish-speaking populations (see Table 1).

The Houston, Tyler-Longview, and Shreveport, Louisiana television markets are designated as secondary outlets (see Table 2) for outreach for two reasons. First, the vast majority of viewership for network television stations in these market areas falls outside the Deep East Texas Region. In the Houston market, for example, most viewership is centered within the highly populated Harris County area, which is served by a separate HAP program. Television advertising for this very large metropolitan broadcast area will not be efficient and in fact may cause confusion among residents about which program for which they are eligible to apply. Second, other broadcast media—most notably radio—are more effective and efficient at targeting the specific communities identified in the Deep East Texas Regional Needs Assessment. However, these stations are listed as potential partners for outreach under certain conditions.

Table 1:
Primary Station Targets for Television Outreach within the Deep East Texas Region

Television Station/Network Affiliate	Designated Media Area	Counties Covered
KBMT (NBC)	Beaumont-Port Arthur	*Hardin*, **Jasper**, *Jefferson*, **Newton**, *Orange*, **Tyler**
KBTV (Fox)	Beaumont-Port Arthur	*Hardin*, **Jasper**, *Jefferson*, **Newton**, *Orange*, **Tyler**
KFDM (CBS)	Beaumont-Port Arthur	*Hardin*, **Jasper**, *Jefferson*, **Newton**, *Orange*, **Tyler**
KUIL (MundoFox)	Beaumont-Port Arthur	*Hardin*, **Jasper**, *Jefferson*, **Newton**, *Orange*, **Tyler**

*Note: **Bold** indicates counties within the Deep East Texas Region. *Italics* indicate additional counties served by the Texas Homeowner Assistance Program but are not located within the Deep East Texas Region.

Table 2:
Secondary Station Targets for Television Outreach within the Deep East Texas Region

Television Station/Network Affiliate	Designated Media Area	Counties Covered
KHOU (CBS)	Houston	*Austin, Brazoria, Calhoun, Chambers, Colorado, Fort Bend, Galveston, Grimes, Harris, Jackson, Liberty, Matagorda, Montgomery*, **Polk**, **San Jacinto**, *Walker, Waller, Washington, Wharton*
KPRC (NBC)	Houston	*Austin, Brazoria, Calhoun, Chambers, Colorado, Fort Bend, Galveston, Grimes, Harris, Jackson, Liberty, Matagorda, Montgomery*, **Polk**, **San Jacinto**, *Walker, Waller, Washington, Wharton*
KRIV (Fox)	Houston	*Austin, Brazoria, Calhoun, Chambers, Colorado, Fort Bend, Galveston, Grimes, Harris, Jackson, Liberty, Matagorda, Montgomery*, **Polk**, **San Jacinto**, *Walker, Waller, Washington, Wharton*
KTRK (ABC)	Houston	Austin, Brazoria, Calhoun, Chambers, Colorado, Fort Bend, Galveston, Grimes, Harris, Jackson, Liberty, Matagorda, Montgomery, **Polk**, **San Jacinto**, Walker, Waller, Washington, Wharton
KETK (NBC)	Tyler-Longview	Angelina, Cherokee, Franklin, Gregg, Houston, Nacogdoches, Rusk, **San Augustine**, Smith, Trinity, Upshur, Wood
KFXK (Fox)	Tyler-Longview	Angelina, Cherokee, Franklin, Gregg, Houston, Nacogdoches, Rusk, Sabine, **San Augustine**, Smith, Trinity, Upshur, Wood
KTRE (ABC)	Tyler-Longview	Angelina, Cherokee, Franklin, Gregg, Houston, Nacogdoches, Rusk, **San Augustine**, Smith, Trinity, Upshur, Wood
KYTX (CBS)	Tyler-Longview	Angelina, Cherokee, Franklin, Gregg, Houston, Nacogdoches, Rusk, **San Augustine**, Smith, Trinity, Upshur, Wood
KMSS (Fox)	Shreveport, LA	Bowie, Camp, Cass, Harrison, Marion, Morris, Panola, Red River, **Sabine**, Shelby, Titus
KSLA (CBS)	Shreveport, LA	Bowie, Camp, Cass, Harrison, Marion, Morris, Panola, Red River, **Sabine**, Shelby, Titus
KTAL (NBC)	Shreveport, LA	Bowie, Camp, Cass, Harrison, Marion, Morris, Panola, Red River, **Sabine**, Shelby, Titus
KTBS (ABC)	Shreveport, LA	Bowie, Camp, Cass, Harrison, Marion, Morris, Panola, Red River, **Sabine**, Shelby, Titus

*Note: **Bold** indicates counties within the Deep East Texas Region. *Italics* indicate additional counties served by the Texas Homeowner Assistance Program but are not located within the Deep East Texas Region.

Tactic: Brief public service announcements and advertisements using spokespeople who look and sound like impacted, relatable homeowners. Imagery will include hurricane

damage, homeowner application intake with assistance of a program representative and/or construction and repair footage.

Example: 30-second Television PSA script

"Like many of you, my home was damaged during Hurricane Harvey. Ruined appliances, walls, floors, everything! Thankfully, the Texas Homeowner Assistance Program is helping homeowners rebuild or repair our homes. I was concerned I wouldn't qualify, but help was available for me, and it could be for you, too! To get started, visit recovery.texas.gov or call (844) 893-8937. We're ready to rebuild Texas stronger."

Radio

Radio outreach carries the advantage of reaching homeowners while they are mobile and extends messaging across regional and often hard-to-reach areas. For the purposes of this affirmative fair housing marketing and outreach plan, several radio stations have been identified as primary targets because they reach key target areas meeting the multiple threshold criteria outlined in the Regional Needs Assessment (see Table 3). They have been identified based on geographic coverage and audience demographics and through consultation with communities in affected areas (see Figure 14 for broadcast coverage reach). Secondary targets have also been identified that reach audiences more broadly and with less precision within the seven most affected counties within the Deep East Texas Region but may nevertheless reach critical populations (see Table 4).

Table 3:
Primary Station Targets for Radio Outreach within the Deep East Texas Region

Radio Station	Broadcast Reach	Format
KJAS	Polk, Jasper, Sabine, San Augustine, Tyler, and Newton Counties	Adult Contemporary
KTXJ	Polk, Jasper, Sabine, San Augustine, Tyler, and Newton Counties	Southern Gospel
KCOX-AM	Polk, Jasper, Sabine, San Augustine, Tyler, and Newton Counties	Conservative Talk
KTHT	San Jacinto, Polk, Jasper, Sabine, San Augustine, Tyler, and Newton Counties	Country
KETX	San Jacinto, Polk, Jasper, Sabine, San Augustine, Tyler, and Newton Counties	Classic Rock

Table 4:
Secondary Station Targets for Radio Outreach within the Deep East Texas Region

Radio Station	Broadcast Region	Format
KQQK	San Jacinto, Polk, Jasper, Tyler, and Newton Counties	Regional Mexican

Radio Station	Broadcast Region	Format
KYOK	Entire Houston Metro Area	Gospel/African American
KVST	San Jacinto County	Country

Tactic: Brief public service announcements using spokespeople who sound like impacted, relatable homeowners. Additionally, short informational blurbs will be distributed to recognizable radio personalities and producers to raise awareness of the program and promote attendance at outreach events.

Example: 30-second radio PSA script

"Like many of you, my home was damaged by Hurricane Harvey. Thankfully, the Texas Homeowner Assistance Program is helping homeowners rebuild or repair our homes. There may be assistance for you. Just go online to recovery.texas.gov or call (844) 893-8937. That's recovery.texas.gov or call (844) 893-8937. Don't hesitate–assistance is available now."

Alt. Voice Over: "This public service announcement has been brought to you by the Texas General Land Office and the Texas Homeowner Assistance Program."

Newspapers

Local and regional newspapers provide an important outlet to deliver HAP Affirmative Fair Housing and HAP information. The newspapers identified in Table 5 and Table 6 cover general and targeted areas as outlined in the Regional Needs Assessment. Print ads in these newspapers will be run in accordance with the phased approach outlined in this document and corresponding with key program dates including outreach events and deadlines. This plan also proposes the use of earned media engagement with these outlets. For earned media outreach, the outreach team will work with the approved GLO spokesperson(s) to coordinate pre-scheduled individual briefings with journalists to apprise them on the program's progress and to push key messages to homeowners, in addition to press releases on program progress and updates distributed to community media contacts.

Table 5:
Primary Newspaper Targets for Print Outreach within the Deep East Texas Region

Newspaper	Distribution Area	Circulation
Polk County Enterprise	Polk County	31,048
Kirbyville Banner	Kirbyville and surrounding area	3,600
Buna Beacon and Shopper	Jasper County	2,300
San Jacinto News-Times	San Jacinto County	1,500

Newspaper	Distribution Area	Circulation
Tyler County Booster	Tyler County	3,700
La Lengua (Spanish)	Lufkin	N/A

Table 6:
Secondary Newspaper Targets for Print Outreach within the Deep East Texas Region

Newspaper	Distribution Area	Circulation
Jasper Newsboy	Jasper County	N/A
Beaumont Enterprise	Jasper County	16,961
East Texas Peddler	Jasper County	N/A
Newton County News	Newton County	1,600
Sabine County Reporter	Sabine County	3,000
San Augustine Tribune	San Augustine County	3,500

Other Publications

Local print publications, including magazines, newspapers, and school newsletters will be identified in the target areas and used for outreach in coordination with mainstream newspapers (see Figure 1 for a sample quarter-page ad). Print ads, press releases, and briefings will be scheduled accordingly. The program will also establish and maintain an email database to disseminate program information and updates to both applicants and general community members who subscribe to the list. Program press releases, scheduled outreach event dates, and progress updates will be distributed on an as-needed basis.

Figure 1:
Proposed Quarter-Page Print Advertisement

Billboards, Electronic Public Safety Signs, and Other Signage

Out-of-home media includes billboards (Figure 2), printed yard signs (Figure 3), and other forms of print and digital ads in public spaces frequented by our target audiences. Out-of-home outreach efforts will promote program recognition and broaden reach beyond the digital landscape. The message will be simple and will drive action: "If Hurricane Harvey damaged your home, apply now." (See Figure 14 for proposed billboard locations designed to reach targeted areas that meet multiple threshold criteria as outlined in the Regional Needs Assessment.)

Printed signs will be used in affected neighborhoods to direct homeowners to the program website, local HACs, and mobile intake application sessions. Yard signs will also be used to identify homes restored under the program. This will help spread the word that the program is working and available. Contact information will be included on all signs to drive action.

Figure 2:
Proposed Billboard Design

Figure 3:
Proposed Yard Sign Design (Front and Back)

Digital and Social Media

Digital media includes social media and digital ads, email marketing, banner ads, and digital retargeting. These different forms of advertising allow the HAP to target residents who require the most help and meet threshold criteria with great precision. Specific platforms and targeting strategies are outlined in Table 7.

This public outreach and marketing effort will use the power of social media platforms to assist homeowners with understanding how, when, and where they can register for the program and to share general information about HAP. A variety of content will be created and strategically scheduled in alignment with program progress and updates, including:

- Program updates and/or public service announcements;
- Document checklist information;
- How-to's;
- "Did you know?" messaging;
- Frequently asked questions;
- Informational videos;
- Eligibility requirements;
- Infographics;
- Contact information;
- Complete the application;
- Call to action;
- Schedule of outreach events;
- Paid content; and
- Curated content in conglomeration with community partners, elected officials, and Texas GLO.

Beyond standard digital media outreach, program staff will also seek to use the Federal Emergency Management Agency (FEMA) Individual Assistance (IA) dataset to reach individuals who have not yet applied for assistance with targeted digital advertisements, messaging, and email marketing. Access to the IA dataset provides much of the information necessary to carry out outreach efforts at the granular level. This allows for a more nuanced outreach beyond simple, regional parameters. Social media and digital ads (see Figure 4) will allow for program recognition and promotion, and email marketing will further project information about the program and encourage participation.

Example Email Marketing Messages

"Home damaged by Hurricane Harvey? Repair and rebuilding assistance is available NOW through the Texas Homeowner Assistance Program. Visit recovery.texas.gov or

call (844) 893-8937 to speak to a program representative and get started on your application today."

"Ready to complete your Texas Homeowner Assistance Program application? Check out our application document checklist to review what documentation you may be required to submit to complete your application: [*link*]"

"Representatives from the Texas Homeowner Assistance Program will be at the *XXX* tomorrow from 9 a.m. until 5 p.m. We'll be available to provide in-person assistance to homeowners wishing to complete a program application, answer any questions you may have and provide general information on the application process. Visit recovery.texas.gov to learn more."

Table 7:
Social Media Ad Targeting Criteria and Tactics

Targeting Type	Criteria	Social Media Platform	Tactic
Geolocation	ZIP Codes	Google Ads Facebook Instagram Twitter	Target homeowners in identified, most-impacted ZIP Codes.
Data-targeted	Email addresses	Google Ads Facebook Instagram Twitter	Match users to email addresses with custom audience targeting.
	Home addresses	Google Ads Facebook Instagram Twitter	Match users to home addresses with custom audience targeting.
	Phone number	Google Ads Facebook Instagram Twitter	Match users to phone numbers with custom audience targeting.
Keyword search	Searched keywords	Google Ads	Pay-per-click ads associated with highly searched keywords of target audience.
Retargeting	Website activity	Facebook Instagram Twitter	Retarget users who visited the regional webpage.
	Social media activity	Facebook Instagram	Retarget users who recently viewed/interacted with GLO social media accounts but did not visit regional webpage.

Figure 4:
Proposed Digital Ad: 250 by 250 (left) and Sidebar (right)

Community Events

Existing community events present the opportunity for publicizing general information about the program, including the application process. Program representatives will actively identify potential events hosted by community partners and will be available to attend other organization sponsored events to answer general questions about the program and/or deliver all-encompassing program presentations. At identified and relevant events, a trained program representative(s) will be available to answer questions, provide general information, and/or give brief presentations on the HAP. Representatives will also be equipped with print materials and a mobile technology kit when attending events to conduct intake functions.

The outreach team will develop a centralized system for tracking upcoming community events and proactively reach out to organizers and community partners to educate on the program and encourage support in spreading the program's message.

Local Newsletters, Listservs, and Other Information Outlets

The outreach team will develop a suite of written outreach materials to be approved and disseminated through GLO to organizations to publicize the HAP through newsletters, listservs, and social media accounts. This will include sample social media content and graphics to share on the entity's channels, paragraph-length blurbs to be included in existing newsletters, one-pagers that can be attached and/or disseminated as standalone pieces, and posters.

Example: Outreach Messaging to Elected Officials and/or Community Partners:

How can you help? We need your help to spread the word to your constituents and welcome your feedback and input on how best to reach them. Here are a few ideas:

1. Social Media: We have developed banner images for Facebook and Twitter for you to use on your social media accounts. In addition, we have developed social media graphics and suggested content to share on your accounts. This information can be found and downloaded at recovery.texas.gov.

Facebook: Home damaged by Hurricane Harvey? Rebuilding assistance is available through the Texas Homeowner Assistance Program. Take the first step—and encourage anyone else affected by Hurricane Harvey to do the same—by calling (844) 893-8937 today to schedule an appointment and complete your program application or visit recovery.texas.org to complete your application online. Don't forget to "like" Texas GLO to stay up-to-date with the Texas Homeowner Assistance program.

Twitter: Home damaged by Hurricane Harvey? Help is available. Call (884) 893-8937 *now* to schedule an appointment or go online to recovery.texas.gov and get started on your application. Follow @TexasGLO and #TexasGLO to stay up to date with the Texas Homeowner Assistance program.

2. Email Blasts: We ask that you please distribute the following language in future emails/communications to your constituents and encourage others in your district to do the same. "Were you or someone you know affected by Hurricane Harvey? Home repair and rebuilding assistance is available now through the Texas Homeowner Assistance Program. Take the first step—and encourage anyone else affected by Hurricane Harvey to do the same—by calling (844) 893-8937 today to schedule an appointment or visit recovery.texas.org to complete your application online. Click here to find an application center near you. All homeowners affected by Hurricane Harvey are strongly encouraged to apply. The program is designed to assist homeowners in completing remaining repair work or rebuilding significantly damaged homes. To learn more about the Texas Homeowner Assistance Program, visit recovery.texas.gov, follow @TexasGLO on Twitter, and "like" Texas GLO on Facebook. If you have any additional questions, feel free to send an email to cdr@glo.texas.gov

3. Program Flyer/Posters: Share our program flyers and posters with your constituents in your office and request that community centers, stores, and other gathering places in your community please do the same. We can provide electronic and/or hard copies to you at your request. To request a copy, please contact cdr@glo.texas.gov.

Earned Media

Earned media is an essential component of our efforts to market the HAP. The public outreach team will accomplish this through a three-pronged approach:

- Press Releases: The program will issue program information and updates via press releases on a regular basis. Outreach staff will work with the Texas GLO communications team to clear messaging and to ensure homeowners are hearing approved, consistent messaging from the program.

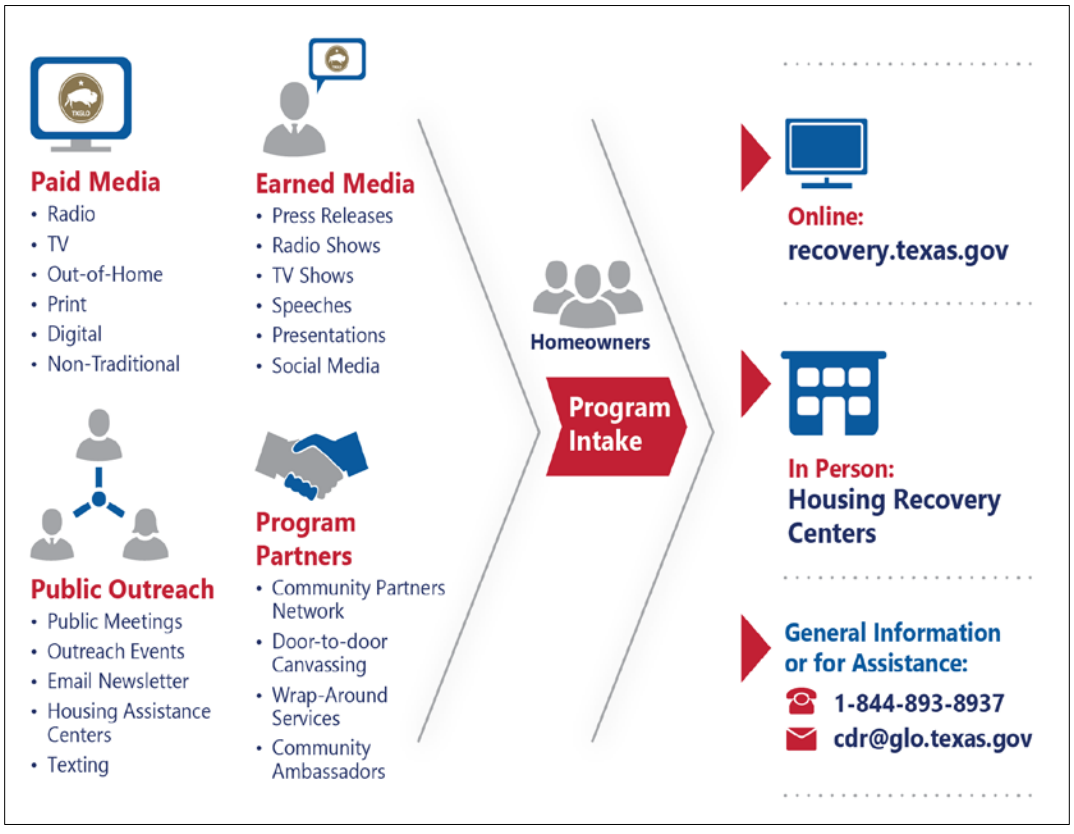
- TV and Radio Shows: As the HAP will benefit audiences of media outlets across the state, we expect local television and radio outlets in our targeted markets to be receptive to featuring the program's spokesperson(s) to explain how homeowners can apply for the program and what it entails. Working with media outlets in the area to coordinate these interview opportunities for GLO spokespersons will further enhance awareness of the program.
- Speeches and Presentations: Working with GLO, elected officials, and program stakeholders, our team will coordinate a series of speaking opportunities to key constituent groups in all of the targeted communities to disseminate messaging to primary and secondary audiences, with a heavy emphasis on the faith-based community.

Outreach Activities

Outreach Methodology

Community engagement is an ongoing process that requires continuous education and simple messaging provided in a variety of delivery methods. Each occurrence deepens the connection to the community and seeks to persuade program participation. This plan uses an integrated communications methodology that combines simple, clear, and consistent messaging through traditional and nontraditional media, digital marketing, advertising, grassroots outreach and face-to-face engagement (Figure 5). In addition to marking the HAP, community engagement input has revealed a need to differentiate the HAP with other GLO recovery programs like the reimbursement program, buyout & acquisition program, and the local infrastructure program. Additionally, efforts will be taken to affirmatively market the HAP by advertising with media outlets that provide unique access for persons who are considered members of a protected class under the Fair Housing Act.

Figure 5:
Integrated Public Outreach Methodology Designed to Drive Program Participation



Community Engagement Principles

Outreach to affected communities will rely heavily on grassroots outreach. As part of that effort, this plan relies on the following methodology designed to make the most impact and build trust with communities we serve. Community engagement will follow the following general pattern:

- **Inform:** The inform stage will be used to share information, listen for potential program success challenges, clarify information, and help bring the program top of mind for the intended end-user.
- **Educate:** The education phase shares the who, what, when, where, why, and how repeatedly to gain the attention and spark interest in the program.
- **Collaborate:** The collaboration stage will incorporate trusted ambassadors, community partners, and elected officials to assist in promotion and community buy-in. These stakeholders will be key to building trust and program acceptance. While collaborators and testimonials are important, the outreach team will use an integrated methodology to ensure all the responsibility for success is not solely dependent on one tactical success.
- **Decision Making and Follow-up:** The decision-making and follow-up stage requires one-on-one customer service with homeowners and potential applicants to ensure they understand the entirety of the program's policies and requirements and are provided the necessary support to use their grant funding for repairs or reconstruction.

Brochures, Handouts, Flyers, Postcards, and Utility Bill Inserts

Printed outreach materials, including utility bill inserts (Figure 6), brochures (Figure 8), handouts, flyers (Figure 7), postcards, and door hangers (detailed below; see Figure 11), will be important tools for reaching the program's target population. Each of these materials will include simplified messaging about how to complete an application for assistance and contact information. Messaging will emphasize that individuals can apply online or in person and provide information about the application process. Materials will be developed in multiple languages based on need of the target population.

Figure 6:
Proposed Utility Bill Insert

Figure 7:
Proposed Flyer Design

Figure 8:
Proposed Design for Trifold Brochure

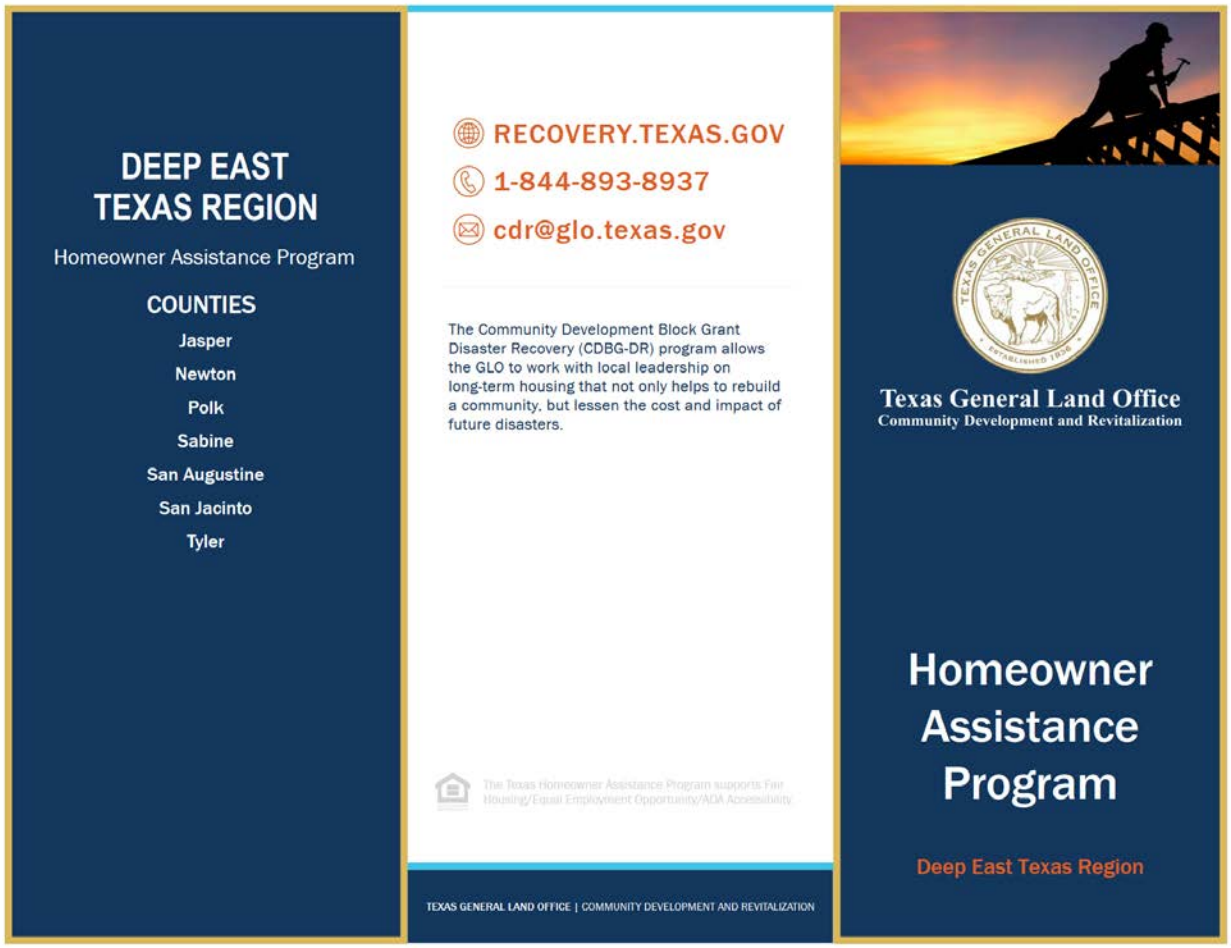


Figure 9:
Proposed Design for Program Staff and Field Team Business Cards

Community Meetings

The Outreach Team will continuously participate in a variety of events in an effort to meet homeowners where they are. Getting buy-in to the program from existing community organizations and entities legitimizes HAP and allows the program to capitalize on existing meetings and constituencies to disseminate messaging. By partnering with existing community events and planning multiple series of program-hosted events, HAP personnel will be able to

meet face-to-face with homeowners, distribute helpful information, and provide one-on-one assistance.

Through community meetings, the public outreach team will be able to speak directly to each key constituent group. Each community meeting will include at least two people, depending on staff availability: one speaker representing the HAP and at least one intake specialist who will have a laptop or tablet to process applications online. The intake specialist will set up a table or application space at the event and conduct application intake before, during, and after the meeting.

Presentations during the community meetings will cover the following topics:

- Overview of the HAP, including program aid options;
- How to apply;
- Program eligibility requirements; and
- The application process.

Door-to-Door Canvassing

Canvassing neighborhoods to inform people of the HAP is a way to get in front of targeted demographics and provide detailed program information and answers beyond what any ads or press releases can provide.

In areas where it is determined to be effective and safe, the outreach team will send teams of canvassers to affected homes that have not completed the application to provide educational and program promotional materials. In addition, if-feasible, canvassers can be equipped with mobile tablet devices to input homeowner information and printed door hangers to leave, should a homeowner be unavailable at the time of the visit.

Phone (Calls and Text)

Outreach phone calls and text messages are effective ways to communicate to all populations, particularly to those that are home-bound or live in very rural areas.

By using phone numbers provided in the FEMA IA dataset, targeted text messages and phone calls with simple, concise messaging may be sent to homeowners who have not yet applied for program assistance. Text messaging can also be used throughout the remainder of the application process as an emergency tool to immediately communicate urgent messages to homeowners on behalf of the HAP.

The outreach team will also proactively develop talking points and/or additional call scripts for program staff to use as the program makes progress, policies change, updates are made, etc. as this information will be important for program staff to have as the reach out and encourage homeowners to apply.

Application Intake Sessions and/or Mobile Housing Assistance Centers

In addition to attending existing community events, hosting program-sponsored application intake sessions and mobile housing assistance center events will be critical in reaching target populations. Having "boots on the ground" will be a vital piece of satisfying program demand in the hardest to reach and most vulnerable areas.

At a minimum, three scheduled application intake sessions will be held per week starting in December 2018 and until demand is satisfied. The sessions will be provided in HUD-identified Most Impacted and Distressed (MID) areas: San Jacinto County and ZIP codes 77612, 75956, 75979, and 77335 (corresponding to the cities of Kirbyville, Buna, Woodville, and Goodrich).

By planning multiple series of program-hosted events, the HAP will be able to meet face-to-face with homeowners, distribute helpful information, and provide one-on-one assistance. At program-hosted events, representatives will be available at each designated location during specified dates and times with computers to help homeowners register (if they have not done so already) and complete their program application and/or provide a status update. Representatives will also be prepared to provide informational resources for homeowners to read and/or take home and will be available to answer homeowners' questions and address concerns.

Each HAP-sponsored outreach event will contain the following:

- Sign-in table near entrance to event space
  - The sign-in table with be staffed with program staff, who will act as triage by signing attendees in and determining if anyone needs additional accessibility, language, or other accommodations for completing their application.
- Waiting area with seating
  - This area contains 15-20 chairs (may vary upon space size) that allow individuals waiting to complete an application in a comfortable and clean area to wait with an application intake specialist.
  - When the number of people waiting in this area has reached a critical mass (approximately 8 people), staff will begin engaging the group, using it as an opportunity for an impromptu question-and-answer time during which they can answer questions about the program and provide further information.
- Application intake area, with approximately three desks or tables and chairs
  - Each desk in this area is staffed by an application intake specialist. This specialist has all necessary tools (computer or tablet) with which to assist individuals in completing the HAP application.

Figure 10:
Proposed Pop-up Signage for Mobile Intake Application Sessions

Outreach to Residents of Abandoned Homes and Displaced Persons

A substantial number of residents across the Deep East Texas Region sustained enough damage to displace them. The outreach team will identify and target these homeowners as this population embodies the largest, most immediate need in the recovery process.

To identify displaced residents and abandoned homes, program staff will partner with utility companies to attain a list of addresses that did not restore service post-disaster. Staff will also rely on nuisance-property violations by researching online county clerk records or speaking with code enforcement offices in local municipalities. Additionally, program staff will work with

appraisal districts and code enforcement authorities to attain batch ownership data to identify properties that have been abandoned and where owners currently reside.

Once addresses are identified, staff will search online tax records to verify ownership and principal residency (homestead exemption on property) at the time of the storm to eliminate spending resources on ineligible properties and attain the current mailing address of the owner. Program staff will also work to request listed phones and email addresses from the FEMA IA dataset to contact displaced homeowners. Email and phone communication will be the primary means of contact, particularly for those who have been displaced out of the immediate area.

In-home Application Support

For elderly or disabled populations, the program will provide in-home application support. To receive in-home application support, homeowners will schedule an appointment for an intake specialist to visit them in their home. During the visit, the specialist will assist in completing a program application, gather documentation, answer any questions, and review next steps for the applicant.

School Newsletters and Take-home Flyers

Existing school newsletters represent an opportunity to market the HAP to affected families. The outreach team will provide paragraph-length blurbs to be included in existing newsletters and one-pagers that can be attached and/or disseminated as standalone pieces to students.

In advance of outreach events in smaller towns, the outreach team will send event-specific announcements to the schools to be included in the newsletter.

> **Example: Language to insert into newsletters**
>
> Parents: Home damaged by Hurricane Harvey? Federal assistance is available now through the Texas Homeowner Assistance Program. Assistance is available regardless of income level or where you are in your recovery process. Homeowners are eligible for funding to complete remaining repairs, as well as reimbursement for repairs already complete. Visit recovery.texas.org or call 1-800-XXX-XXXX to learn more.

Referral of Public Services (e.g., Housing Counseling, Legal Counseling, Job Training, Mental Health Services, General Health Services)

Posters will be developed for display in housing counseling offices, local legal counseling offices, county job training and mental health services offices, and Women, Infant and Children's offices in the region.

Outreach staff will also work with GLO to develop a one-page flyer, poster, and talking points about the HAP and develop a list of contact persons at each designated location. This information will be disseminated to designated points of contact for each office, who can then inform their intake staff on requirements. Intake staff who interact with people who fit the parameters of the HAP can encourage those individuals to apply to the HAP.

Network of Community Partnerships

A critical strategy in ensuring the success of this outreach effort will be in cultivating and maintaining a network of community organizations and influencers who are engaged and willing to support the HAP outreach efforts. This will take the form of an internal listserv of individual contact people for relevant organizations: local food banks, public service offices, local service-based nonprofits, library publicity officers, and local elected officials. This list will be used to send information about upcoming application intake events and HAP eligibility. Community partners with physical locations will be given an informational poster and a one-page flyer to place in common areas.

In addition, our team will invite the network of community partners to participate in a series of ongoing meetings or webinars to provide continuous training and updates on the program and receive information from them based on the feedback they are hearing within the communities they serve. This sharing of information allows our program to best meet the needs of the unique communities in the area served.

Additional Outreach

Additional critical outreach strategies that will be deployed to ensure homeowners are receiving messaging across a variety of channels and methods include the following:

Targeted Email Campaign

A series of correspondence will be disseminated to homeowners through email, as available, through the email address provided in the FEMA dataset. These homeowners will receive initial emails encouraging them to complete the program application and consistent, follow-up correspondence until they begin the application process. Targeted email campaigns will continue, with messaging and directive altered according to the homeowner's current status within the program.

Example: Email

Dear Homeowner,

Our records indicate you may have been impacted by Hurricane Harvey and have not yet completed a Texas Homeowner Assistance Program application. You may be eligible for further federal assistance through Texas' Hurricane Harvey Community Development Block Grant-Disaster Recovery (CDBG-DR).

You can begin the application process now by going online to recovery.texas.gov or calling 1-800-XXX-XXXX to speak to a program representative who can assist you further.

Additionally, homeowners are welcome to complete a program application in person at one of our Texas Homeowner Assistance Program Application Centers. Find the center nearest you: recovery.texas.gov

For a list of documentation that may be required to complete your program application, please visit: http://www.glo.texas.gov/recovery/files/hap-checklist.pdf

All homeowners impacted by Hurricane Harvey are strongly encouraged to apply for assistance, regardless of where you are in the recovery process.

Dial 1-800-XXX-XXXX TODAY to schedule an appointment and complete your Texas Homeowner Assistance Program application. For more information, visit recovery.tx.gov or email us at XXX.

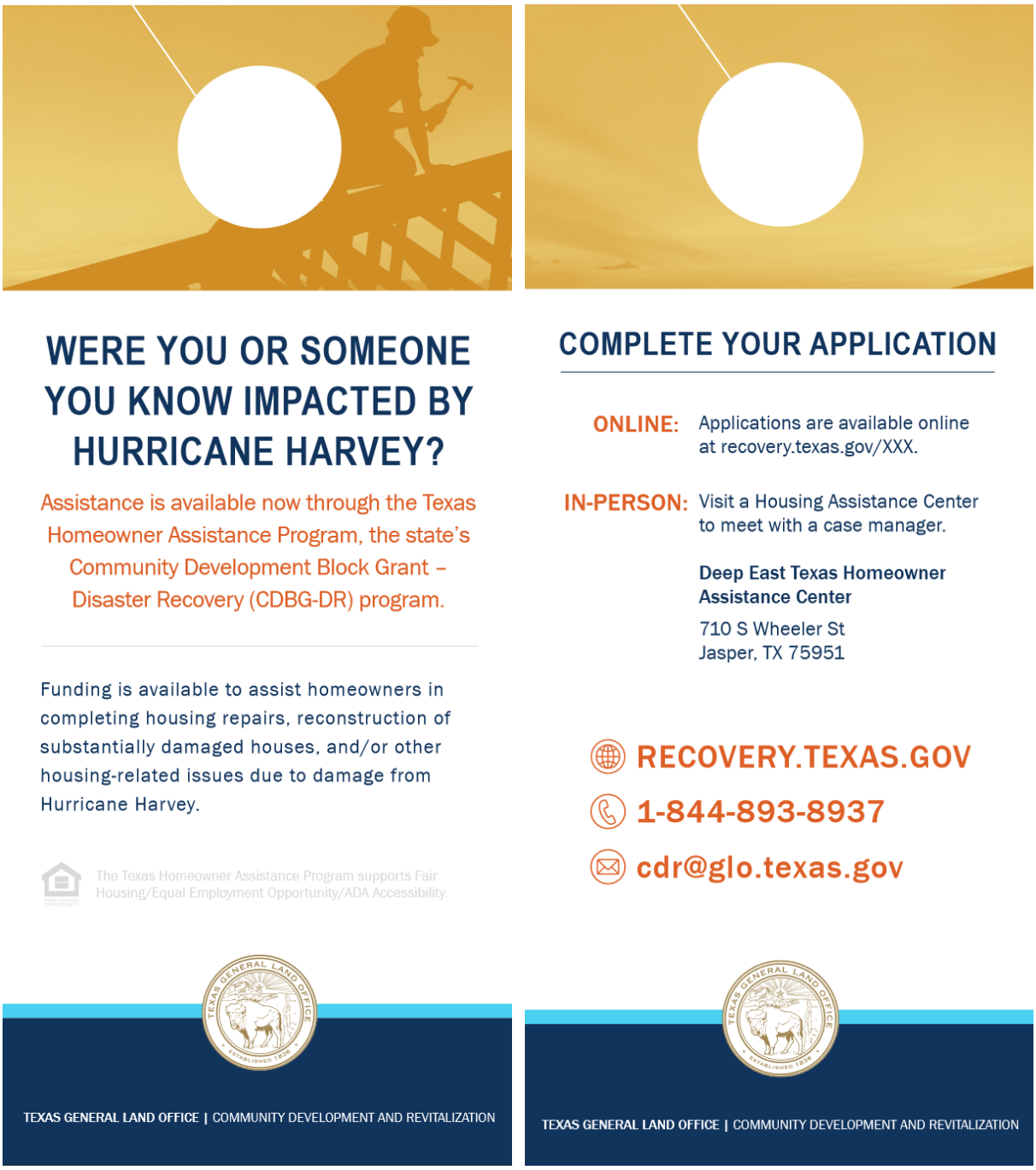
Postcards/Direct Mail

Targeted homeowners identified in targeted areas and/or in the FEMA IA dataset provided to the program will receive an initial postcard from the program with information on how to complete the program application and general contact information including phone number, website, social media channels, and other information. Additional postcards will be created and sent on an as-needed basis: approaching deadlines, application status, etc.

Door Hangers

Door hangers (Figure 11) will be left during canvassing outreach for homeowners who were unavailable when a program representative visited their home. This tactic encompasses homeowners who may not be living at their residence due to hurricane damage.

Figure 11:
Proposed Door Hanger Design (Front and Back)



Timeline of Objectives and Tactics

Beginning on December 3, 2018, outreach will begin as part of a phased, "all-of-the-above" approach designed to affirmatively market fair housing and drive as many affected homeowners to apply online or in person for the HAP, with an emphasis on reaching vulnerable populations and hard to reach populations. To do so, this plan emphasizes different strategies each month, using an integrated communications strategy that incorporates traditional and nontraditional media, digital marketing, advertising, grassroots outreach, and face-to-face engagement (see Figure 12 for full timeline of phased outreach tactics). While specific tactics are prioritized or emphasized during each phase, these will occur in tandem with other secondary tactics as well to ensure broad and constant contact with affected residents.

December 2018

Primary Objective: Generate earned media across targeted local and regional news outlets.

Beginning in December 2018, outreach efforts will take advantage of the timeliness of the HAP launch to focus heavily on generating earned media and engaging with local news outlets to announce intake. Outreach staff will draft news releases for distribution by GLO; propose a news conference with local officials; and schedule media interviews for GLO spokespersons to provide information about the basics of the HAP, the location and operating hours for the HAC in Jasper, and the schedule of mobile intake application sessions. Objective will be to generate stories in all media outlets designated as primary outlets for outreach. Outreach staff will also place a targeted ad buy in local print and radio outlets to establish a relationship with targeted outlets and begin raising awareness about the existence of the HAP in key areas.

January 2019

Primary Objective: Coordinate direct mail and community events outreach effort.

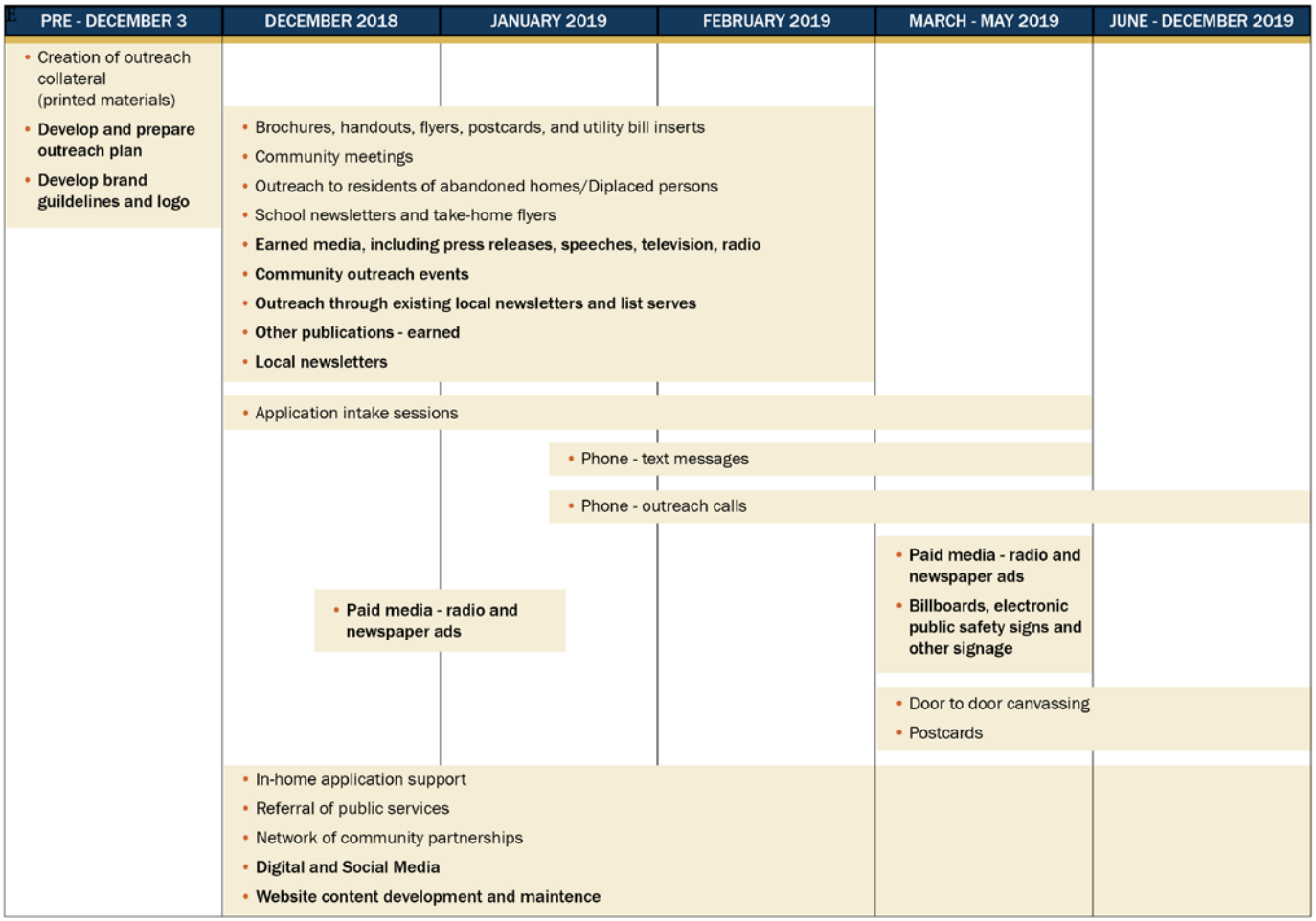
In addition to outreach activities proposed in the timeline, an emphasis will be placed on participating in community events and scheduling program-specific outreach events across the Deep East Texas Region. Doing so will extend awareness of the HAP beyond news media and drive applications following the holiday season. Additional emphasis will be placed on direct mail. Flyers will be placed in utility bills, and outreach staff will work with local municipalities to include HAP information in school newsletters and take-home flyers.

February 2019

Primary Objective: Coordinate outbound phone call and text messaging campaign.

Beginning as early as late January 2019, outreach staff will seek to use FEMA IA data information to proactively reach out to applicants who have not applied to the HAP and inform them of the program. Communication will be designed to drive individuals to intake application sessions near their location, apply online, or to schedule an appointment at an intake center.

Figure 12:
Timeline of Objectives and Tactics



March-May 2019

Primary Objective: Launch paid advertising push.

Starting in March 2019, outreach staff will support a coordinated paid advertising campaign across most impacted and distressed areas. Ads will run across radio and newspaper outlets and on billboards and electronic public safety signs. Public service announcement will be offered to network television stations identified in key areas. Additionally, door-to-door canvassing will begin in key areas identified in the Deep East Texas Regional Needs Assessment.

June-December 2019

Primary Objective: Coordinate targeted door-to-door canvassing push.

By late May to early June 2019, program staff will have a substantial amount of information regarding which target areas require face-to-face contact to drive applications among targeted demographics and areas. Beginning in June 2019, program staff will use this data to inform door-to-door canvassing efforts to drive additional program participation. As the program progresses, other tactics and outreach products will be adjusted to ensure demand for the HAP is being satisfied and driving the desired number of applications.

Regional Needs Assessment Informed Outreach Strategies

While general marketing and outreach strategies will be deployed across the Deep East Texas Region, additional targeted marketing and outreach will be conducted to reach the most vulnerable and hardest to reach households, as outlined in the Deep East Texas Regional Needs Assessment. These identified populations are often less likely to be reached by general marketing and are deterred from applying due to financial, physical, social, or language barriers. Implementing a targeted marketing and outreach strategy supports equitable opportunity for survivors to apply for assistance and contributes to affirmatively further fair housing.

To determine specific marketing and outreach activities to conduct in the Block Groups, demographic analysis was conducted of vulnerable populations that may be less likely than other eligible survivors to be reached by general program marketing and outreach activities. Demographics analyzed are listed in Table 8 along with proposed marketing and outreach activities. These activities consider the unique needs of the identified population and the services and communication channels that can be leveraged to reach the targeted population. Additional detail on the determination of areas to target marketing and outreach activities tied to demographics is provided in the Deep East Texas Regional Needs Assessment.

Note that special populations are considered "targeted" only for marketing and outreach purposes. HAP is open to all eligible homeowners in the region regardless of location or status. The strategies listed below will not be limited to these efforts but will be emphasized for the assigned demographics. They also may be adjusted to address any shortfalls in application shortages over time. Due to the nature of the extreme rural geography door-to-door canvassing will be evaluated for limited use in only certain areas where it is determined to be safe and effective.

Table 8:
Marketing and Outreach Activities

Demographics	Data Sources	Threshold (%)	Example Targeted Marketing and Outreach Activities
LMI households	FEMA IA and HUD Section 8 Income Limits	85.5% (75th percentile)	• Local print, broadcast, and online advertising • Grassroots events/community meetings • Direct mail
Racial and ethnic minorities living in poverty – Black African American	U.S. Census – ACS	5.0% or Above Average Black/African American Population and Poverty Rates (30% of Block Groups)	• Local print advertising in racial and ethnic media • Grassroots events/community meetings • Earned media outreach • Direct mail • Faith-based groups

Demographics	Data Sources	Threshold (%)	Example Targeted Marketing and Outreach Activities
Racial and ethnic minorities living in poverty – Hispanic	U.S. Census – ACS	2.9% (75th percentile)	• Local print advertising in racial and ethnic media • Grassroots events/community meetings • Earned media outreach • Direct mail • Faith-based groups
Racial and ethnic minorities living in poverty – Asian	U.S. Census – ACS	5.0% or Above Average Asian Population and Poverty Rates (11% of Block Groups)	• Local print advertising in racial and ethnic media • Grassroots events/community meetings • Earned media outreach • Direct mail • Faith-based groups
Limited English proficiency (LEP) for Spanish Speakers	U.S. Census – ACS	5.0% (93rd percentile)	• Local print and broadcast advertising in ethnic media in target language • Grassroots events/community meetings with access to target language material • Direct mail in target language • Online marketing in target language
Special access and functional needs	FEMA IA	5.0% (77th percentile)	• In-home application support • Direct mail • Local advertising
Persons with a hearing difficulty	U.S. Census – ACS	9.7% (75th percentile)	• Grassroots events/community meetings with American Sign Language (ASL) interpretation • Direct mail • Online marketing • Local print advertising
Persons with a vision difficulty	U.S. Census – ACS	6.5% (75th percentile)	• In-home application support • Large-type product outreach • Broadcast media advertising
Persons with a cognitive	U.S. Census – ACS	11.0% (75th percentile)	• In-home application support

Demographics	Data Sources	Threshold (%)	Example Targeted Marketing and Outreach Activities
difficulty			• Local broadcast advertising • Direct mail
Persons with an ambulatory difficulty	U.S. Census – ACS	16.1% (75th percentile)	• In-home application support • Print and broadcast advertising in regional press • Direct mail • Online marketing
Persons with a self-care difficulty	U.S. Census – ACS	5.3% (75th percentile)	• In-home application support • Local print and broadcast advertising • Direct mail
Persons with an independent living difficulty	U.S. Census – ACS	11.0% (75th percentile)	• Local print and broadcast advertising • Direct mail
Households with elderly individuals (i.e., 65 years or older)	U.S. Census – ACS	46.1% (75th percentile)	• Large-type product outreach • Local broadcast and print advertising • Grassroots events/community meetings • Direct mail
Households with children under 18	FEMA Individual Assistance	33.2% (75th percentile)	• Local print, broadcast, and targeted online advertising • Direct mail
Female heads of household	U.S. Census – ACS	11.0% (75th percentile)	• Local print and broadcast advertising • Grassroots events/community meetings • Direct mail • Targeted online marketing
Destroyed homes (displacement)	FEMA IA	5.0% and 10 or more homes destroyed (99th percentile)	• Direct mail targeted using online tax record search to identify current address • Local advertising • Online marketing • Grassroots events/community meetings

Demographics	Data Sources	Threshold (%)	Example Targeted Marketing and Outreach Activities
Living in FEMA-designated Flood Hazard Zone	FEMA Individual Assistance	11.6% (75th percentile)	• Direct mail
Veterans	U.S. Census – ACS	14.7% (75th percentile)	• Door-to-door canvassing • Grassroots events/community meetings • Print and broadcast advertising

*Note: Analysis of U.S. Census data at the Census Tract level for language spoken at home identified few instances in which a Census Tract had at least 5 percent of persons who spoke a language at home other than English or Spanish and spoke English less than "very well". Given this and the assumption that many of those households may speak English "well" it was determined that targeting multi-lingual outreach to non-English languages other than Spanish speaking populations is not warranted. However, material will be made available that will provide contact information for those who speak certain languages other than English or Spanish and do not speak English well.

Low- to Moderate-Income Households

As the primary target audience, all available outreach efforts will be deployed to LMI households, including print, email, text messages, and digital outreach. Grassroots engagement and direct mail will also be emphasized. Most of this population will also be exposed to radio and television media.

Racial and Ethnic Minorities Living in Poverty

The outreach team will coordinate with community leaders representing the geographic area with high densities of this population and nonprofit organizations and/or community partners who serve these populations will assist in identifying and disseminating messaging. In addition, these homeowners will be exposed to many of the other outreach initiatives including canvassing; traditional and social media; and direct, targeted messaging through emails, calls, and text messages. Where applicable, communication will be made in native languages.

Limited English Proficiency

Marketing materials including direct mail, digital media and informational program flyers will be translated and available to LEP homeowners, in addition to translation being made available via GLO to assist homeowners in completing their application.

Access and Functional Needs Populations

HACs will be compliant with the Americans with Disabilities Act (ADA). Additionally, at-home application support will be provided to these populations upon request. Program staff will reach out to existing community service providers to provide information on how these populations can set up an appointment for at-home application support. Direct mail will also be emphasized for this demographic.

Persons with a Hearing Difficulty

The outreach team will communicate with persons with hearing difficulties directly through written marketing and outreach, including emails, direct mail, text messages, and online digital marketing. Additionally, HACs will provide sign-language assistance during in-person visits when requested (with 3 days' notice). Additionally, broadcast media will be used and large type materials will be made available for this demographic as needed.

Persons with a Vision Difficulty

For those with vision difficulty, outreach methods will include communication via phone, in person, and through large-type marketing materials. In areas with vision difficulty support classes, program staff will provide information to classes and resource centers. Program staff will also provide this population with in-house application service that sends an intake specialist to homes at a pre-arranged appointment time to assist them in completing the HAP application. HACs will provide special assistance for those who are visually impaired when requested (with 3 days' notice). Radio outreach will be a component of outreach for this population.

Persons with a Cognitive Difficulty

This population will be reached through traditional marketing activities, including direct mail and local broadcast media. Referrals from public service offices will be critical to identifying and reaching this population. The program and outreach team will actively work with an individuals' care provider and/or power of attorney for those in this population who are unable to complete their program application independently.

Persons with an Ambulatory Difficulty

Homeowners with ambulatory difficulties will be reached through all traditional outreach efforts, with the inclusion of in-home application support for those who are unable to visit a HAC. Direct mail outreach will also be emphasized.

Persons with a Self-Care Difficulty

This population will be reached through traditional marketing activities, including direct mail and broadcast advertising. Referrals from public service offices will be critical to identifying and reaching this population. The program and outreach team will actively work with an individuals' care provider and/or power of attorney for those in this population who are unable to complete their program application independently.

Persons with an Independent Living Difficulty

Those with independent living difficulties will be served through broadcast advertising, direct mail, and additional support through in-home application assistance and referral from public service offices. The program and outreach team will actively work with an individuals' care provider and/or power of attorney for those in this population who are unable to complete their program application independently.

Households with Elderly Individuals

To reach elderly populations (i.e., those 65 years or older), outreach efforts will focus on traditional, easily accessible outreach products including print advertisements, outreach phone

calls, and direct mail outreach. Additionally, large-type outreach and informational materials will be available, as well as in-home application support.

Households with Children Under 18
Outreach efforts will target households with children under 18 through school and childcare center outreach, in which we provide messaging about the HAP and application process for school newsletters and as take-home flyers.

Female Heads of Household
Outreach staff will reach this population by including messaging for newsletters and take-home informational flyers to area childcare providers, schools, and community partners who can identify and serve this population.

Displaced Homeowners/Abandoned Homes
This outreach will be completed by using the FEMA IA dataset to email and text this population. Particularly, for those who have relocated out of the immediate Deep East Texas Region, digital and phone communication will be key in informing them about the HAP and encouraging them to apply.

Living in a Flood Hazard Zone
In addition to all outreach efforts mentioned above, a separate outreach campaign that includes email and informational flyers will be disseminated to those living in flood hazard zones, emphasizing the importance of and requirement to maintain flood insurance to be compliant with federal guidelines.

Veterans
The outreach team will send marketing collateral to local Veterans Affairs offices and Veterans of Foreign Wars (VFW) halls. When possible, VFW halls are the ideal venue for public outreach and/or intake events: they are normally centrally located, and residents know where they are located.

Targeted Marketing and Outreach Strategies by Geographic Area
Overall, the geographic areas within Deep East Texas identified as having higher concentrations of affected populations include the southeast region of San Jacinto County, the northwest corner of Newton County, and from central Tyler County east to Jasper County. Additional data available from FEMA on households affected by Hurricane Harvey that applied for FEMA IA programs provides an indicator of where concentrations of affected households occur. This data can be sorted at the regional level down to the Census Block Group level. Block groups that met criteria for minimum number of households affected with a minimum average level of impact were identified as having a level of impact that warrants additional targeted marketing and outreach. The methodology and values used to identify Block Groups for targeted marketing and outreach is described in further detail in the Deep East Texas Regional Needs Assessment. In addition to the Block Groups, cities designated as a focus include Goodrich, Kirbyville, Coldspring, Woodville, and Buna. Targeted areas for marketing and outreach that meet multiple threshold criteria and will be targeted for outreach are highlighted in Figure 13 below.

Figure 13:
Deep East Texas Region Targeted Marketing and Outreach Areas

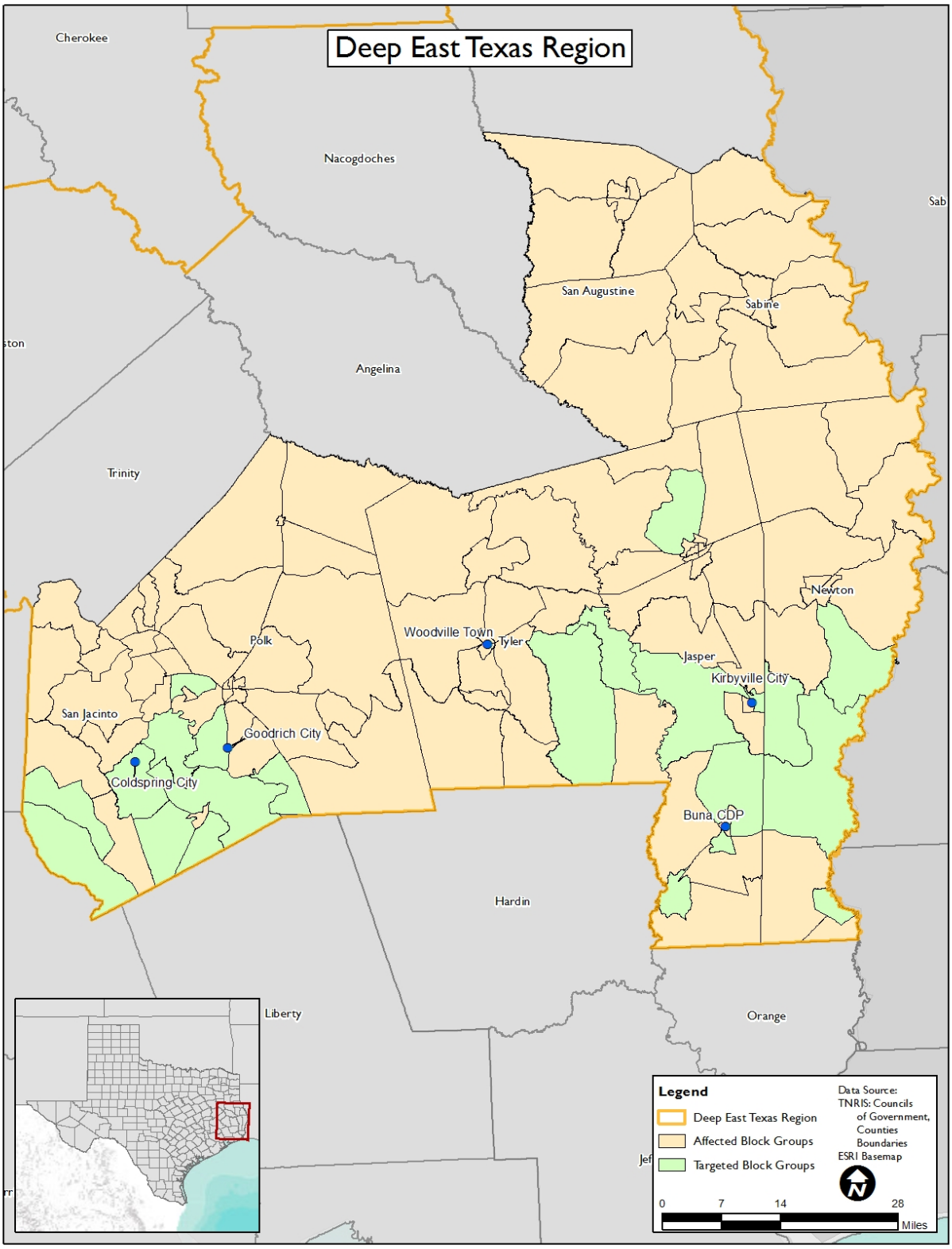
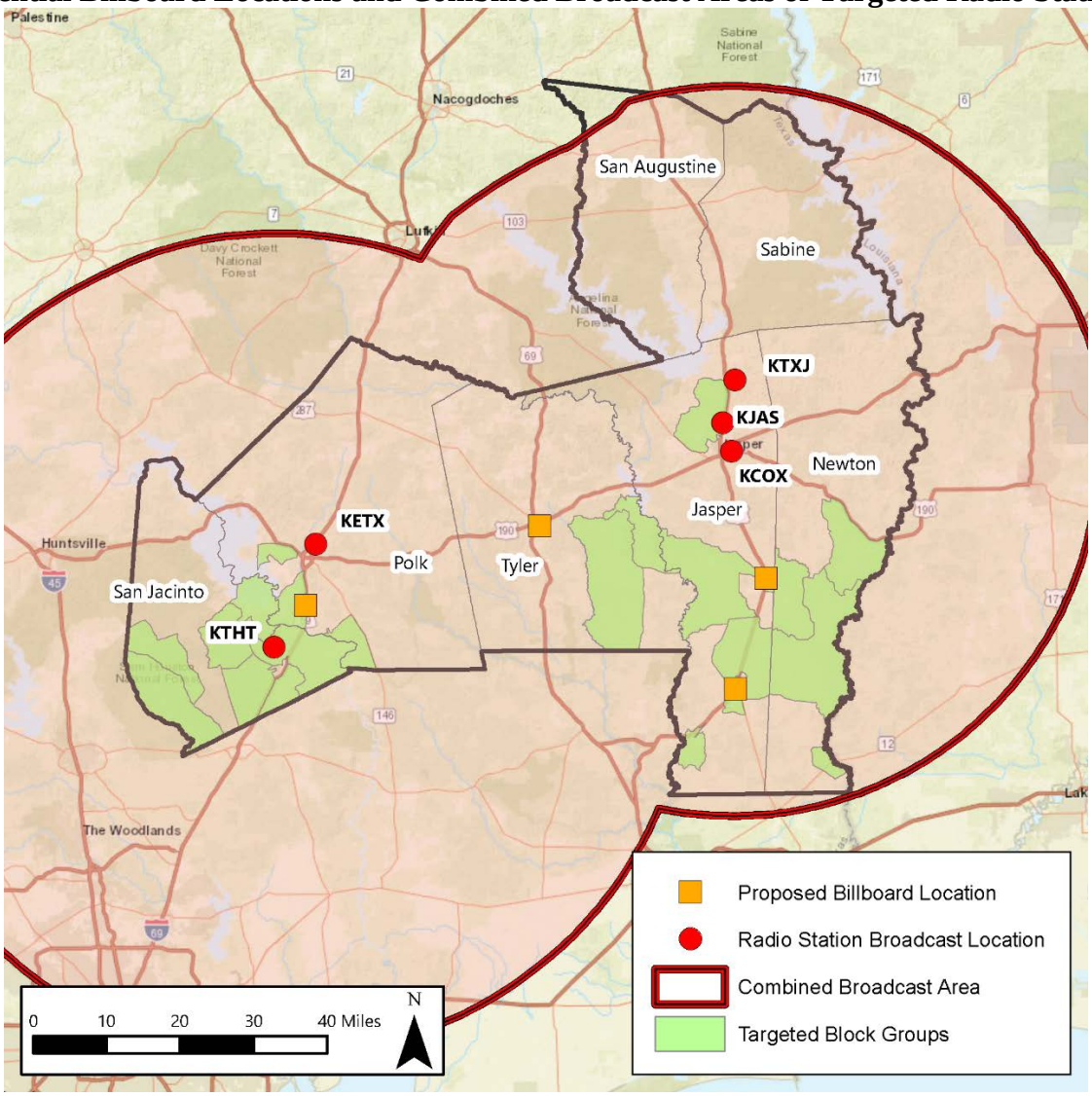


Figure 14:
Potential Billboard Locations and Combined Broadcast Areas of Targeted Radio Stations



Community Input and Collaborative Partnerships

At the core of engagement is building a model that ensures a sense of trust and personal connectivity. This will be accomplished through the use of the "Rule of Seven" that combines traditional, digital, and community communications efforts. As such, the following outlines the approach to engaging the target audiences throughout the study area. Specific marketing and outreach strategies will include layering communication efforts with an intention of a minimum of seven touches.

1. Initial briefings with leaders who are activists or members of an organization or geographic area who have a high professional or community profile, who are considered decision makers, and who can assist in raising public attention and/or influence behavior.
    a. The objective of these briefings is to provide accurate information regarding the program and to dispel any myths and to secure program affirmation through sign-on letters.
    b. At the conclusion of Step 1, implement social media strategies to prepare for Step 2 and that will be conducted consistently throughout the process.
2. Conduct community briefings and distribute campaign materials in collaboration with introduction of the public media campaign through digital methods, civic newsletters and/or e-blasts, churches, and other community hot spots.
    a. The objective of this stage is to further familiarity with HAP and increase top-of-mind awareness.
    b. The outreach team will coordinate with existing meetings to decrease logistics and increase individual touches.
    c. Engage canvassing teams to specific homes identified per the Needs Assessment.
3. Execute a Tele-town Hall meeting conducted via telephone and/or web and in association with trusted community validators. The Tele-town Hall system will dial specific identified phone numbers with a personalized, pre-recorded message inviting them to remain on the line to join the event.
4. Provide digital communication to community-based organizations previously identified in Step 2 for initial community briefing.
5. Engage canvassing teams to specific and identified homes that have not engaged the application process.
6. Host public meetings or hearings as needed to further push messaging.
7. Continue ongoing communications to targeted households.

Councils of Government and Local Governments

Starting on Day 1, all affirmative fair housing marketing and outreach efforts conducted within the Deep East Texas Region will be coordinated in partnership with the Deep East Texas Council of Governments (DETCOG), local government agencies, and elected officials. For 50 years, DETCOG has successfully enhanced regional cooperation among city and county governments across Deep East Texas. DETCOG's executive leadership, board members, and staff understand the unique contours of every community they represent and have experience handling a wide

array of housing-related issues. DETCOG already employs experts in disaster recovery and housing. Moreover, DETCOG enjoys the trust of local elected officials and the communities they represent. Subsequently, each major decision regarding marketing and outreach plans will be coordinated in partnership with DETCOG, local elected officials, and the agencies they serve. Already, the scheduling of mobile intake application sessions, public consultation sessions, and other issues related to the design of the HAP have been informed by local leadership. Program staff will schedule monthly engagements with DETCOG leadership to provide program updates and solicit suggestions for improvement. This ongoing spirit of collaboration and coordination will be required to ensure successful outreach as part of the HAP.

Housing Counseling Agencies and Other Social Service Providers

HUD-certified housing counseling agencies and other social service providers are a vital component of any major disaster recovery effort. These organizations have served as a lifeline for survivors of Hurricane Harvey and have continued their support for survivors more than a year after the landfall. Today, these organizations remain very active in case management, providing life-saving wrap-around social services and other basic needs for families displaced or affected by the storm. HUD-certified housing counseling agencies such as the Catholic Charities of the Archdiocese of Galveston-Houston and other organizations such as Endeavours and the Hope Now Alliance are active in Deep East Texas. They are managing millions of short- and long-term recovery dollars across Texas and have resources to support long-term recovery. Preliminary contact with these organizations has revealed a substantial number of caseworkers and experts that will serve as a conduit for affirmatively marketing fair housing through the HAP. Program staff will coordinate ongoing engagement with these organizations in consultation with GLO staff.

Voluntary Organizations Active in Disasters, Long-term Recovery Groups, and Emergency Management Coordinators

VOADs, LTRGs, and emergency managers operating across the Deep East Texas Region have a strong understanding of the most affected areas and the demand for specific post-disaster services across the region. Even before Hurricane Harvey made landfall, these organizations have been preparing for, responding to, and helping communities recover from the storm and they will continue to inform the development of this plan and serve as partners in delivering information about the HAP to affected residents. VOADs, LTRGs, and emergency managers have the unique ability to understand the technical differences among the wide array of recovery programs and services that are and will be offered across Deep East Texas, and their engagement will provide force multipliers for our outreach team on the ground. Beyond these groups, volunteer firefighters in Deep East Texas also have a strong network of connections in communities and will serve as valuable resources during the public outreach phase of the HAP delivery. Program staff will collaborate with these organizations through regular conference calls, emails, and meetings.

Other Community Partners

Community organizations, particularly faith-based organizations, have a strong presence throughout the Deep East Texas Region and have been deeply involved in helping their communities recover from Hurricane Harvey. Churches have provided emergency support, case

management, logistical, and financial resources for survivors in affected areas. Public consultations and input from faith-based organizations in Deep East Texas have demonstrated that faith-based groups have a strong network of partnerships and connections throughout the community and should be considered equal partners in the delivery of HAP support and the promotion of resources available to Harvey survivors. Outreach to vulnerable residents will benefit from the groundwork already established by faith-based organizations in each of the seven most affected Deep East Texas counties. Program staff will collaborate with these organizations through regular conference calls emails, and meetings.

Public Comment and Citizen Participation

Public comment and citizen participation are crucial pieces of the development process for this Affirmative Marketing and Outreach Plan. Several public meetings have already been held to solicit feedback to inform the development of both the Regional Needs Assessment and this outreach framework.

The first consultation was held on Tuesday, October 9, 2018, at the Deep East Texas COG headquarters. Participants included executive leadership and local housing experts. Two more public consultations were held on Friday, October 26, 2018, in Kirbyville and Coldspring. Participants included representatives from various LTRG, VOADs, faith-based organizations, county agencies, and other organizations. Input from their participation was used in the development of this plan. Future consultations will be scheduled in concert with program milestones, and this plan will be amended and adjusted as community feedback continues.

For each future public engagement, measures will continue to be taken to make development of HAP accessible to persons who are considered members of a protected class under the Fair Housing Act by holding informational meetings and/or conducting application intake and providing further homeowner assistance in facilities that are compliant with ADA, providing sign language assistance when requested (with 3 days' notice), and providing special assistance for those who are visually impaired when requested (with 3 days' notice).

Protocols

HAP outreach focuses on dissemination of digital and hard-copy outreach materials, earned media, and collaboration with elected officials, community partners, and existing service providers to reach all impacted homeowners in the defined area and encourage participation in HAP.

The protocol for approval with COGs and local elected officials (Appendix B), and a list of necessary marketing and outreach tools (Appendix C).

Outreach Team

Role	Name	Phone	Email	Office Location	Office Hours
Lead Outreach Coordinator	Rafael Lemaitre	(202) 368-0601	Rafael.Lemaitre.ctr@recovery.texas.gov	Conroe Homeowner Assistance Center, 100 N Interstate 45 Fwy, Conroe, TX 77301	9am-5pm
Community Engagement Lead	Jeri Brooks	(713) 807-0781	Jeri.Brooks.ctr@recovery.texas.gov	2020 Southwest Fwy. #210, Houston, TX 77098	9am-5pm
Digital and Applicant Communications Lead	Nick Speyrer	(225) 302-0141	Nick.Speyrer.ctr@recovery.texas.gov	200 Laurel St., Suite 200, Baton Rouge, LA 70801	9am-5pm
Deep East Texas Field Outreach	Jaa St. Julien	(832) 541-2448	Jaa.StJulien.ctr@recovery.texas.gov	Jasper Homeowner Assistance Center, 710 S Wheeler St., Jasper, TX 75951	9am-5pm
Deep East Texas Homeowner Assistance Center Manager	LynAnne Hudson	(409) 238-7677	LynAnne.Hudson.ctr@recovery.texas.gov	Jasper Homeowner Assistance Center, 710 S. Wheeler St., Jasper, TX 75951	9am-5pm
Digital Outreach and Support Coordinator	Dillon Mathies	(225) 571-4862	Dillon.Mathies.ctr@recovery.texas.gov	200 Laurel St., Suite 200, Baton Rouge, LA 70801	9am-5pm
Field Strategist	Cynthia Bailey	(832) 626-2369	Cynthia.Bailey.ctr@recovery.texas.gov	2020 Southwest Fwy. #210, Houston, TX 77098	9am-5pm

Glossary of Terms and Acronyms

ADA – Americans with Disabilities Act

AFFH – Affirmatively Furthering Fair Housing

CDBG-DR – Community Development Block Grant-Disaster Recovery

COG – Council of Governments

DETCOG – Deep East Texas Council of Governments

FEMA – Federal Emergency Management Agency

HAC – Homeowner Assistance Center

HAP – Homeowner Assistance Program

HUD – U.S. Department of Housing and Urban Development

IA – Individual Assistance

LEP – Limited English Proficiency

LMI – Low- to Moderate-Income

LTRG – Long-term Recovery Group

VOAD– Voluntary Organizations Active in Disasters

Appendix A: Reporting Templates

Weekly HAP Status Report – Deep East Texas Region

WEEK ENDING:	XXXX, 2018
PROJECT NAME:	Texas Homeowner Assistance Program
REGION	Deep East Texas Region

ACCOMPLISHMENTS:

Outreach Events (Weekly)

- [DATE – EVENT 1]
- [DATE – EVENT 2]

Engagements with HUD-Certified Housing Agencies / Social Service Organizations / LTRGS / VOADs / EM / Faith-based groups (Weekly)

- [OVERVIEW OF ENGAGEMENT ACTIVITY]

Engagement with Elected Officials/Constituent Inquiries (Weekly)

- [ENGAGEMENT DESCRIPTION]

Earned Media Engagement (Weekly)

- [MEDIA COVERAGE HIGHLIGHTS/CONCERNS]

Public Information Requests (Weekly)

- [DESCRIPITON OF REQUESTS]

Door-to-Door Canvasing (Monthly)

- [DESCRIPTION OF NEIGHBORHOODS CONTACTED/HOMES REACHED]

Direct Mail (Monthly)

- [DESCRIPTION OF COMMUNICATION/NUMBER OF PIECES MAILED]

Applicant Relations (Monthly)

- [OVERVIEW OF COMMUNICATIONS CONDUCTED]

Paid Media Outreach (Monthly)

- [DESCRIPTION OF MEDIA BUYS AND REACH]

PLANNED FOR NEXT WEEK:

- [PLANNED OUTREACH ACTIVITY FOR FOLLOWING WEEK]

ISSUES, RISKS, & POTENTIAL CHANGES:

- [DESCRIPTION OF CHALLENGE]

Appendix B: Communicating with Councils of Government and Local Elected Officials

The public outreach team will establish clear lines of communication and points of contact with councils of government and elected officials from affected counties. The team will work with Deep East Texas Council of Government and Texas General Land Office (GLO) staff to be available to meet with elected officials on a weekly basis to answer questions, address concerns and provide program updates. Additionally, the program staff will be prepared to work with local elected officials to provide helpful information and materials to affected homeowners within their respective constituencies. Program representatives will also attend town halls, community meetings and other elected official events to offer information about program services to homeowners in attendance, upon request.

Informational Webinars and Conference Calls

Informing public officials of the parameters of the HAP is vital to overall success. Local elected officials, government employees, U.S. Department of Housing and Urban Development-approved housing counseling agencies, and community partners can help inform and educate the constituents they serve about the program and its potential to assist with rebuilding and recovery efforts.

HAP staff will conduct webinars as needed to provide officials and community partners across the state with the vital information and resources they need to serve as our program ambassadors. Additional training, including a program overview, and detailed review of the homeowner application process will also be offered on a regular basis during program start-up.

Program Newsletter

A program e-newsletter, including key program updates, timelines, milestones will be distributed on a monthly basis to applicants and individuals subscribed for program updates.

Congressional Delegation and Local Elected Official Updates

At the end of each month and as major developments occur, GLO may be provided information to deliver to the relevant congressional delegation and all local elected officials within designated regions. This letter will tailor the basic information in the program newsletter to be relevant to individual elected officials and their constituencies.

Constituent Inquiries

A designated member of the outreach team will be assigned to pass along requests to GLO for elected officials on any requests they have on behalf of any constituent. The designated team member’s contact information will be disseminated, and this team member will work directly with the elected official to gather appropriate information and provide updates.

Appendix C: Texas General Land Office Approval and Standardization of Marketing and Outreach Material

To ensure cohesiveness of all communication and eliminate confusion among audiences, all outreach materials will be created in line with established HAP brand standards and guidelines. Any products used for outreach will require prior approval by GLO. All outreach materials will include the GLO logo and use approved colors, graphics, images. In areas where broadcast outlets reach multiple GLO outreach regions, GLO will coordinate with outreach teams to ensure coordination of outreach. Style guide requirements are as follows:

Primary HAP program material colors:

Gold - R-220, G-184, B-88, HEX# - dbb857
Blue - R-19, G-55, B-93 HEX# - 13375d
White - R-255, G-255, B-255 HEX# - ffffff

Accent HAP program style colors:

Green - R-16, G-84, B-84 HEX# - 105454
Orange - R-204, G-100, B-44 HEX # - cc642c
Light Blue - R-54, G-196, B-234 HEX# - 36c4ea

PowerPoint presentation fonts:

Title - Arial Narrow (bold)
Subtitle - Franklin Gothic (medium)
Header - Franklin Gothic (medium)
Body Text - Franklin Gothic (book)

Formal HAP document fonts (brochures/handouts/legislative briefings):

* Headings should be in Arial Narrow (bold)
* Subtitle - Franklin Gothic (medium)
* Content in Franklin Gothic (book)

HAP program letters:

* 12-point Times New Roman, unless an 11-point font would sensibly maintain a single page length.

HAP program emails:

* 11-point Calibri font.

Appendix D: Public Information Requests

The Texas General Land Office is committed to open government and has staff dedicated to ensuring that all requests for public information are responded to quickly and efficiently. Public information requests will be met in accordance with any federal, state, and/or local requirements. Upon receipt of proper documentation from any interested party, the outreach team will cooperate in distributing requested information.

Individuals seeking public information about the HAP program will be directed to make a formal request in writing, or via the GLO web form located at http://www.glo.texas.gov/the-glo/public-information/requests/index.html. Public Information requests made in writing may will be directed to:

Hadassah Schloss
Texas General Land Office
1700 N. Congress Ave.
Austin, Texas 78701
Email: **PIALegal@glo.texas.gov**
Phone: 512.463.9072
Fax: 512.463.6311

Appendix E: Record Retention

Conscientious record keeping, in line with U.S. Department of Housing and Urban Development requirements, will be implemented by the program's outreach team.

All correspondence with an applicant will be recorded and kept in association with the applicant's file.

Additionally, the outreach team will maintain a list of all public events attended, with date and location, and the attendance lists for all Homeowner Assistance Program-sponsored application outreach events.

Records created in the design, outreach, execution, and monitoring period of the HAP will be maintained at least 3 years beyond the close of the grant and will include, but not be limited to, the following types of records:

- Electronic correspondence;
- Physical letters and correspondence;
- Social media posts;
- Paid advertisements;
- Financial transactions;
- Meeting notes/minutes from public meetings;
- HAP photographs and images; and
- Complaints and appeals received.

Records will be stored in a safe, secure, and accessible manner. All employees will be advised of records retention requirements.

Appendix F: Accessibility, Language, and Other Accommodations for Public Meetings and Other Outreach Activities

Each Homeowner Assistance Program (HAP)-sponsored public meeting and/or outreach event in an area identified to have a large foreign language-speaking population will include at least one native language-speaking staff member and literature that has been translated into the identified language. Homeowners attending HAP-sponsored events outside of these parameters will be connected with existing General Land Office translation services to provide any needed assistance.

Due to legal limitations, we are unable to provide the application itself in Spanish. However, designated staff members will be in attendance to assist individuals in completing the application.

The program will actively identify public spaces for outreach events that already provide mobility accommodations for those with physical disabilities. Due to limitations of public spaces and availability, program staff will work on an as-needed basis to assist any and all special accommodations in facilities other than the Homeowner Assistance Center during outreach events.