

# Disaster Housing Recovery Action Plan Strategies

March 21, 2021

Draft for Review and Discussion

GOAL 1: CREATE INTERIM HOUSING SOLUTIONS			
Strategy		Lead	Status
1.	Activate and support the Survivor Action Team	OEM (Stan Thomas)	In process
2.	Continue to support operationalizing of Project Turnkey and other hotel conversion efforts	?	Ongoing; OCF and local agencies lead
3.	Create and support the creation of more temporary housing options in partnership with local organizations (i.e. Gateway in Jackson; Homes for Good in Lane; etc.)	OHCS	
4.	Utilize Rapid-Rehousing techniques and reliable data on survivors to match survivors with any new units or resources coming on-line, and/or available units on turnover. <ul style="list-style-type: none"> <li>Require Disaster Case Management and homeless services systems to refer ready clients (i.e. those not considered chronically homeless and needing intensive supportive services to pair with their housing placement) with a “warm” hand-off to housing counseling and navigation service providers</li> </ul>	OHCS (name) ODHS (Ed Flick)	In process
5.	Provide “storefront” aid to survivors that accelerates their placement in permanent homes, or interim solutions where necessary, by rapidly expanding Regional Housing Centers’ capacity and scope. Attributes to include: <ul style="list-style-type: none"> <li>Culturally competent, accessible, and trauma-informed service-delivery</li> <li>Direct service, not just information and referral</li> <li>Access to real-time data about fire survivors in hotels, and elsewhere</li> <li>Staff trained in rapid-rehousing, housing navigation and counseling, including HUD-certifications and knowledge of MH ownership</li> <li>Offer both virtual accessibility and a physical storefront location, starting in hardest-hit Jackson County</li> <li>Individualized assistance to fire survivors and, as necessary, other precariously housed families and individuals</li> </ul>	OHCS	OHCS securing additional housing counseling expertise to assist with program design pilot in Jackson County with HAJC, OHDC, Access, and Maslow Projects.
5.	Re-activate and evolve unit availability “hot sheet” in partnership with private landlords to obtain real-time information on vacant units. Test receptivity to landlord “campaign.”	OHCS	
6.	Assign an ombuds or other problem-solving resource to tackle emerging challenges with landlords, park owners, and funding sources on behalf of consumers and would-be affordable replacement home providers	Unassigned	

7.	Assign a lawyer to address various legal issues and questions and potential rights-violations on behalf of survivors. Issues could include fair housing, FEMA and insurance appeals, park owner demands, landlord-tenant disputes, etc. <ul style="list-style-type: none"> <li>Use funds from Manufactured Communities Fund as intended with SB 586 (2019)</li> <li>Supplement with assistance through LASO, HUD, Oregon State Bar, and BOLI</li> </ul>	Unassigned	OHCS controls the MCF
8.	Create resource directories and maps for consumers that de-mystify available housing assistance programs from state and federal sources, jurisdictions, service providers and developers.	Unassigned	
9.	OHCS Resource Deployment <ol style="list-style-type: none"> <li>Enact emergency rules waivers to expedite marketing and funds availability</li> <li>Re-program weatherization and other funds towards purchases</li> <li>Scour program budgets and spend-down projections agency wide to re-purpose funds towards addressing urgent housing needs</li> </ol>	OHCS	Allocation of \$1M towards Storefront pilot in Jackson County made 3/12
10	FOR BUYERS: Assemble consumer-facing financing sources for home purchases and create relevant marketing materials in multiple languages <ol style="list-style-type: none"> <li>OHCS (See below)</li> <li>ETO</li> <li>Craft3</li> <li>Banks, credit unions</li> <li>Chattel lenders</li> <li>Fannie Mae</li> </ol>	OHCS – Chelsea with support from NOAH, ETO and CASA	Launching with small group week of 3/15
11	FOR RENTERS: <ol style="list-style-type: none"> <li>Strengthen partnerships with private landlords to give survivors the opportunity to rent places on turnover</li> <li>Remove regulatory restrictions on subsidized affordable properties</li> <li>Streamline delivery of all rent assistance dollars regardless original cause of homelessness</li> </ol>	OHCS +	Unknown
12	Enact emergency price-gouging and rent control measures in fire-affected jurisdictions (ORS 91.225(5))	Unassigned (BOLI? DOJ? Gov's EO?)	
13	Explore use of zoning overlay statute that requires jurisdictions to permit facilities serving people experiencing homelessness to expedite placement of interim solutions like RV's.	Unassigned	SVDP exploring in Lane County

## GOAL 2: BOLSTER LOCAL CAPACITY

	Strategy	Lead	Status
1	<p>Promote all efforts to add capacity to jurisdictions for planning, zoning, permitting, and land use approvals. Prioritize jurisdictions with high losses and least staff.</p> <ul style="list-style-type: none"> <li>a. Create and implement clear, objective standards</li> <li>b. Full deploy e-permitting systems with training and systems upgrades to supplement needed in-person functionality.</li> <li>c. Support planning departments to re-zone commercial land for housing as allowed by current law, <b>and to manage review of rebuilding in hazard areas.</b></li> <li>d. Utilization of density transfers to create new opportunities for housing</li> <li>e. Allow local officials to balance immediate rebuild approvals and trouble-shooting with long-term planning</li> </ul> <p>Ensure increased capacity is sustained, given long rebuilding timeframes.</p>	DLCD + FEMA (?)	<p>Some staff have been deployed</p> <p>E-permitting in process</p> <p>TGM grant in process</p>
2	<p>Create regional maps that show burn zones, UGB's, city limits, lost park locations, buildable lands inventory, schools &amp; other institutions, flood zones and other relevant features. Add filters for census track-level poverty, housing conditions, brown fields, <b>publicly-owned land</b>, etc. Use maps to strengthen coordination and reduce competition in scouting developable properties.</p>	OEM/M Morter	In process
3	<p>Add additional capacity to municipalities for public works, transportation and general community development functions as needed to aid rebuilding.</p> <ul style="list-style-type: none"> <li>a. Support expedited infrastructure planning and access to financing</li> <li>b. <b>Encourage development of robust and equitable housing production policies</b></li> </ul>	Biz Or ODOT USDA-RD	
4	<p>Support all efforts to expedite public agency debris removal and environmental clean-up to facilitate rebuilding and remove traumatizing visuals</p>	OEM + ODOT	
5	<p>Work with Public Housing Authorities to amend administrative plans as needed to prioritize vouchers and/or owned housing for survivors.</p>	HUD	
6	<p>Support and stay connected to Long Term Recovery Groups (LTRG') and other locally-focused efforts to ensure planning, program design, and implementation are inclusive, culturally competent, and built to address historic inequities in housing</p>	OHCS and Governor's Office FEMA and DLCD	
7	<p>Create user-friendly federal and state resource directories for consumers, jurisdictions, service providers and developers, i.e.</p> <ul style="list-style-type: none"> <li>a. FEMA Hazard Mitigation grants</li> <li>b. State Potable Water Resources</li> <li>c. Infrastructure financing</li> <li>d. Housing assistance</li> </ul>	<b>Unassigned</b>	

**GOAL 3: EXPEDITE DELIVERY OF PERMANENT HOUSING SOLUTIONS**  
*Cross-cutting strategies that facilitate all housing types, tenures and income levels*

	<b>Strategy</b>	<b>Lead</b>	<b>Status</b>
<b>1</b>	Ensure all relevant OHCS resources are positioned to aid recovery a. Wildfire relief fund b. LIHTC and other rental development funds c. MH purchase d. Pre-development and land acquisition e. Weatherization funding f. Emergency rent assistance g. Single family bond purchase programs h. LIFT	OHCS	Wildfire funds repositioned  Rental development funds include prioritization
<b>2</b>	Accelerate delivery of new and expanded capital sources capable of financing resilient infrastructure and housing to leverage available State and Federal funds a. Gather national experts b. West Coast Infrastructure Bank c. Regulated banks w/CRA d. Philanthropy e. CDFI's f. Fannie Mae/Freddie Mac g. Explore limits of public capital financing capabilities i. Article Q bonds for State bulk purchase of factory-built or modular homes; possibly on lease-to-own basis ii. Test infrastructure financing using emerging public-private and climate adaptation financing tools	<b>Unassigned</b>  (OHCS, OST ?)  FRBSF, OBA and others could assist	
<b>3</b>	Improve coordination of State and Federal agencies to increase their responsiveness to consumers' and local jurisdictions' needs, reduce fragmentation and confusion, and ensure inclusion of marginalized communities in visioning, planning, program delivery	RST	
<b>4</b>	Deepen partnerships with and seek advice of homebuilders, bankers, developers and others in private sector	<b>Unassigned</b>	
<b>5</b>	Coordinate land assembly to avoid competition and simplify rezoning applications for jurisdictions	<b>Unassigned</b>	
<b>6</b>	Continually update needs data that informs deployment of OHCS competitive and formula programs	OHCS	
<b>7</b>	Scour agency budgets – OHCS and elsewhere – for unspent funds to re-program towards priority pre-development activities	OHCS +	

**GOAL 3 EXPEDITE DELIVERY OF PERMANENT HOUSING SOLUTIONS**

**A. Manufactured Housing and MH Parks**

1	Facilitate cooperation and coordination between owners of small parks	Unassigned	
2	Secure FEMA Hazard Mitigation funds to cover costs of elevating manufactured homes within flood plains and/or relocation or buyouts	OHCS – Kim Travis	
3	Plan for development of factory to manufacture new homes designed and priced as affordable rental and ownership housing; avoid competing with industry manufacturers.	SVDP	
4	Address supply chain issues; needs more definition	unassigned	
5	Authorize use of modular homes in MH parks	Rep. Marsh	HB 3219
6	Work to reduce stigma of manufactured housing and parks; needs more definition	unassigned	
7	Provide counseling to prospective buyers regarding benefits of healthy, energy-efficient manufactured homes as homeownership model	OHCS	Under development
8	Explore development of new MH parks using traditional OHCS resources and private financing	OHCS – MHAC	

**GOAL 3 EXPEDITE DELIVERY OF PERMANENT HOUSING SOLUTIONS**

**B. Homeownership**

1	Expand access to housing counseling	OHCS	In process
2	Facilitate use of land trusts as affordable homeownership option	OHCS	
3	Expand access to programs to BIPOC and other marginalized groups through strengthened engagement and targeted refinement of programs	OHCS	
4	Refresh down payment assistance and other grant programs to reflect growing affordability and access gaps	OHCS	
5	Create incentives and promote construction of net zero homes and/or homes with high energy efficiency	unassigned	
6	Address and forestall increases to homeowners' Insurance premiums; understand lessons from California Insurance Commissioner.	Insurance commissioner?	
7	Support Buy Back Program for FEMA Direct Housing Participants	OHCS	

**GOAL 3 EXPEDITE DELIVERY OF PERMANENT HOUSING SOLUTIONS**

**C. Rental Housing**

1	Use comprehensive updated needs analysis to inform OHCS resource prioritization	OHCS	
2	Aid local jurisdictions to view housing needs and opportunities regionally, and take advantage of data and analytical work products of RHNA and wildfire recovery analyses of unmet needs	OHCS and DLCDC	
3	Assist PHA's to amend Admin Plans as needed to direct vouchers and units to survivors	HUD	

**GOAL 4 HELP TO BUILD COMMUNITY & FAMILY RESILIENCE**

	<b>Strategies and Ideas</b>	<b>Lead</b>	<b>Status</b>
<b>1</b>	Prioritize upgrading communications infrastructure, especially broadband internet and cell coverage	?	
<b>2</b>	Ensure that effective, trusted, and overlapping early warning systems <b>in multiple languages</b> are instituted as part of redevelopment.	OEM	UofO?
<b>3</b>	<b>Promote mitigation measures and secure grants to relocate homes outside of hazard areas and/or retrofit homes with more resilient materials</b>	<b>Unassigned</b>	
<b>3</b>	Aid locals with creating realistic plans for ongoing vegetation management that property owners can readily adopt and sustain, <b>such as Firewise, a program some local fire departments use.</b>	<b>Unassigned</b> <b>ODF?</b>	
<b>4</b>	Develop financially sustainable model of micro-grid deployment and/or localized power storage systems	<b>Unassigned</b>	
<b>5</b>	Make home hardening technologies affordable and widely available	<b>Unassigned</b>	
<b>6</b>	Promote IDA's and other asset building tools for family financial independence	OHCS	
<b>7</b>	Deploy emerging micro-grid models as feasible	Energy Trust of Oregon	