



Oregon Disaster Housing Recovery Action Plan

June 2021



Table of Contents

Introduction	2
Acknowledgements	4
Executive Summary.....	6
Chapter 1 Impact of the 2020 Wildfires on Oregon’s Housing Shortage.....	8
Manufactured housing residents face specific challenges	10
Rural housing replacement presents unique challenges	11
Supply chains, labor, and rising costs	12
An opportunity to address long-standing housing inequities	13
Chapter 2 Planning Process, Guiding Principles & Overarching Goals	15
State Recovery Function 5: Disaster Housing	15
Governor’s Wildfire Economic Recovery Council	15
Creating the ODHTF and the emergency support function	16
Measuring Oregon’s housing recovery success	18
Chapter 3 Goal 1: Create Intermediate Housing Solutions.....	20
Desired future state and success metrics.....	22
Achieving recovery success through local coordination.....	22
Implementation Strategies for Goal 1.....	25
Chapter 4 Goal 2: Bolster Local Capacity	28
Desired future state and success metrics.....	30
Implementation Strategies for Goal 2.....	31
Chapter 5 Goal 3: Expedite Delivery of Permanent Housing Solutions	34
Desired future state and success metrics.....	34
Implementation Strategies for Goal 3.....	37
Chapter 6 Goal 4: Build Community and Family Resilience	45
Implementation Strategies for Goal 4	46
Chapter 7 Implementation Phase & Conclusion	48
Leveraging existing funding and resources	48
Oregon state legislation to support wildfire recovery	49
Potential federal funding for wildfire recovery	49
Recalibrating the task force for long-term success	50
Appendix A: ODHTF Draft Charter	52

Introduction

During Labor Day weekend in 2020, Oregon’s wildfire season took a historic and devastating turn, spurred by unusually high wind speeds and fuel loads. In the ensuing days and weeks, more than 1 million acres burned in diverse parts of the state, tens of thousands of people were forced to evacuate, and almost 4,200 homes burned. As firefighters gained control and emergency evacuation orders were lifted, the magnitude of the damages and losses came into focus. Of the 4,200 homes burned, fully half were manufactured homes (MHs).

Exhibit 1. Wildfires caused substantial housing destruction and road systems closures



Source: Oregon Emergency Management

The long-standing shortage of housing – especially affordable housing – meant that wildfire survivors¹ with the fewest resources could not find a new place to live. Many were placed in hotels and motels – referred to as “non-congregate shelters” in the disaster recovery world – to reduce transmission of the virus. Untold others doubled-up, resorted to camping, or otherwise remained precariously housed. Oregon Department of Human Services worked closely with the American Red Cross to help wildfire survivors access shelter, regardless of FEMA eligibility.

The wildfire disaster of 2020 forever changed the lives and landscapes in its varied pathways. It left thousands of residents homeless and economically vulnerable; destroyed already fragile transportation, utilities, and communications infrastructure; and compromised critical natural space, ecosystems, and watersheds. It also altered the focus of mostly rural communities which were already stressed by COVID-19 and growing economic inequality.

In many ways, the wildfire disaster was essentially a housing disaster. The disaster response manuals, systems, and protocols – for all the value they provide – did not anticipate the disasters Oregonians suffered in 2020 and continue to suffer today: historic wildfires on top of economic and health threats from COVID-19, coupled with

¹ The DHRAP defines a wildfire survivor as someone who was impacted by the wildfire and had a verified loss.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

unprecedented levels of homelessness and a growing gap in the supply of housing at all income levels.

This Disaster Housing Recovery Action Plan (DHRAP or Plan) provides the roadmap for the State of Oregon to aid impacted counties, cities, and tribes in their work to address the housing disaster. The efforts outlined in the DHRAP and other recovery plans will not solve Oregon's pre-disaster housing and homelessness challenges, but these plans can help the State maximize its available resources to benefit as many vulnerable Oregonians as

possible. The Oregon Emergency Management Plan of 2018 sets forth the requirement for seven discrete but overlapping State Recovery Functions (SRF's). SRF 5, Disaster Housing, calls on Oregon Housing and Community Services Department (OHCS) to convene a Disaster Housing Task Force (Task Force), marshal the resources and capabilities of several other named State agencies, and develop a DHRAP. By design, the primary audience for the Plan is municipalities and tribal governments because those jurisdictions will lead the long-term recovery, with support from the State.

Exhibit 2. Damages in many neighborhoods included homes, street signs, power utilities, waterlines, and park facilities



Source: Oregon Emergency Management

The State's role in this context is to deliver needed resources and capabilities in a coordinated, flexible, streamlined, and equitable fashion. This Plan describes how.

Acknowledgements

The following OHCS personnel contributed to the production of this Plan:

- Margaret Salazar, Director
- Caleb Yant, Deputy Director
- Chelsea Bunch, Equity, Diversity and Inclusion Officer
- Kim Travis, Wildfire Recovery Manager & Chair, Oregon Disaster Housing Task Force
- Sara Ellingsworth, Resilience and Disaster Response Coordinator
- Mariah Acton, Strategic Business Analyst
- Chelsea Catto, Manufactured Housing Senior Program Analyst
- Ryan Vanden Brink, Operations and Policy Analyst
- Julie Cody, Director of Affordable Rental Housing Division
- Roberto Franco, Assistant Director of Development Resources and Production
- Trinity Kerr, Operations and Policy Analyst
- Rick Ruzicka, Senior Policy Analyst
- Dan Elliott, Senior Policy Analyst
- Tim Zimmer, Assistant Director of Energy Services
- Mike Savara, Assistant Director of Homeless Services

Additional contributors to the content of the Plan include:

- Matthew Garrett, Office of Governor Kate Brown
- Karen Layng, Oregon Office of Emergency Management
- Ashley Marshall, Oregon Department of Human Services

At the time of publishing, the Oregon Disaster Housing Task Force (ODHTF) members include:

- Rena Schoen, Business Oregon
- Josh LeBombard, Oregon Department of Land Conservation and Development
- Celinda Adair, Oregon Department of Land Conservation and Development

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

- Bill Van Vliet, Network for Oregon Affordable Housing & Chair, MH Advisory Committee
- Michael Morter, Oregon Office of Emergency Services
- Ed Flick, Oregon Department of Human Services
- Alison McIntosh, Oregon Housing Alliance
- Brian Hoop, Housing Oregon
- Martin Campos-Davis, Oregon Human Development Corporation
- Tony Ramirez, US Department of Housing and Urban Development
- Stan Thomas, Oregon Office of Emergency Management
- Ariel Nelson, League of Oregon Cities
- Alex Campbell, Regional Solutions, Office of Governor Brown
- Jody Christiansen, Regional Solutions, Office of Governor Brown
- Sarah Means, Regional Solutions, Office of Governor Brown
- Manufactured Home Park Workgroup
- Intermediate Housing Workgroup

Authors:

- Kim Travis, OHCS
- Margaret Van Vliet, Trillium Advisors
- Lauren Nichols, ICF
- Blakely Jarrett, ICF

Executive Summary

In the early fall of 2020, Oregon experienced its most devastating series of wildfires in recorded history. More than 1.1 million acres burned, more than 4,000 homes were lost, and the remaining land was left charred with debris, standing burned trees, and destroyed public infrastructure. While the wildfires burned, nearly 500,000 Oregonians were forced to evacuate or prepare for evacuation and while most were able to return, thousands are still displaced without a clear timeline or path to returning home. In the days, weeks, and months following the wildfires, federal, state, local, non-profit, faith-based organizations, and private industry came together to deliver emergency response, recovery, and long-term planning to address the complex wildfire recovery needs.

The Oregon Disaster Housing Task Force (ODHTF or Task Force) was created to align and maximize state programs, resources, tools, and capabilities to aid local and tribal partners in providing intermediate and permanent housing. During the early stages of response, the ODHTF served as a forum for sharing information about emergency response and FEMA efforts and evolved into providing support and solutions for intermediate and permanent housing recovery. Given its function as facilitator for recovery efforts, the ODHTF will continue to evolve to address current demands while anticipating future needs. The ODHTF created housing recovery goals paired with implementable strategies to help guide Oregon's dynamic recovery by coordinating existing and future resources to support the capacity of locally driven recovery efforts.

State agencies are committed to addressing the needs of underserved populations, in line with Governor Brown's priority of ensuring that equity and racial justice remain front and center in Oregon's recovery, and these agencies recognize that much of the work remains to be done. The ODHTF strives to ensure that Tribal Nations and Black, Indigenous, and People of Color communities are centered instead of disproportionately burdened by recovery policies and practices. This priority is critical, as pre-wildfire disparities (e.g., higher rates of homelessness and housing burden, lack of wealth generation and health care access) have converged with additional crises (e.g., lack of housing supply, wildfire devastation) to disproportionately impact underserved populations.

The DHRAP summarizes the goals and strategies identified by the ODHTF as central for achieving a comprehensive and equitable housing recovery. The Plan cannot comprehensively summarize the monumental recovery efforts carried out by individuals, organizations, and agencies since September 2020, but it highlights some

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

of the major accomplishments to date. The detailed workplans that support the implementation of the DHRAP goals and strategies are maintained separately from this document by the implementing agencies and non-profits. Throughout the Plan and in its conclusion, there is a recognition that this Plan is a living document that will be updated as new funding becomes available and recovery initiatives move forward to implementation. Similarly, the ODHTF's membership and agendas will continue to evolve as they have done over the past ten months, moving from supporting response, to stabilization, and looking forward to long-term recovery. While the recovery process is ever-changing and additional unmet needs will emerge that require new and innovative strategies, this Plan provides a supportive framework for all partners engaging in recovery now and in the future.

Chapter 1 | Impact of the 2020 Wildfires on Oregon’s Housing Shortage

Oregon lost nearly 4,200 homes in one bad weekend in September 2020. The state was already reeling from a severe shortage of affordable housing, escalating costs for land and materials, a growing gap between rental rates and wages, and unprecedented levels of housing insecurity made worse by COVID-19. While high volumes of new home construction in the Portland metro area had begun to rebalance the market there, most of the state – and certainly the wildfire-impacted regions – have suffered from extremely low vacancies and rising housing costs for several years.

2,373 homes were destroyed or damaged in Jackson County – a number that is two-and-a-half times the number of residential building permits issued in 2019. Lane County lost 615 homes – all in unincorporated communities of the McKenzie River Valley – which is three times greater than the average number of annual permits issued by the County in its unincorporated area. Across the state, enough homes were damaged or destroyed to represent 19 percent of all residential building permits in one year.

Exhibit 3. Wildfire destruction and damages as a percentage of annual residential building permits

Impacted County	Destroyed & Damaged Homes (1)	Annual Residential Building Permits (2)	Lost homes as percentage of area permits
Clackamas (3)	62	826	8%
Douglas	133	243	55%
Jackson	2,373	921	258%
Klamath	11	137	8%
Lane (3)	615	214	287%
Lincoln	288	333	86%
Linn	71	716	10%
Marion	633	1,638	39%
Total	4,186	5,028	83%
2019 Oregon Permits		22,037	19%

Sources: 1) Oregon Office of Emergency Management

2) HUD Office of Planning and Research, most recent annual data from 2019 or 2020

3) Clackamas and Lane County permit data is for unincorporated areas only

In addition to the magnitude of loss, these figures speak to the scale of the rebuilding challenges in the impacted rural communities and underscore how

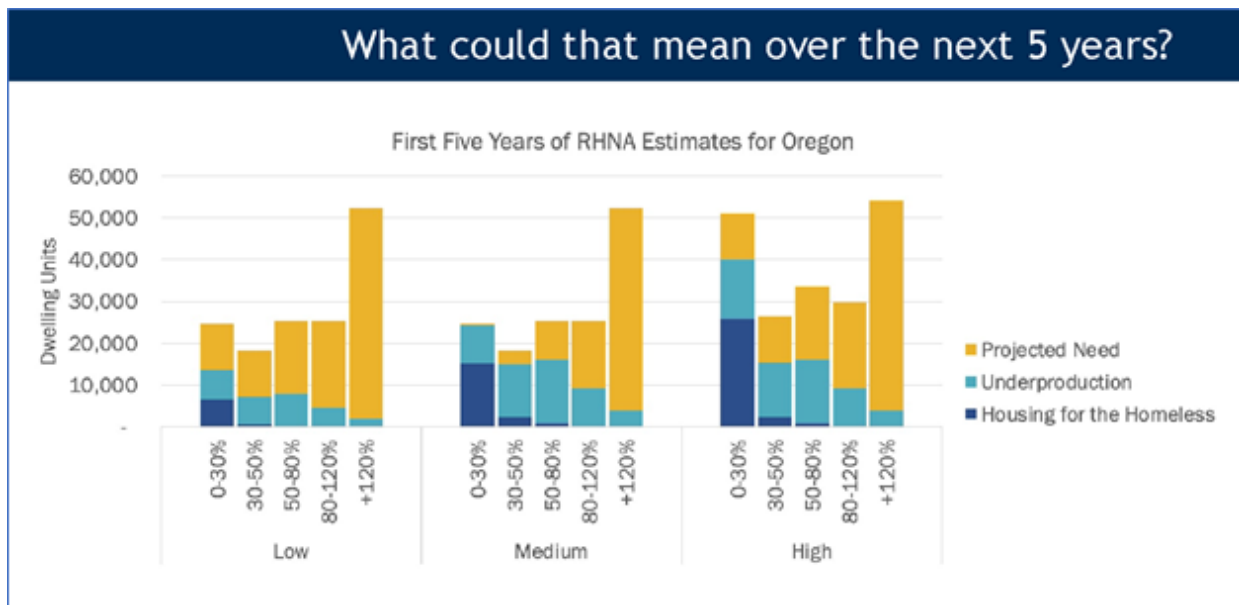
OREGON DISASTER HOUSING RECOVERY ACTION PLAN

important local capacity will be to housing recovery. The DHRAP outlines state-wide strategies but recognizes the varying needs and conditions among counties and relies heavily on coordinating with local organizations like Long Term Recovery Groups (LTRGs) and Regional Solutions teams to deliver solutions that nimbly meet local housing needs.

Like much of the country, Oregon was far behind in producing enough housing to meet current and future demand – even before the wildfire. The severity of the housing shortage, especially for lower income households, has been well documented for years. In 2020, EcoNorthwest conducted Oregon’s first ever Regional Housing Needs Analysis (RHNA) on behalf of OHCS and the Oregon Department of Land Conservation and Development (DLCD). The RHNA analyzes how much housing the state needs to meet needs for all income levels by region and can be used as a tool to guide planning decisions pursuant to Oregon’s House Bill 2003 (2019).

A key finding of the RHNA is that Oregon will need to produce 30,000 – 40,000 new homes per year over the next five years to meet demand and restore balance to the market. As noted above, the state’s annual production as measured by residential building permits is approximately 20,000 per year – half of what it should be. Not surprisingly, as noted in Exhibit 4, the biggest production gaps are in housing for the lowest income Oregonians.

Exhibit 4. Oregon needs to increase housing production to meet projected demand



Source: ECONorthwest Regional Housing Needs Analysis

Manufactured housing residents face specific challenges

Fully half of the destroyed homes were MHs located in parks, concentrated in Jackson County. While specific demographic and housing quality data is unavailable at the time of the DHRAP publication, these wildfire survivors are generally low income with homes that were purchased at a lower cost than the average stick-built home. Replacing these homes will likely cost much more than residents paid for them. A large percentage of these survivors lacked insurance or were underinsured, deepening their post-disaster financial challenges. In addition, some of the MHs are in the 100-year floodplain and require mitigation measures against future flooding, which reduces the amount of available land for replacement MHs and adds the cost of home elevations to homeowners' financial burdens.

For more than a decade, OHCS has pursued strategies to preserve MH parks at risk of sale or conversion, given their role as an essential part of the state's housing stock. This source of housing stock continues to be important to Oregon's affordable housing solutions, and historically the timeline for obtaining new MHs is shorter than the timeline for stick-built home construction. The agency has invested in two key solutions to preserve the parks: purchase and long-term ownership through resident-led cooperatives and non-profit park purchases. More recently OHCS embarked on initiatives to help MH owners replace aging and unhealthy homes by bundling energy incentives and home purchase grants with private, non-predatory chattel loans.

"The number of manufactured homes in parks lost in these wildfires is the same number of homes in parks preserved with the help of OHCS resources over the last thirteen years."

~ Testimony provided to Oregon Housing Stability Council 5/7/21

These state-led efforts provide a springboard from which to respond to the MH losses, but many barriers remain, including:

- Some parks rebuilt by investor owners will increase rent to cover the expenses of higher insurance premiums and additional hazard mitigation (e.g., elevation) measures for parks built in floodplains.
- The sudden surge in demand for MHs – driven partly by park owners capable of bulk purchases – is increasing costs and slowing delivery times.
- Some park owners may upgrade their parks as they rebuild, which could include new requirements for porches, skirting, carports, or other amenities at the homeowners' expense. Some may exclude single wide MHs.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

- Repairing or rebuilding water or wastewater systems in MH parks can be expensive and result in additional rent increases by private investor owners. Non-profits and housing authority typically require public subsidy to purchase these MH parks due to infrastructure costs.
- Far fewer home purchase loan products are available for MH than for stick-built housing, and predatory loan products can be tempting to prospective purchasers. Further, these loan products can fall into a regulatory and oversight gap.

To address these challenges, the Task Force established a Manufactured Housing/Park Redevelopment Workgroup to serve as a subcommittee for development of relevant strategies. Many of the workgroup's recommended strategies have been incorporated into the DHRAP.

Rural housing replacement presents unique challenges

The dimensions of the housing challenges have common elements, but each geography also has unique circumstances that require tailored state solutions. For example, all 463 homes that burned in Lane County's Holiday Farm Fire were in

Oregon has a stock of 147,000 mobile and manufactured homes. The state estimates that half of these were constructed before 1980, meaning they are inefficient and likely past their useful lives.

unincorporated communities of the McKenzie River Valley. The loss of so much housing in unincorporated area tests the constraints of state land use laws which generally limit rural residential development. Blue River was platted on relatively small 80x100 lots back when mining and logging provided employment for most households. The community cannot be rebuilt as it was under Oregon's current land use

framework, so the Blue River housing recovery will require policy discussions and consideration of potential exemptions.

In the McKenzie and the Santiam Canyon, nearly all homes rely on septic systems to manage wastewater, and a significant portion of those septic systems were failing before the wildfires. There have been recent efforts to develop shared municipal wastewater systems and other solutions, but the economics and environmental impacts on top of land use restrictions have prevented the development of such systems. Homeowners' hazard insurance is unlikely to pay for new septic systems, even if they were destroyed in the wildfire, and updated regulations have raised the bar for new systems (adding to expenses and the timeline). In some counties, like Lincoln, residential debris removal is nearly complete. The homeowners that are ready to rebuild and have their insurance and water utilities figured out find that

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

slow permitting times, limited skilled construction labor, and rising materials costs significantly impede reconstruction. In the meantime, real estate speculators and out-of-state owners are purchasing investment properties and vacation homes once they are cleared, increasing fears that Oregonians could be priced out or forced to sell.

Exhibit 5. HUD presented the results of the HIA on April 29, 2021



HUD produced a Housing Impact Assessment (HIA) in partnership with FEMA and USDA as part of the federal agencies' Housing Recovery Support Function. The report, dated April 30, 2021², examines multiple data sets and analyses to describe the ways in which the housing market was impacted by

the wildfire disaster. It also provides demographic and housing stock information to aid planning, as well as context for how available federal resources can be utilized towards recovery efforts.

Supply chains, labor, and rising costs

Oregon – like many other parts of the country – faces challenges related to construction, MH supply chains, and increased labor and material costs. Construction costs have increased about 20-25 percent since the September 2020 wildfires, forcing many lower income property owners to postpone rebuilding. The construction industry has been one of the fastest-growing industries in Oregon, before and during COVID-19, and is facing a labor shortage. In a 2019 survey from the Oregon Columbia Chapter of the Associated General Contractors³, 87 percent of contractors reported having a difficult time filling some or all skilled worker positions, and 67 percent expect it to remain difficult for at least the next 12 months. This shortage has been amplified by the COVID-19 construction boom and recovery efforts across the country, resulting in an average two-year timeline for completing a single-family stick-built home. Construction companies have been ramping up staffing to meet the

² [Housing Impact Assessment DR - 4562 - OR](#)

³ http://www.build-oregon.com/sites/default/files/imce/AGC_WorkforceDevelopmentFindings_July2020.pdf

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

increased housing demand from the pre-COVID-19 and pre-wildfire housing vacancy crisis, the increased demand for renovations during COVID-19, and the need to rebuild in the wildfire-impacted areas. The nation is also facing delays in the production of MHs, with a current anticipated production timeline of more than a year for new MHs to be delivered after they are ordered.

The State of Oregon is working with local and regional workforce development boards, the Oregon Home Builders Associations, and technical and community colleges to ramp up training for construction workers and mitigate the labor shortage. Additionally, the Associated General Contractors is actively recruiting new workers to enter the construction industry by tailoring outreach and marketing strategies toward the emerging workforce. To support job placement activities, the state is organized around a workforce development system comprised of local workforce development boards and community-based organizations that provide workforce services to individuals and businesses. This system provides services including job placement and training for youth and adults, employment-related services for veterans, people with disabilities, migrant farm workers, limited English speakers, and other Oregonians in need of special assistance.

An opportunity to address long-standing housing inequities

Like many parts of the country, Oregon had a housing and homelessness crisis long before the pandemic. Oregon has one of the highest homelessness rates in the country⁴, with an estimated need of over 5,800 shelter beds for families with children and individuals experiencing homelessness. Two of the wildfire-impacted school districts have above-average rates of student homelessness. Rent burden (paying more than 30 percent of household income toward rent) ranged from 48-57 percent in the impacted counties. Among the declared counties, more than 20 percent of households receive retirement income, leaving little room to take on additional expenses on a fixed income.

Despite the far-reaching destruction of disasters, impacted communities can use their post-disaster planning and funding to thoughtfully address systems that have caused inequities in access to housing opportunity. Oregon's land use planning approach is often cited as a model, but its shortcomings have sometimes resulted in inequitable outcomes. In the current system, regulatory authority focuses on land use and land availability – ensuring a supply of land zoned to accommodate need – without providing sufficient guidance or requirements to produce the homes needed by income. Local governments often address housing demand within their jurisdiction

⁴ [Oregon-Statewide-Shelter-Study.pdf](#)

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

without recognizing the regionality of job and housing markets. In Jackson County, there was an unmet need of more than 7,300 homes before the wildfire, nearly 6,000 of which were affordable to households making less than 80% AMI. The wildfire has only exacerbated that shortage. And some communities have enacted exclusionary zoning and other regulatory impediments that limit the overall supply of housing, especially multifamily and affordable housing, while still complying with the requirements of the land use planning system. The current system therefore reinforces existing residential segregation patterns by failing to affirmatively further fair housing access.

As reported in the RHNA⁵, the result is that—to varying degrees—communities have failed to produce the homes needed to accommodate regional growth, especially for the state’s lowest income residents and communities of color, in the locations where they are most needed. The number of total homes and the diversity of price points, unit types, and publicly supported affordable homes varies from city to city, resulting in inequities in access to housing and jobs, especially for Oregon’s lowest income residents. While many communities are actively assessing their zoning and land use plans to address systemic challenges to meet their accessible and affordable housing needs, these efforts are incomplete and highly localized.

As such, the DHRAP focuses on housing solutions for the cohort of wildfire survivors as well as planning within geographic boundaries. OHCS and its partner state agencies are sharing information, data, and plans to align programs and funds in a way that meet survivors’ needs, regardless of the county in which they live. Although permanent housing is the goal for all survivors, the state recognizes that permanent housing takes time to build and is simultaneously planning for intermediate housing solutions to give survivors a safe, stable roof over their heads while permanent housing is constructed. In addition, by partnering closely with LTRGs, the state is building a recovery process that nimbly responds to survivors’ needs during and beyond the wildfire recovery period.

⁵ <https://www.oregon.gov/ohcs/about-us/Documents/RHNA/2020-RHNA-Technical-Report-Final.pdf>

Chapter 2 | Planning Process, Guiding Principles & Overarching Goals

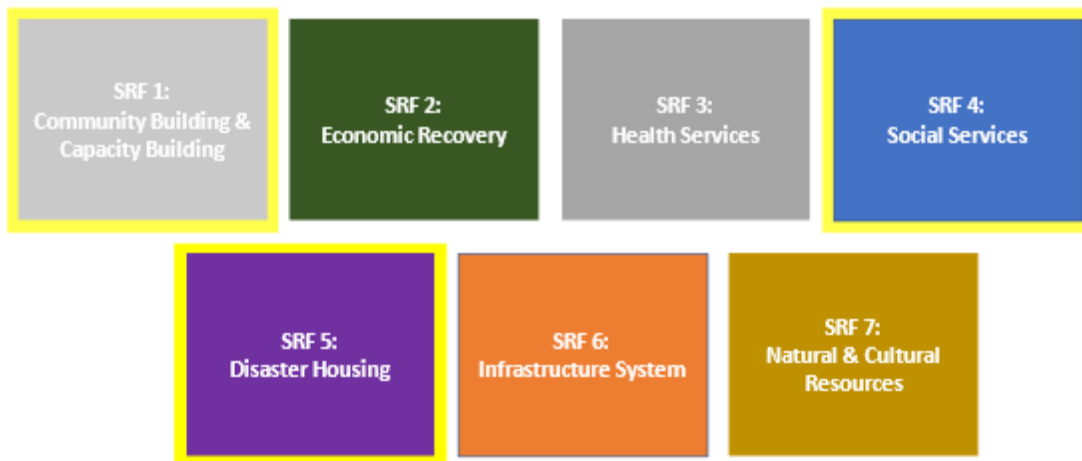
State Recovery Function 5: Disaster Housing

The Oregon Disaster Recovery Plan adopted in 2018⁶ identifies seven State Recovery Functions (SRFs) and a lead agency for each SRF. OHCS is the designated lead agency for SRF 5 – Disaster Housing and is responsible for convening the Oregon Disaster Housing Task Force to develop the DHRAP. Per the 2018 plan, SRF 5 is responsible for addressing pre- and post-disaster housing issues, facilitating the delivery of state resources to assist local and tribal governments in the rehabilitation and reconstruction of destroyed and damaged housing, and developing new accessible, long-term housing options. Although each SRF has defined responsibilities, the SRFs must work together to successfully rebuild housing in Oregon given the nexus of housing recovery to all SRFs.

Exhibit 6. The State of Oregon works across SRFs to improve recovery outcomes

Recovery Plan Construct: State Recovery Functions

The organization of SRFs is intended to focus capacities and resources in domains specifically relevant to recovery purposes, even though the inherent overlap among and between them is recognized.



Governor’s Wildfire Economic Recovery Council

In early October 2020, Governor Brown established the Wildfire Economic Recovery Council (WERC) to evaluate the economic and community needs of Oregonians statewide following the 2020 wildfire season. The Council, co-chaired by Oregon

⁶ https://www.oregon.gov/oem/Documents/OR_RECOVERY_PLAN_MARCH_2018.pdf

OREGON DISASTER HOUSING RECOVERY ACTION PLAN



Labor Commissioner Val Hoyle and State Treasurer Tobias Read, provided clear leadership intent toward comprehensive recovery solutions and made the case that Oregon intends to rebuild wildfire-devastated communities in ways that improve overall community resilience and economic opportunity for all residents. WERC published a report of its findings and key recommendations to provide guidance and direction to State agencies as they set out to implement actions enumerated in the SRF's.⁷ Regional Solutions Coordinators convened local leaders to provide the WERC with information about the

unique

circumstances associated with each fire impacting response and recovery efforts. This Plan incorporates key findings from the WERC report. Regional Solutions Coordinators and Teams continue to play a critical role in wildfire recovery efforts as a key interface between State and Local Government efforts.

*Equity Insight from WERC:
Many undocumented workers did not apply for FEMA funding because of language barriers, because they thought they were ineligible, or because they were afraid to share data with Immigration and Customs Enforcement.*

Creating the ODHTF and the emergency support function

The ODHTF had its initial kick-off meeting on September 18, 2020, less than two weeks after the most devastating of the 2020 Wildfires. The ODHTF was initially tasked with developing, maintaining and implementing the Oregon Disaster Housing Strategy as a component of the state and federal Emergency Support Function 6 of the State Emergency Operations Plan to meet the housing needs of individuals and families in the aftermath of the wildfires when local resources were mobilizing and needed supplemental assistance from the state or local government. The initial meetings of the ODHTF focused on critical status updates from OEM and FEMA.

The ODHTF adopted a draft charter in January 2021 (see Appendix A for the full draft), which outlines the group's guiding principles, included below for reference:

⁷ <https://www.oregon.gov/gov/policy/Pages/WERC-2020.aspx>

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

- Local and tribal governments are the primary audience for the Plan as they will guide recovery within their respective communities
- The State has embraced a goal for an inclusive and equitable recovery, and its agencies' resources and capabilities will be positioned to promote and facilitate equity in process and program design, and in the resulting community rebuilding plans and outputs
- A balanced housing market provides a range of housing options for families and individuals at all income levels
- The private market will provide housing solutions; government's role is to facilitate and fill gaps left by the market
- The State will pursue resources to increase preparedness and expedite climate adaptation as methods to build resilience against future natural disasters
- Collaboration and program alignment between State agencies is paramount to successful community recovery

These guiding principles informed four goals for the ODHTF's work in the months ahead:

1. Develop a disaster housing strategy that in time of disaster will work with Tribal Nations, federal, state, county, and other community partners to identify a broad range of housing resources while making sure the response considers the disparate impacts of disasters on Communities of Color, Indigenous, and LGBTQ communities.
2. Develop processes, guidance, and tools that can assist local governments to identify disaster housing options within their community by identifying, recommending, and integrating all levels of housing resources to support short- and long-term recovery goals.
3. Provide support at the Joint Field Office (JFO) to assess the housing needs of affected area(s), and if applicable, strive to place housing specialists in community Disaster Recovery Centers (DRCs) to help individuals and families find suitable intermediate housing.
4. Meet on a regular basis to facilitate a culture of preparedness in response to future disasters.

To ensure a coordinated response and recovery, the ODHTF includes federal, state, tribal, non-profit, and other local representation from multiple agencies and across the impacted areas. The lead agency is OHCS, with the additional participating agencies listed in the charter in Appendix A. The Charter does not include the early

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

participation from national non-profit organizations American Red Cross and Oregon Voluntary Organizations Active in Disasters (VOAD).

To inform decision making and identify gaps in local support needs, the OHCS and HUD issued a Wildfire Housing Recovery Community Survey in late 2020 as part of the Housing Impact Assessment (HIA). The HIA contains baseline data documenting pre-and post-disaster housing impacts, and it informed ODHTF's development of the DHRAP strategies, along with biweekly Task Force and workgroup discussions. Over several months of discussion, the complexities, challenges, barriers, and opportunities to an equitable, resilient recovery were discussed and analyzed, with successive drafts of options, strategies, tactics, and approaches reviewed and refined. Two subcommittees were formed to enable deeper discussion with more subject matter experts, and the work of both workgroups – one on manufactured housing, the other on intermediate housing – were brought back to the main Task Force and incorporated into the plan. The Task Force eventually settled on four overarching goals:

1. Create intermediate housing solutions
2. Bolster local capacity
3. Expedite delivery of permanent housing solutions
4. Build community and family resilience

These goals and their associated implementation strategies are discussed in more detail in the following chapters.

Measuring Oregon's housing recovery success

While the state has measured the number of homes that burned as a result of the 2020 wildfires, the full social, economic, health, and other impacts from the wildfires on residents will evolve as recovery progresses. The DHRAP includes target success metrics for the number of homes that will be replaced associated with various housing recovery strategies. These success metrics reflect the work and analysis performed by the Manufactured Housing Workgroup and an understanding of Oregon's pre-disaster housing shortage crisis that impacted renters, homebuyer, stick-build homeowners, and manufactured homeowners. These preliminary estimates are inclusive of federal, state, local, market, and private developer investments, and they may increase or decrease as circumstances, resources, and market conditions change in the coming years and months.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Currently the DHRAP metrics do not go beyond counting replacement homes to track the overall health of housing in the impacted areas; this level of detail is reserved for each program's policies. The ODHTF recently met and started outlining ways to measure an equitable recovery. A key theme from this conversation was helping recovering communities remain affordable and granting displaced residents the opportunity to return to a safe and resilient home. The ODHTF determined that success against this goal could potentially be measured by items like tracking the percentage of displaced residents who return to their communities at a defined point in time post-disaster; comparing pre- and post-storm free and reduced lunch rates in schools; analyzing rates of pre-purchasing housing counseling and first-time homebuyer rates; and the number of affordable homes located outside known high-risk hazard areas.

Throughout the months of discussion, ODHTF discussed the complexities, challenges, barriers, and opportunities to achieve these goals, and deliberations focused on how state agencies could best move the goals forward. The goals and strategies that were adopted by the ODHTF are described in the following chapters, along with status summaries of some of the major efforts that are underway within each of the goals and strategies, as of June 30, 2021. While there is great work ahead, the DHRAP provides a framework for current and future recovery efforts, helping Oregon ensure recovery is coordinated and equitable and that resources are fully integrated to support short- and long-term recovery goals.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Chapter 3 | Goal 1: Create Intermediate Housing Solutions

Provide short-term living solutions for wildfire survivors to meet basic needs with a focus on providing support and services necessary to find and secure longer-term housing.

As the wildfires raged for close to a month, thousands of people who had been evacuated gathered at shelters run mostly by the Red Cross in school gyms and other public facilities. With COVID-19 also raging, it was important to quickly find safe spaces for evacuees that were not in shared spaces. “Non-congregate” shelters were located in hotels and motels, many of which were virtually empty because of the pandemic. For the first weeks the Red Cross continued to oversee these sheltering operations and in January 2021, Oregon’s Department of Human Services (ODHS) took over operations.

Exhibit 7. ODHS Presentation to House Special Committee on Wildfire Recovery

Daily (5/26/21) Sheltering Totals				
County	# Properties	# Rooms	# People	Change
Baker	0	0	0	---
Benton	2	5	7	---
Clackamas	1	1	1	---
Curry	0	0	0	---
Deschutes	2	5	8	-2
Douglas	3	8	12	-1
Hood River	1	1	1	---
Jackson	13	353	661	-4
Josephine	0	0	0	---
Klamath	1	6	7	---
Lane	6	91	171	-6
Lincoln	3	75	133	---
Marion	3	33	58	---
Multnomah	1	4	9	---
Washington	1	1	1	---
Total	37	583	1,069	-13

Source: ODHS Emergency Management

At its peak in the first weeks, the shelter mission supported 4,217 families in 71 hotels. As households secured alternatives – on their own or with assistance – the number fell. Even as the overall shelter census dropped significantly, some survivors who had not yet been in state-sponsored shelters sought assistance. The daily totals have remained between 1,000 and 1,200 people for almost six months, but those figures are dynamic and include a fair amount of turnover.

FEMA has also provided intermediate housing options and assistance to eligible individual survivors and households. The federal agency eventually formed “Direct Housing Missions” in five of the eight most

heavily impacted regions. These missions give FEMA the authority to play a more active role in securing and siting manufactured or mobile homes. As of June 1, 2021, 318 survivors were being housed through a FEMA resource. While over 3,100 FEMA Individual Assistance applications have been approved through FEMA’s Individual and Households Program which can provide some assistance for rental housing and repairs,⁸ this program is not intended to cover all a survivor’s recovery needs, and

⁸ <https://www.fema.gov/disaster/4562>

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

most survivors have been denied FEMA assistance for a variety of programmatic and eligibility-related reasons. At the time of publication of the Action Plan, FEMA is engaging with local recovery efforts and providing a new opportunity to apply or submit appeals to past denials.

Within 10 days of the Presidential major disaster declaration, the Oregon Legislative Joint Emergency Board allocated \$10 million to the OHCS Wildfire Housing Damage Relief Program, making Oregonians in wildfire impacted counties eligible to apply for up to \$6,500 in cash assistance. The program qualifications include being able to verify damage or loss to their primary residence, which needed to be considered uninhabitable, and be below 200 percent of the Federal Poverty Level. OHCS translated materials into Spanish and partnered with the Oregon Latinx Leadership Network to assist with outreach to promote the program. The Wildfire Housing Damage Relief Program approved 1,001 applications and provided over \$7 million in payments to wildfire survivors to support a variety of needs including housing or replacing household items lost in the fires.

Even with these public investments in sheltering and housing, many individuals and families have opted to find solutions on their own. For some, a distrust of government and preference to rely on family and individual resources has kept them from registering with the official sheltering services. For some immigrants, fears of immigration enforcement actions have motivated them to remain “off the radar.” Many Limited English Proficiency individuals find the lack of language access and cultural understanding and sensitivity to be major barriers to participation. As of this writing, insufficient data exists to accurately analyze the profiles of precariously housed wildfire survivors.

“Some people who lived in the [Santiam] Canyon aren’t doing well in these motels. They lived in the woods because that was their choice, and now they’re being told they can’t go home because of land use rules.”

~ Marion County Case Manager

The need for better housing solutions – both intermediate and permanent – is extreme. Eight months after the wildfires were extinguished, around 1,200 Oregonians remain housed in hotels and motels, largely due to a lack of suitable options. Anecdotal information suggests that some were housing insecure or experiencing homelessness before the wildfires. Case managers – whether they are volunteers representing LTRGs, housing navigators from Community Action Agencies (CAAs), or Disaster Case Managers (DCMs) – address a range of social and health service needs including better housing. But as noted throughout this Plan, nearly all Oregon communities had a severe shortage of housing prior to the 2020 wildfires, particularly housing that is affordable, safe, well-located, and accessible.

Desired future state and success metrics

Intermediate recovery focuses on rebuilding the community and involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

“Intermediate housing” does not represent the end goal for anyone, but many of the wildfire survivors currently living in motels will need an intermediate step on the way to permanent housing; as such, the first goal of this DHRAP is to meet those intermediate needs. The Task Force, ODHS and OHCS define intermediate housing in this Plan as moving survivors out of hotels into temporary, but safe housing options like RVs, remodeled hotels with kitchenettes, modular homes, and rental housing. On a parallel track, Goal 3 outlines the goals and strategies to increase the supply of permanent housing and support the provision of safe, affordable, permanent housing that meets Oregonians’ needs.

Because conditions are constantly evolving (e.g., additional housing options emerge, survivors who were renters become owners), the DHRAP provides survivor-centric housing recovery goals rather than constraining its strategy with static goals by housing type that may ultimately mismatch survivors’ housing needs. Additionally, as different funding sources become available, the state will develop realistic targets and metrics for state-sponsored programs in terms of homes produced, cultural responsiveness, equity, resilience to future disasters, and other factors that are critical to rebuilding resilient communities. That said, the Plan’s overarching goal is to help all wildfire survivors move to a more stable living environment (intermediate or permanent) by the end of 2021.

Success against the intermediate housing goal and strategies will be measured by such metrics as:

1. Decline in numbers of people residing in non-congregate shelters (motels)
2. Increase in number of permanent housing placements
3. Decline in State spending on sheltering operations, when survivors can be tracked to their intermediate or permanent housing solution

Achieving recovery success through local coordination

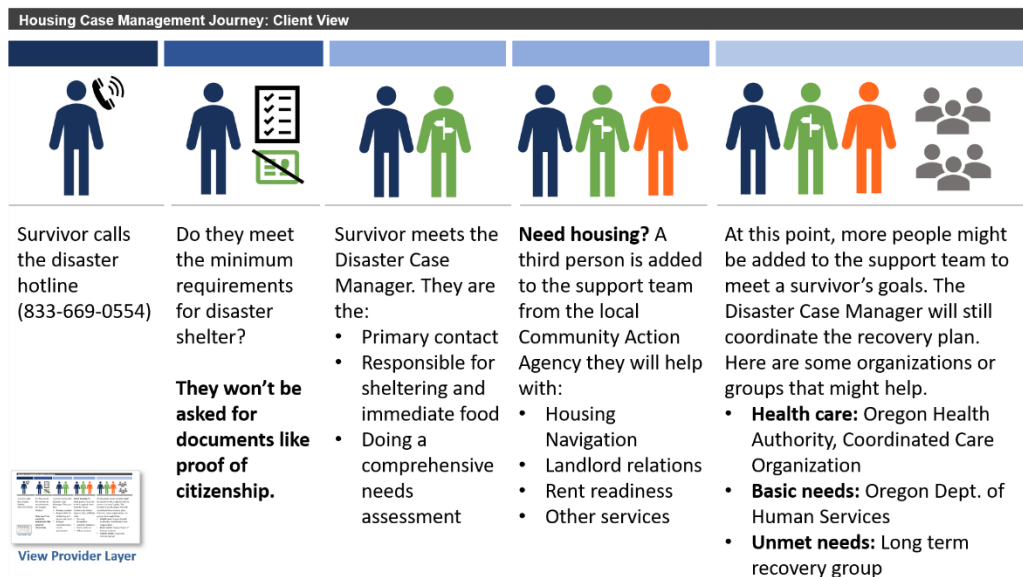
The work of supporting individual survivors and their families on their journey back to permanent housing is complex and often challenges the existing social safety net. In Oregon, the sheer lack of housing options and the economic turmoil caused by

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

COVID-19 has extended the period of time required for sheltering beyond what is typical for major wildfire disasters. Thus, the transition from SRF 4 – Social Services, and SRF 5 – Disaster Housing, has been more time-consuming and complicated than the pre-established planning frameworks could have anticipated.

What has emerged is a hand-off between ODHS’s sheltering and feeding operations and OHCS’s housing stabilization programs, run locally by Community Action Agencies, summarized by the graphic below.

Exhibit 8. Housing Case Management Journey: Client View



Part of this construct relies on Long-Term Recovery Groups (LTRGs). Multiple state agencies and FEMA supported the formation of LTRGs as a key element of the Disaster Case Management framework. As recovery efforts progress, the state and federal agencies will transfer more of the recovery to Disaster Case Managers (DCMs) and LTRGs, as they have the local connections and understanding, as well as a flexibility not afforded to government agencies, to rapidly support wildfire survivors. DCMs and LTRGs focus on recovery from survivors’ perspectives. They work with each survivor to understand their pre-disaster situation and to help facilitate a long-term recovery plan based on their current needs. DCMs will be trained to serve diverse populations, such limited English proficiency individuals and individuals with physical or mental disabilities, and to refer them to intermediate housing that meets their specific needs.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

DCMs coordinate all available resources to meet survivors' needs, and they contact LTRGs to meet any needs that cannot otherwise be met. Oftentimes these are discrete needs like replacing a fridge or installing skirting on a MH. The committee structure varies across LTRGs, but typically the unmet needs committee reviews and request and then the construction committee completes an onsite review to collectively determine the unmet need, potential solutions, and the relative costs of each solution.

Exhibit 9. LTRGs are made up of committees that cover all aspects of survivors' recovery needs



Source: [LTRG Presentation April 2021](#)

LTRGs are public benefit boards with a sponsor. They are governed by internal structures and by-laws, and they can receive charitable contributions. LTRGs sometimes hire staff to assist with the workload and coordinate among organizations, but the resources that LTRGs provide to survivors come from other organizations like faith-based groups, national non-profits, and private industry. LTRGs sometimes coordinate with local governments on things like getting permits approved or understanding local requirements. An LTRG is being formed in each of the most impacted counties, and while they are all at different stages of codification and organization, they are all working at various capacities to fill gaps and connect resources for survivors. As direct federal response and recovery support scales back in the coming months, these groups will remain engaged with survivors and are best-positioned locally to support survivors and communicate local needs to state and federal partners.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Implementation Strategies for Goal 1

Responsible Agencies: ODHS and OHCS

Strategy 1(a) Develop intermediate housing supply for FEMA-ineligible survivors Statewide Target: 1,000 homes

Status June 2021

Coordinate state and federal resources to triage and facilitate resources for local intermediate housing recovery needs	The Disaster Survivor Action Team, made up of state and federal agencies and representation from local LTRGs, meets weekly to addressing intermediate housing barriers
	ODHS and OHCS ensure that survivors have access to coordinated housing placement support and have created an accountability and project management structure to expedite successful transitions.
	OHCS is assisting CAAs with expanding housing navigation capabilities and effectively deploying state and federal rent assistance funding.
Support the conversion of motels to intermediate/transitional housing, with a goal of creating homes prioritized for wildfire survivors	There will be an estimated 300 Project Turnkey homes developed in wildfire impacted counties.
Support conversion of motels and other properties to intermediate/transitional affordable housing	Several properties used for sheltering by ODHS are under review as possible ongoing housing by OHCS.
Create intermediate and/or transitional housing options, including but not limited to modular, MH, RVs, and other options in partnership with local organizations	OHCS has invited its network of local providers to initiate responsive projects.
	OHCS is working with a broker/developer for bulk purchasing of RV's and working with local partners to consider sites for placing RV's.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

<p>Explore use of zoning overlay statute that requires jurisdictions to permit facilities serving people experiencing homelessness to expedite placement of intermediate solutions like RVs</p>	<p>HB 2006 passed, effective May 12, 2021, with sunsets on July 1, 2022. This legislation expands the types of motor-vehicle camping that political subdivisions may allow and expands the definition of transitional housing accommodations to include motor-vehicle camping. It defines emergency shelter and requires local governments to allow siting of qualifying emergency shelters by qualifying entities.</p>
<p>Strategy 1(b) Provide housing navigation, rapid re-housing, and counseling for wildfire survivors to secure permanent homes Statewide Target: All Survivors Permanently Home in 4 years</p>	
<p><i>Status June 2021</i></p>	
<p>Tie DCM to local housing navigation and placement systems and invest in those systems to ensure their full capacity for service delivery</p>	<p>Federal, state, local and non-profit organizations are collaborating to stand up DCM within each of the impacted areas. This effort includes integrating DCM with CAA services related to wraparound housing, medical, social, and recovery support needs.</p>
<p>Require DCM 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.</p>	<p>OHCS and its partners will design and implement a new wildfire recovery & resilience program. ODHS has completed contracting with service delivery partners and continues to on-board DCM personnel.</p>

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Provide “storefront” aid to survivors that accelerates their placement in permanent homes, or intermediate solutions where necessary, by rapidly expanding Regional Housing Centers’ capacity and scope.	OHCS has identified flexible funds to support expanded CAA capabilities.
	ACCESS in Jackson County is creating a Center for Community Resilience in partnership with Rogue Community Health and others to provide wrap-around services to survivors. It will complement the Disaster Case Management functions of ODHS and coordinate with LTRG’s.
	OHCS and HUD have made available access to housing counseling training and support, as well as technical assistance for rapid rehousing.
Ensure rent assistance resources can meet unique needs of survivors.	The state is providing clarity to each CAA administering rental and utility assistance programs to ensure they understand how they may be able to support wildfire survivors.
Tie housing navigation and placement services to LTRGs in ways that fit local needs and resources.	Local agencies are connected and are working on outlining protocols to support survivors through DCM, LTRGs and CAAs.

Strategy 1(c) Engage landlords to prioritize homes for wildfire survivors

Status June 2021

Re-activate and evolve home availability “hot sheet” in partnership with private landlords to obtain real-time information on vacant homes. Test receptivity to landlord “campaign.”	OHCS and ODHS are creating both supply and demand dashboards to provide timely, accurate information to local and state decision-makers.
Strengthen partnerships with private landlords to give survivors the opportunity to rent places on turnover	Oregon’s new wildfire recovery and resilience program will give CAAs more financial tools to support landlord partnerships.
	OHCS has modified occupancy and wait list standards for affordable rental housing properties where possible and has instructed affordable rental housing owners to prioritize wildfire survivors in to fill vacancies on turnover whenever possible.

Chapter 4 | Goal 2: Bolster Local Capacity

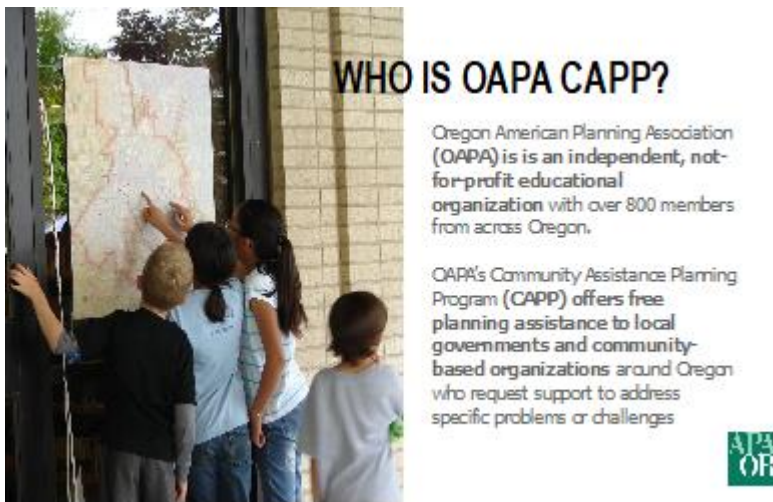
Increase local capacity to promote intermediate and permanent housing supply

Concerns about municipalities’ varying capacities to meet local needs are not new or unique to Oregon. Local capacity challenges are not isolated to disaster response and recovery or to municipalities’ abilities to facilitate housing production. However, these challenges are magnified in the context of disaster recovery and the overlay of severe housing shortages.

Market conditions largely drive housing production, but local governments can greatly influence development processes (and thus impact the time and costs that get factored into homebuilding economics). Slow permitting and zoning processes are often cited as barriers and disincentives to housing development. In Oregon’s rural, unincorporated communities, the housing development context is more complicated and includes decades of budget challenges that limit the ability of municipalities to hire enough skilled technical staff; damaged, aging, and insufficient infrastructure that may not support growth until expensive upgrades occur; and a mix of environmental protection and land use laws that discourage residential building outside of urbanized areas.

Oregon’s 2020 wildfires brought these issues to the fore, and the Task Force spent considerable time in its initial meetings focused on building local capacity as the critical path to scaling up housing replacement and production runs through local government. State Recovery Function (SRF) 1 guides Oregon’s initiatives to address

Exhibit 10. SRF 1 includes representation and input from private stakeholders



these challenges, with leadership from DLCD and support from FEMA, OEM, and others. Because of the centrality of that work to any housing-specific recovery efforts, the DHRAP calls out the need to explicitly support local government through a housing-specific lens.

The SRF 1 (Community Building and Capacity Building) augments the

capacity-building and community planning resources of local and tribal governments

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

so they can plan for, manage, and implement disaster recovery activities⁹. SRF 1 tracks their goals and strategies separately from the Disaster Housing Task Force. However, their objectives listed in the state's Integrated Strategic Recovery Plan include the items listed below, all of which have either direct or indirect impacts on housing recovery. Examples of this work include the following objectives:

- Respond to requests for code and other land use planning technical assistance
- Conduct outreach and education for local communities regarding post-wildfire increased flood risk and other hazards to protect Oregonians (especially displaced and vulnerable Oregonians, including but not limited to Black, Indigenous, People of Color, and people living with disabilities) from additional hazards, especially flooding, debris flow, and landslides that are more likely after a wildfire.
- Provide information and training on requirements to conduct Substantial Damage Assessments (SDA) post-wildfire under the National Flood Insurance Program (NFIP).
- Assist communities in taking advantage of grant programs through education about programs and technical assistance with applications (TGM, HMGP, BRIC, USDARD).
- Support communities to decide what, where, how and when to strategically rebuild based on their unique circumstances, considering defensible space for wildfire hazards, other hazards, efficient use of land, and equitable patterns of development.
- Ensure that communities have data and maps to make good decisions about locations for permanent replacement housing.
- Support community capacity to analyze infrastructure needs, options for replacing damaged infrastructure, and options for inter-governmental cooperation.
- Encourage communities to adopt the optional construction standards within Oregon building codes that reduce risks from future wildfires.
- Ensure that new or repaired buildings and infrastructure are designed and constructed to withstand future climate conditions using best available information.

⁹ https://www.oregon.gov/oem/Documents/OR_RECOVERY_PLAN_MARCH_2018.pdf, page 4-6

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

- Analyze agriculture and fire wise forest practices in relation to creating and sustaining more resilient communities.
- Ensure that community plans and rebuilding efforts provide sufficient opportunities for displaced low-income residents to find affordable housing options in the rebuilt communities.

SRF 1 is led by DLCD, the department that has led Oregon’s statewide land use planning program since 1973, with the mission of protecting farm and forest lands, conserving natural resources, promoting livable communities, facilitating orderly and efficient development, helping coordinate among local governments, and enabling citizen involvement. Under the program, all cities and counties have adopted comprehensive plans that meet mandatory state standards. The standards are 19 Statewide Planning Goals that deal with land use, development, housing, transportation, and conservation of natural resources. Periodic review of plans and technical assistance in the form of grants to local jurisdictions are key elements of the program, particularly in the context of post-disaster response and recovery.

SRF1 and DLCD’s ability to mobilize to support local communities and understand local land use planning and capacity needs comes from having dedicated regional staff, who are located across the state. Throughout Oregon’s response and recovery, the regional staff model has been touted as a success, as it has facilitated quick field response and support to wildfire-impacted communities. In this role, they have worked with communities to understand local housing production challenges, help identify solutions for code amendments that can expedite equitable rebuilding and provide targeted capacity support to increase the pace and volume of housing construction permits. In addition, Regional Solutions plays a critical role in helping local governments identify resources to implement priority projects on the ground.

Desired future state and success metrics

Success against the goal of Bolstering Local Capacity will be evident when local processes can facilitate an increased pace and volume of housing construction permits.

The DHRAP incorporates by reference the SRF 1 metrics and milestones.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Implementation Strategies for Goal 2

Responsible State Agencies: DLCD, OEM, OHCS

Strategy 2(a) Promote efforts to add capacity to jurisdictions for planning, zoning, permitting, and land use approvals

Status June 2021

Prioritize jurisdictions with high losses and least staff	DLCD and Business Oregon have provided various capacity, transportation, and management grants to the most impacted counties. The counties are using these funds to come up with innovative and localized strategies for plugging their capacity needs.
Create and implement clear, objective standards	In process
Full deploy e-permitting systems with training and systems upgrades to supplement needed in-person functionality	In process
Support planning departments to re-zone commercial land for housing as allowed by current law, and to manage review of rebuilding in hazard areas.	DLCD and Oregon Department of Transportation (ODOT) are funding Transportation Growth Management (TGM) visioning processes in Southern Oregon (Jackson) and in Blue River (Lane). Oregon American Planning Association is providing support for these processes.
Utilization of density transfers to create new opportunities for housing	Under consideration
Allow local officials to balance immediate rebuild approvals and troubleshooting with long-term planning	Under consideration

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Strategy 2(b) Provide data and tools to support local planning efforts

Status June 2021

<p>Create regional maps that show burn zones, UGB's, city limits, lost park locations, buildable lands inventory, schools & other institutions, flood zones, environmental hazards, and other relevant features</p>	<p>Coordinating with DLCD, OEM, Oregon State University Extension Service Fire Program to develop GIS Working Group and build out "After the Fire" Map and a prototype data layer for Jackson County that allows filtering by numerous attributes to locate tax lots that suit user needs.</p> <p>Additionally, OEM is undertaking floodplain mitigation assessments and providing floodplain mitigation assistance in certain impacted areas. Local initiatives are also underway to disaggregate data through community-based engagement, local assessments, review impacted housing types to help community-driven recovery planning and solutions, ensuring communities are rebuilt equitably.</p>
<p>Use maps to strengthen coordination and reduce competition in scouting developable properties</p>	<p>Maps are being used by FEMA, the state, and its contractors to source various intermediate and permanent housing initiatives. DLCD's "After the Fire" map can also support this strategy.</p>
<p>Create user-friendly federal and state resource directories for consumers, jurisdictions, service providers and developers, like:</p> <ul style="list-style-type: none"> a. FEMA Hazard Mitigation grants b. State Potable Water Resources c. Infrastructure financing d. Housing assistance 	<p>Agencies responsible for different funding sources are developing materials for end users to make the programs accessible and breakdown bureaucratic requirements to increase program participation.</p>

Strategy 2(c) Add capacity to municipalities for public works, transportation, and general community development functions to aid rebuilding

Status June 2021

<p>Support expedited infrastructure planning and access to financing</p>	<p>Various state agencies (OEM, Business Oregon, DLCD, ODOT, etc.) have reviewed existing budgets and provided initial funding to local governments to undertake pre-project infrastructure planning. Business Oregon will deploy legislatively adopted resources for infrastructure.</p>
<p>Encourage development of equitable housing production policies</p>	<p>DLCD will use HB 2003 Regional Housing Needs Analysis and Housing Production Strategies to support cities with this process.</p>

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

<p>Support all efforts to expedite public agency debris removal and environmental clean-up to facilitate rebuilding and remove traumatizing visuals</p>	<p>Until December 2020, the state and federal EPA cleared hazardous waste dangerous to the public. Starting in December 2020, the state ODOT, OEM and Oregon Department of Environmental Quality and state-hired contractors have been providing no-cost hazard trees and ash and debris removal services to residents, in close coordination with local governments. Debris management by ODOT and DEQ is ahead of schedule.</p>
<p>Work with Public Housing Authorities to amend administrative plans as needed to prioritize vouchers and/or owned housing for survivors.</p>	<p>The Housing Authority of Jackson County, Homes for Good (Lane), and Marion County Housing Authority are assessing their administrative plans.</p>
<p>Coordinate and leverage funding from state and local sources to fund recovery efforts</p>	<p>Business Oregon provided capacity building assistance to local governments to coordinate local recovery and community development efforts.</p>
<p>Coordinate with OEM and tribal/local governments to understand the status and timeline of infrastructure repairs, to understand when the infrastructure (e.g., safe water, etc.) will be in place so rebuilding in impacted areas may start.</p>	<p>OEM and local governments are closely coordinated through the development of FEMA PA projects, and through SRF 6, which has the strategic recovery goals of restoring critical infrastructure across the wildfire impacted areas in Oregon; coordinating with task forces and other SRFs to meet overall state recovery goals due to potential overlapping projects; supporting all wildfire impacted counties in addressing existing and/or newly emerging critical infrastructure issues; and coordinating with and supporting critical infrastructure providers to complete recovery projects in the near, interim, and long term.</p>

Strategy 2(d) Promote local coordination with Long Term Recovery Groups and CBO's

Status June 2021

<p>Support and stay connected to LTRGs and other locally focused efforts to ensure planning, program design, and implementation are inclusive, culturally responsive, and built to address historic inequities in housing</p>	<p>LTRGs are connected into local planning groups, but they are not responsible for implementing affordable housing programs or projects. LTRGs advocate for and support survivors to ensure recovery solutions are inclusive and meet their needs.</p>
---	---

Chapter 5 | Goal 3: Expedite Delivery of Permanent Housing Solutions

Cross-cutting strategies that facilitate all housing types, tenures, and income levels that result in new construction and reconstruction in wildfire-impacted counties by 2025.

As described in Chapter 1 of this plan, the Regional Housing Needs Analysis and in HUD's HIA, Oregon's pre-disaster housing challenges have only been magnified in the current environment. In a state that already faced a housing shortage, the wildfires destroyed thousands of homes (nearly half of which were MHs – many in Jackson County), removing a key segment of Oregon's affordable housing stock and leaving residents without resources to rebuild without support. Because there were insufficient homes to absorb displaced households, more than 1,000 individuals were residing in the non-congregate sheltering system six wild months after the fires. As such, federal, state, and local governments have redoubled their efforts to spur greater housing production with targeted investments and support for streamlined regulatory processes.

The implementation strategies within Goal 3 describe the ways that the State of Oregon's capabilities and growing access to federal resources can be deployed to accelerate the pace and scale of housing for all income levels, with an emphasis on housing for the lowest income Oregonians. These strategies start with cross-cutting concepts that are relevant for all housing types and tenures and then provides detailed ideas tailored to MH, homeownership, and rental housing.

Desired future state and success metrics

Permanent housing for people of all income levels, in their choice of community, remains the overarching vision for the State of Oregon. Oregon's pre-existing housing crisis and the disproportionate impacts of COVID-19 and the wildfires on Oregon's Black, Indigenous, Latino/a/x, Asian, Pacific Islander, Native American, and Tribal Communities, have highlighted the need for the state to be more resilient to future disasters. To do this, Oregon needs to build back better than it was prior to the wildfires. One component of building back better includes incorporating disaster mitigation and resilience policies, planning, and approaches into rebuilding efforts. The ODHTF goals and strategies related to resilience measures are detailed further in the next chapter, under Goal 4.

However, to track and measure desired success metrics, the ODHTF knows state and federal agency data are incomplete in presenting the full extent of the crisis for

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

disaster survivors, particularly for those survivors who are not currently participating in federally- or state-funded disaster recovery programs. At the time of publication, there is limited aggregated data available that exists outside the data collected through federal and state wildfire response and recovery processes. The LTRGs, local non-profit organizations, local school districts, housing authorities, local planning departments and governments, and CAAs all have a strong role in supporting survivors, as well as understanding survivor and community evolving needs. That data is not presented in this Plan, because it is not aggregated, and agreements must be in place to protect survivors' privacy.

The Task Force and implementing State agencies know there is much work ahead to coordinate state-supported housing efforts with local partners. Part of this effort includes going beyond the federal and state data to understand the affordable permanent housing needs of impacted residents, so that recovery solutions can help address pre-existing inequities and housing challenges, rather than exacerbate them. Ongoing survivor and stakeholder engagement will help local governments ensure their rebuilding efforts are inclusive and minimize permanent displacement of those households who want to – but struggle to – return home.

Understanding there are limits to this data, in its HIA, HUD included the table below that summarizes the impacts to housing stock in the impacted counties. This table is inclusive of information from FEMA Individual Assistance and is supplemented with data from OEM.

Exhibit 11. HUD's HIA establishes a baseline of the wildfire's impact on housing in Oregon

County	Single Family	Multifamily	Manufactured Homes	Major Damaged Homes	Destroyed / Damaged Homes
Clackamas	62	0	0	0	62
Douglas	126	0	12	0	138
Jackson	610	193	1,561	9	2,373
Klamath	11	0	0	0	11
Lane	505	0	69	41	615
Lincoln	63	3	222	0	288
Linn	71	0	0	0	71
Marion	629	0	0	4	633
Total	2,077	196	1,864	54	4,191

Source: Table 6: Homes Damaged by County and Damage Level, HUD Housing Impact Assessment¹⁰

¹⁰ [https://www.oregon.gov/ohcs/get-involved/Documents/committees/ODHTF/05-03-2021-DR-4562-OR%20Assessment%20\(FINAL%202021-04-30\).pdf](https://www.oregon.gov/ohcs/get-involved/Documents/committees/ODHTF/05-03-2021-DR-4562-OR%20Assessment%20(FINAL%202021-04-30).pdf)

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Given the significant loss of housing stock from the 2020 Wildfires, state, tribal, and local governments will need to invest federal, state, and local resources to restore affordable and market rate housing across the impacted areas. While most survivors may prefer to return to the site of their destroyed homes, as time passes displaced households and individuals may also decide not to return, or they may return in a way that differs from their pre-storm housing situation. For example, renters may become homeowners, MH homeowners may purchase stick-built homes, and/or local governments may engage in planning that encourages more resilient or affordable post-disaster housing policies and solutions.

Permanent housing production targets in wildfire-impacted counties

The goal is to produce approximately 4,500 replacement homes to accommodate the needs of wildfire survivors. This target includes homes that are developed, subsidized, or otherwise supported by OHCS, and it also includes private development that will respond to demand regardless of the state’s involvement. As applicable and to meet survivor demand, all housing strategies will consider accessibility needs, to include providing accessible homes (single-family and multifamily) that meet Section 504 of the Rehabilitation Act of 1973 (Section 504) and Americans with Disabilities Act of 1990 (ADA) requirements. OHCS sets the below goals to serve as a guidepost for permanent housing production but recognizes that reaching these goals depends partially on factors outside the state’s control.

Exhibit 12. Permanent housing production targets by housing type

Housing Type	Target Number of Homes	Target Date
MH or modular housing in parks	2,500	12/31/24
Single-family (stick built, modular, and MH) and multifamily homeowner and rental homes	2,000	12/31/25

The goals above reflect the MH and modular housing target set by the MH working group that convened following the wildfires. As recovery progresses, the state will revisit the goals above to ensure that they remain in alignment with survivor and community needs.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Implementation Strategies for Goal 3

Responsible State Agencies: OHCS, Oregon State Treasury

Strategy 3(a) Coordinate state and federal agencies and all available resources

Status as of June 2021

<p>Position existing and ongoing OHCS development resources to prioritize wildfire recovery in competitive processes designed to add to housing supply.</p>	<p>OHCS modified the Qualified Action Plan (QAP) to target federal development dollars, allocated through the Federal Low Income Housing Tax Credit (LIHTC) Program, to areas impacted by the 2020 Wildfires. The temporary administrative order issued by OHCS includes a scoring preference to address critical need for affordable housing caused by the destruction in the federally declared disaster areas.</p>
	<p>The Local Innovation and Fast Track (LIFT) Rental Housing Program's objective is to build new affordable housing for low-income households, in particular, families. Two projects that will deliver more than 120 new homes in the wildfire areas have been selected to receive LIFT funding to date.</p>
	<p>The State is working with local non-profits, employers, and farm worker labor unions to explore applying Agriculture Workforce Housing Tax Credits to those areas with significant agricultural workforce that were also significantly impacted by the wildfires.</p>
	<p>The State is completing a homeowner needs analysis to inform future programs funded by Homeowner Assistance Fund (HAF) funds from the U.S. Treasury.</p>
	<p>Land Acquisition Program funding is being considered in the 2021 legislative session. OHCS is considering developing a Wildfire Land Acquisition Program with specific criteria to support recovery in the impacted areas.</p>

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

<p>Expedite development of pipeline projects.</p>	<p>OHCS is working closely with approved projects to identify gaps and eliminate barriers caused by the wildfires, increased construction supply and labor costs, and need for facilitated support with state and local permitting offices.</p> <p>Various state and local public and non-profit entities are assessing potential incentives to expand new developments.</p>
<p>Invest new state allocated resources to create and rebuild homes at a range of income levels and using a range of strategies, including land acquisition and construction.</p>	<p>The State is in the process of creating strategies that address recovery unmet needs across a wider range of income levels. for homeowners and renters at all income levels with a verified unmet wildfire recovery need, to include land acquisition, down payment, and construction assistance.</p>
<p>Advocate for federal funding for resilient, energy efficient housing in the American Jobs Act and other recovery packages that can boost housing supply.</p>	<p>Senator Merkley submitted a joint letter with Senator Cassidy from Louisiana to the Biden Administration requesting a supplemental disaster recovery appropriation to help address Oregon’s unmet recovery needs.</p> <p>Governor Brown submitted a letter to Oregon US Congressional delegation requesting federal disaster recovery and mitigation appropriation for 2020 Wildfires.</p>
<p>Accelerate delivery of new and expanded capital sources capable of financing resilient infrastructure and housing to leverage available State and Federal funds.</p> <ul style="list-style-type: none"> a. <i>Gather national experts</i> b. <i>West Coast Infrastructure Bank</i> c. <i>Regulated banks w/CRA</i> d. <i>Philanthropy</i> e. <i>CDFI’s</i> f. <i>Fannie Mae/Freddie Mac</i> 	<p>Discussing possible financing roundtables and engagement strategies for including private and non-profit funding partners.</p>
<p>Explore limits of public capital financing capabilities and test infrastructure financing using emerging public-private and climate adaptation financing tools.</p>	<p>This will be reviewed and considered as part of future programming and policy initiatives.</p>

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

<p>Continually update needs data that informs deployment of OHCS competitive and formula programs.</p>	<p>Unmet needs data are central to the successful design and implementation of recovery programs. OHCS will continue to solicit updated data from federal, state, and local resources, with a focus on research justice, public engagement, and other efforts to ensure data are inclusive of the unmet needs from individuals and populations who may be facing systemic barriers of access to publicly subsidized programs.</p>
<p>Assign an Ombud 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</p>	<p>No status update</p>
<p>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.</p>	<p>No status update</p>
<p>Create resource directories and maps for consumers that demystify available housing assistance programs from state and federal sources, jurisdictions, service providers and developers.</p>	<p>The LTRGs and communities are developing a directory of available resources. They are available to survivors, but they will also be provided to DCMs, who will reduce survivor burden by matching survivors with resources. Additionally, DCMs will support survivors in the development of personal recovery plans, which includes identifying the steps and resources needed to achieve the goals and outcomes in their plans.</p>

Strategy 3(b) Strengthen partnerships across sectors and units of government

Status as of June 2021

<p>Create a regular and formalized process for state and local jurisdictions to develop solutions and address barriers to restoring housing in recovering communities.</p>	<p>The state is coordinating with local governments to identify sites and identify subsidy needs to make projects feasible.</p>
--	---

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

<p>Create and steward new financial tools to aid in the rebuilding in partnership with homebuilders, bankers, developers, and others in the private sector.</p>	<p>OHCS is reviewing all current and potential future funding (e.g., Legislative funding, CDBG-DR, Gap Funding, Market Rate Subsidy, MHU down payment assistance) to address verified unmet wildfire recovery needs.</p>
<p>Identify land for acquisition and coordinate land assembly to avoid competition and simplify rezoning applications for jurisdictions</p>	<p>OHCS is supporting various jurisdictions, non-profits and developers to identify land acquisition strategies that will help preserve affordable housing.</p>
<p>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.</p>	<p>Work with the Agricultural Workforce Housing Facilitation Team, culturally specific CBOs and agricultural employers in Jackson County to identify housing needs specific to the agricultural workforce.</p>
<p>Help community-based developers coordinate land assembly to avoid competition and simplify rezoning applications for jurisdictions.</p>	<p>State agencies have developed a GIS Working Group to consolidate mapping efforts and have partnered with OSU to develop mapping that can be used by developers and non-profits to identify intermediate and intermediate-to-permanent housing locations.</p>
	<p>OHCS has engaged developer contractors experienced in sourcing appropriate sites for intermediate and intermediate to permanent affordable housing.</p>
<p>Strategy 3(c) Expedite replacement of lost manufactured homes within parks</p> <p>Statewide Target: 2,500 replacement or new affordable and market manufactured and modular homes in parks</p>	
<p><i>Status as of June 2021</i></p>	
<p>Facilitate cooperation and coordination between owners of small parks.</p>	<p>The state is working with non-profit organizations to identify opportunities to acquire park sites to ensure those properties are maintained as affordable housing. The private demand for parks continues to be high, so many park owners (corporate and investor owned) are moving forward with reconstruction and new construction of market rate homes for all income levels without public investment or coordination.</p>
<p>Facilitate siting of modular homes within MH parks.</p>	<p>HB 3219 makes this possible.</p>

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

<p>Secure FEMA Hazard Mitigation funds to cover costs of elevating MHs within flood plains and/or relocations or buyouts</p>	<p>OEM and FEMA are working to develop a statewide solution related to mitigation.</p>
<p>Work to reduce stigma of MH and parks through strong public communications about benefits and quality</p>	<p>No status update</p>
<p>Plan for development of factory to manufacture new homes designed and priced as affordable rental and ownership housing; avoid competing with industry manufacturers.</p>	<p>The State is exploring non-profit and private-public partnership opportunities to acquire or start up a manufactured home manufacturing facility.</p>
<p>Increase availability of comprehensive housing counseling services, including manufactured housing pre-purchase counseling</p>	<p>OHCS and some local agencies applying for new housing counseling grants.</p>
<p>Identify solutions for overcoming modular and manufactured housing supply chain issues</p>	<p>OHCS is exploring and negotiating the bulk purchasing of modular homes from manufacturers to fill permanent housing demand needs.</p>
	<p>OHCS, local governments, tribal governments, and volunteer organizations are working with FEMA to create the plan and programs that facilitate the acquisition or donation of FEMA MHUs after the Direct Housing Mission is complete. The Direct Housing Mission is currently set to expire in March 2022, though the State anticipates requesting an extension for survivors.</p>
	<p>The State is exploring participating in the FEMA MHU sales and donation program to relieve some pressure on the demand and delays in acquiring MHUs.</p>
	<p>The Oregon Building Codes Division monitor the quality of manufactured and mobile homes, to ensure that quality standards in the supply chain remain high as manufacturers experience increased pressures on volume and speed of production.</p>

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Provide HUD-certified counseling to prospective buyers regarding benefits of healthy, energy-efficient MHs as homeownership model	National contractor has been identified and is under contract to provide limited assistance.
Explore development of new MH parks using traditional OHCS resources and private financing	OHCS is exploring the options of acquiring and developing new or damaged MH parks with local governments, local non-profits, and developers.
Expand affordable financing options for MH purchasers to buy quality replacement homes	OHCS MH Replacement grant program is operational; program capacity expansion pending adoption of budget Omnibus MH Program – buy down price of home to a level affordable to a future resident and credit enhancement tied to OAHTC to make chattel mortgages affordable to new homeowners. The State is exploring the potential to initiate the FEMA MHU Sales and Donations Program for Direct Housing participants.
Leverage Article Q bonds or other resources for State bulk purchase of factory-built or modular homes; possibly on lease-to-own basis	The state is exploring different possibilities for bulk purchasing of factory-built and/or modular homes.

Strategy 3(d) Create more affordable first-time homebuyer opportunities

Status as of June 2021

Expand access to HUD-certified housing counseling	OHCS is exploring new housing counseling grants.
Facilitate use of non-traditional homeownership models including community land trusts, cooperatives and other approaches as affordable homeownership option	OHCS and local partners are exploring these options.
Expand access to programs to BIPOC and other marginalized groups through strengthened engagement and targeted refinement of programs	Funding for this type of engagement and expanded access were included in the Governor’s Recommended Budget.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Refresh down payment assistance and other grant programs to address growing affordability and access gaps, with a priority for wildfire areas.	The state is reviewing how to leverage existing homebuyer programs and additional assistance available through various federal COVID-19 (CARES Act, American Rescue Plan Act, etc.).
Empower and support homebuyers with updated, user-friendly, and multilingual materials on financing options and homebuying process. Assemble consumer-facing financing sources for home purchases and create relevant marketing materials in multiple languages <i>a. OHCS (See below)</i> <i>b. ETO</i> <i>c. Craft3</i> <i>d. Banks, credit unions</i> <i>e. Chattel lenders</i> <i>f. Fannie Mae</i>	No status update
Advocate for federal resources to boost homeownership supply, including the Neighborhood Homes Investment Act and other strategies, with the ability to prioritize wildfire areas.	No status update
Strategy 3(e) Increase pace and scale of rental housing production	
<i>Status as of June 2021</i>	
Provide incentives in OHCS funding processes for developments in wildfire impacted communities	NOFA results Summer 2021
	OHCS is exploring local agricultural workforce recovery housing needs.
Deploy housing development and finance expertise to aid and expedite deal flow	OHCS has secured contractors for this role.
Enact emergency price-gouging and rent control measures in wildfire-affected jurisdictions (ORS 91.225(5))	No status update
Advocate for Disaster Housing Tax Credits	OHCS has secured Disaster Housing Tax Credits and working with the National Council of State Housing Agencies to detail the credit allocation, funding criteria and timing.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Strategy 3(f) Increase pace and scale of single-family (1-4) homeowner reconstruction, buyouts, and other permanent housing solutions for destroyed single family homeowner properties

Status as of June 2021

<p>Address and forestall increases to and cancellations of homeowners' Insurance premiums; understand lessons from California Insurance Commissioner.</p>	<p>The State has had initial meetings with the state of California to understand insurance policy and premium challenges following their 2017 and 2018 wildfires.</p>
<p>Address solutions for uninsured and underinsured homeowners, particularly for low-to-moderate income homeowners.</p>	<p>To create solutions, the State is working with local home builder associations to understand the how increased construction costs, damages to septic tanks, standing burned trees, and labor and supply chain challenges are or are not eligible under existing insurance policies, and how the limits of those policies are impacting homeowners looking to rebuild.</p>
<p>Develop recovery solutions for mobile homeowners on fee simple owned land</p>	<p>These homeowners are included in analysis of need and programming for recovery solutions.</p>

Chapter 6 | Goal 4: Build Community and Family Resilience

Ensure that as families and communities rebuild, they can incorporate lessons from the 2020 wildfires, and strengthen their ability withstand future natural disasters with minimal disruption

Oregonians have watched their California neighbors endure devastating wildfires for many years and recognize that we can benefit from employing strategies California has used to build resiliency at ever-increasing scales. Resilience strategies include, but are not limited to:

- Using new technologies to inform building practices and communications infrastructure.
- Recognizing which segments of society bear the brunt of economic distress after disasters and using that data to inform investments in household self-sufficiency.
- Promoting neighborhood-level energy independence so that medically fragile people can remain at home during power shutoffs.
- Including an understanding of how land use and the built environment either reduce or exacerbate risks associated with wildfires, floods, and landslides in comprehensive plans.

Articulating the desired future state of building community and family resilience warrants additional engagement and deliberation with tribal and local governments, residents, developers, private industry, and non-profits. However, the Task Force has included community and family resilience as one of the four goals in the DHRAP to show that the state recognizes that simply rebuilding lost homes will not suffice, if the rebuilding will subject its residents to the same or worse devastation, loss, hardship, and trauma from future disasters.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Implementation Strategies for Goal 4

Responsible State Agencies: OHCS, DLCD, OEM, DOF, Business Oregon

Strategy 4(a) Make critical infrastructure more resilient

Status as of June 2021

Prioritize upgrading communications infrastructure, especially broadband internet and cell coverage	The Consolidated Appropriations Act of 2021 and the American Rescue Plan Act include assistance to build out broadband network infrastructure, reduce consumer prices, and fund digital skills programming, with a purpose of helping build digital equity across the country in response to the inequities and digital divide revealed by COVID-19. This assistance is not sufficient to cover every community's long-term needs.
Ensure that effective, trusted, and overlapping early warning systems in multiple languages are instituted as part of redevelopment.	In March 2021, OEM announced the availability of a USGS ShakeAlert Earthquake Early Warning System phone app, with resources related to how the app works available in English, Spanish, Russian, Tagalog, Chinese and Vietnamese.
Develop financially sustainable model of micro-grid deployment and/or localized power storage systems	Energy Trust of Oregon is developing a program.

Strategy 4(b) Promote mitigation solutions for communities including homeowners and renters

Status as of June 2021

Aid locals with creating realistic plans for ongoing vegetation management that property owners can readily adopt and sustain, such as Firewise, a program used by some local fire departments	No status update
Create incentives and promote construction of net zero homes and/or homes with high energy efficiency	No status update
Make home hardening technologies affordable and widely available	No status update
Promote IDA's and other asset building tools for family financial independence	No status update

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

<p>Build in redundancies to critical facilities and infrastructure to minimize disruptions and preserve life during major disaster events</p>	<p>These efforts are being considered in the scoping of FEMA Public Assistance and Hazard Mitigation Grant Program projects. This work is coordinated between FEMA, OEM, and local and tribal governments, and eligible non-profit organizations.</p>
<p>Support and engage with local governments to promote mitigation measures and secure grants to buyout high risk homes, relocate homes outside of hazard areas, rebuild more resiliently and/or retrofit homes with more resilient materials</p>	<p>Funding and associated requirements are being considered in the state legislature to promote fire-resistant reconstruction.</p>
<p>Strategy 4(c) Incorporate resilient technologies and strategies into OHCS housing programs</p>	
<p><i>Status as of June 2021</i></p>	
<p>Promote additional resilience measures in multi-family rental, manufactured and mobile home, and homebuyer programs administered by and/or subsidized by OHCS and its partners</p>	<p>As OHCS assesses investments in intermediate and permanent housing solutions, and as additional recovery funding becomes available, OHCS and its partners are incorporating resilience building measures that consider major risks, including wildfires, flooding, mudslides, earthquakes, and tsunamis.</p>

Chapter 7 | Implementation Phase & Conclusion

As described in the previous chapters, multiple state and local efforts are underway at the time of publishing this Plan, but (consistent with other major disaster events across the country) the road to recovery is long and changing. The goals and strategies identified by the ODHTF provide a foundational framework for intermediate and long-term recovery and mitigation efforts that Oregon’s state agencies and local governments can use as they move forward with their recovery programs and initiatives, to include building from what has been completed to date. Key to moving forward with a resilient recovery from the 2020 wildfires is converting these strategies into achievable, implementable efforts rooted in Oregon’s core values, state and local unmet needs, and national best practices. As such, the DHRAP is a living document with goals and strategies that will likely be enhanced as the State of Oregon’s agencies and tribal and local governments and organizations design and carry out recovery efforts.

Leveraging existing funding and resources

One significant area of dependency for launching large-scale and comprehensive housing recovery efforts is understanding long-term funding sources available for wildfire housing reconstruction and replacement. Oregon’s state and local governments have leveraged all forms of FEMA direct housing assistance, technical assistance, and outreach support to provide survivors with the full extent of what has been available to date. However, funding and support are limited by statute, and not designed to make survivors or communities whole; instead, these funding sources largely address intermediate and transitional needs, with minimal support for long-term housing needs. The state and local LTRGs are closely coordinating resources from national and local non-profit and volunteer organizations that support survivors with critical unmet needs. The coordination of all available resources will be streamlined through the FEMA-funded and ODHS-administered DCM, a program that addresses human services needs that provides survivors with a single person to facilitate access to all available local, state, federal, and non-profit resources. At the time of publication, ODHS is coordinating and driving the ramp-up of DCM to be able to serve survivors across the impacted areas.

Additionally, the state has allocated resources to provide immediate relief to survivors through non-congregate sheltering; the Wildfire Damage Housing Relief Program; the acquisition of RVs to transition families out of non-congregate sheltering; prioritized resources for wildfire survivors; and expanded state and local capacity by hiring new staff and through contracts with non-profit organizations,

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

national and local consultants. To support local capacity building related to permitting, planning, zoning, and infrastructure, DLCD is providing direct assistance and technical assistance to disaster-impacted counties and municipalities.

There are also significant resources available for COVID-19 response, recovery, and prevention, and many wildfire survivors have also been impacted by COVID-19, which has made them eligible for such supports as mortgage, rental and utility assistance, additional social services supports, and other critical wraparound services needed to navigate multiple recoveries. Many of these resources are being leveraged to help survivors who are at-risk of or are experiencing homelessness because of COVID-19 and exacerbated by the impacts of the wildfires.

This list of existing efforts is by no means comprehensive; there are additional efforts underway related to debris removal, infrastructure assessments and improvements, planning, and other state and local capacity building efforts that will have either a direct or indirect impact on the state's ability to recover from the wildfires.

Oregon state legislation to support wildfire recovery

The state legislature is currently in session and is considering appropriating funding for wildfire recovery housing, and after July 1, 2021, the state should know more about the state resources available for housing recovery. In addition, a package of Oregon state legislature bills has been approved and is awaiting the Governor's signature (as of June 16th, 2021). These bills are intended to reduce the tax consequences of losing a home, insurance benefits, and manufactured housing following a wildfire event. See below for a summary of each bill and its connection to the goals and strategies outlined in this plan.

Potential federal funding for wildfire recovery

The State of Oregon is awaiting action from US Congress to appropriate long-term federal recovery funding in the form of Social Services Block Grant through the US Department of Health and Human Services, Community Development Block Grant Disaster Recovery (CDBG-DR) through HUD, and other supplemental disaster recovery appropriations that have been received by other states and territories following major disaster declarations. These additional funds could support housing, infrastructure, economic revitalization, and public service recovery unmet needs. Various state agencies have worked together to aggregate data and quantify the impacts of the wildfires within the context of these categories of recovery need. It could be weeks to months before the state knows if those funds are available and longer before it is known how much will be allocated to Oregon.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Each of these funding sources has varying levels of flexibility, different priorities, and specific regulatory or programmatic requirements, which can add time and capacity needs for program design and compliant administration of the funds when or if they become available. While the nature and source of funding remains uncertain, the state is proactively putting programmatic and capacity pieces in place to launch and administer recovery programs with existing resources and will be well-positioned to expand capacity and efforts when additional funds are available.

Recalibrating the task force for long-term success

Since its creation just over nine months ago, the ODHTF has continually adapted to support the weekly changes in response and recovery needs faced by the State and local communities. The ODHTF will reconvene in the summer of 2021, with a refocus on supporting the sequencing and leveraging of all available funding, including new resources from the State's wildfire recovery package and future federal funding sources. As the ODHTF refocuses its efforts on supporting state and local implementation of funding, programs, and projects, the goals and strategies contained in this document will serve as the framework for implementation workplans. More robust and streamlined engagement with local governments is critical in the next phase of the Task Force.

The recalibration of the Task Force will also include the continued documentation of efforts carried out to date, capturing best practices and lessons learned so the state, tribal and local governments are better prepared for the next disaster. The 2020 wildfires have revealed systemic inequities faced by Oregon's black, indigenous and people of color, and it is imperative for equity to continue to serve as one of the primary guiding principles in recovery efforts. To determine whether programming and initiatives are successful in addressing systemic inequities, the Task Force will continue to develop, refine, and track measurable outcomes that look beyond the replacement of damaged homes, to metrics that focus on the accessibility, sustainability, inclusivity, and affordability of recovering communities.

As described in the earlier chapters of this Plan, the unprecedented level of housing need has revealed governmental policy and procedural bottlenecks and communications challenges, as well as private industry capacity limitations. Through the efforts of federal, state, and local recovery support functions, there are daily innovations being put forward that address these complex needs and systemic shortcomings. Solutions range from state agencies pushing for practical and updated legislation, to Long Term Recovery Groups providing survivors with a storage shed needed to shelter their materials so they can rebuild. The large and small daily

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

innovations are critical to recovery and capturing and codifying best practices and lessons learned will streamline and expedite future recovery efforts, ultimately making Oregon more resilient to future disaster events.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

Appendix A: ODHTF Draft Charter

Task Force Name	Oregon Disaster Housing Task Force
PURPOSE	Development and implementation of Oregon’s <u>Disaster Housing Recovery Action Plan</u> , the purpose of which is to aid local and tribal partners to provide both interim and permanent housing solutions by aligning and coordinating State agency programs, resources, tools and capabilities.
AUTHORITY	<i>Oregon Disaster Recovery Plan</i> , State Recovery Function 5, Disaster Housing
LEAD AGENCY	Oregon Housing and Community Services Department
SUPPORTING STATE AGENCIES	<ul style="list-style-type: none"> • Business Oregon • Department of Consumer and Business Services; Divisions of Insurance and Building Codes • Department of Land Conservation and Development • Oregon Military Department, Office of Emergency Management • Oregon Department of Environmental Quality • Oregon Department of Human Services • Oregon Health Authority
SUPPORTING FEDERAL AGENCIES	<ul style="list-style-type: none"> • Federal Emergency Management Agency • US Department of Housing and Urban Development • US Department of Agriculture, Rural Development
TASK FORCE LEADERSHIP	Kim Travis, Wildfire Program Manager and Chair, as designated by the Executive Director of Oregon Housing and Community Services
DURATION AND MEETING CADENCE	The Plan is expected to be completed April 30, 2021, at which point the Task Force will shift focus to advising on implementation. Workgroups may be established for various purposes and allow for additional participants and additional meetings as determined by the Task Force. The Task Force is expected to meet bi-weekly during development of the Plan, and then monthly thereafter throughout 2021.

OREGON DISASTER HOUSING RECOVERY ACTION PLAN

<p>RESOURCES AND SUPPORTS</p>	<p>Housing Impact Assessment</p> <p>State and Federal Agency resources and capabilities (See Roster of Technical and Subject Matters experts and staff support)</p> <p>Staff, consultant, and logistical support from OHCS</p> <p>Other resources determined by the Task Force to be necessary for the creation of the Plan</p>
<p>DELIVERABLES</p>	<p>A completed Disaster Housing Recovery Action Plan for review and endorsement by the Oregon Housing Stability Council, with briefings provided to the Governor’s Disaster Cabinet and the Oregon Legislature</p>
<p>DECISION-MAKING</p>	<p>Decisions about the plan content, organization, and proposed roles should be made by consensus of the Task Force members whenever possible. At the discretion of the Chair, voting may be used to resolve disputes about any Plan content. Executive Director of OHCS in consultation with Director of OEM will make final decisions or elevate to the Governor as appropriate</p>
<p>GUIDING PRINCIPLES</p>	<ul style="list-style-type: none"> • Local and tribal governments are the primary audience for the Plan as they will guide recovery within their respective communities • The State has embraced a goal for an inclusive and equitable recovery, and its agencies’ resources and capabilities will be positioned to promote and facilitate equity in process and program design, and in the resulting community rebuilding plans and outputs • A balanced housing market provides a range of housing options for families and individuals at all income levels • The private market will provide housing solutions; government’s role is to facilitate and fill gaps left by the market • The State will pursue resources to increase preparedness and expedite climate adaptation as methods to build resilience against future natural disasters • Collaboration and program alignment between State agencies is paramount to successful community recovery