



2017 CALIFORNIA WILDFIRES
LONG TERM HOUSING RECOVERY **TOOLBOX**



Prepared by: The U.S. Department of Housing & Urban Development
California Housing & Community Development Department
DR4344 Northern CA Long Term Housing Solutions Group

Background

2017 will be remembered as a year in which disaster response at the local, state and federal levels was tested in unprecedented ways. While Texas was reeling from the widespread effects of Hurricane Harvey - Hurricanes Irma and Maria began their destructive paths in Florida and the Virgin Islands before wreaking havoc throughout Puerto Rico. The Western United States, likewise, was not spared the effects from its own extremes in weather. While states such as California had rigorously prepared for severe wildfires that would likely follow years of intense drought, the 2017-18 Wildfires grew out of control and proved to be a more complex disaster mission than the State had encountered before.

During the evening of October 8, 2017, the red flag warning issued in many California communities would prove to be prophetic. Over 250 brush fires erupted that night, yet it was the unrelenting hot and dry high winds and fuel from plentiful dry tinder that created an unparalleled crisis for both Northern and Southern California. Gusty high winds through the night picked up embers and spread them over miles within minutes, outpacing all efforts to control the blazes. Deadly fire storms quickly engulfed communities and wildland in Sonoma, Mendocino and neighboring counties, and simultaneously in Orange County in Southern California. It would take over 14 days before federally-declared disaster DR-4344 would be contained, and the extent of the devastation would include:

- 180,000 acres burned
- 46 lives lost

Eight counties would be included in federal declaration DR-4344, including Sonoma County which lost nearly 5000 homes; approximately 3000 of these were in the City of Santa Rosa. The Wildfires consumed nearly the entire subdivisions of Coffey Park and Fountain Grove in Santa Rosa, whose miles of scorched blocks served as a visual monument to loss of home and community. As response and recovery efforts were underway for this disaster, another round of fires exploited dry and windy conditions in Southern California at the end of 2017. DR-4345 was declared to respond to devastation occurring in Ventura, Los Angeles, San Diego and Santa Barbara Counties – the latter to include destructive mudslides in areas destabilized by fire.

The apocalyptic images of blazing forest symbolize the CA Wildfires to many, but perhaps the breadth of this disaster should be measured far beyond visible charring. The intensity and scale of the Wildfires destroyed critical infrastructure – sometimes literally melting roads, bridges, utilities and other public works. While direct economic losses – particularly in the large agricultural sector in Northern California – were moderate, the catastrophic loss of homes created a secondary economic impact as workers were forced to leave the area to look for housing. Housing losses from DR-4344 included

- Structures 8,922
- Over \$9.4 billion in damages

The Wildfires created a “perfect storm” of destabilization in the affected areas by exacerbating a critical challenge that communities faced even before the disaster – the shrinking availability of housing affordable to residents. Affected rural and urban communities had already been sharing California’s struggle with housing affordability when the Wildfires struck. Gone were the homes of workers, seniors, local business owners, renters and many others that discovered rebuilding would be far costlier or more complicated than what they could handle. A disturbing trend emerged involving insured property

owners who painfully learned after the disaster that their coverage was inadequate for the current cost of rebuilding. These daunting prospects led many residents who were temporarily displaced, to choose just not to return. Counties and cities felt the effect keenly as the loss of revenue and tax base from affected areas further depleted local assistance resources already stretched thin.

DR4344 other 2017 California disaster events precipitated from conditions both before and resulting from the declared events. Yet in the recovery phase following the Wildfires, residents and community leaders have demonstrated resilience and courage in efforts to rebuild their homes, towns and businesses - and counties and cities are working tirelessly to help communities recover and residents return to their homes. State and federal resources have committed to work alongside State and local partners to find solutions to the most pressing needs, as well as to identify tools to restore communities that may even address challenges that existed before the disaster.

Response to Recovery

The State of California response was led by California's Office of Emergency services, (CalOES) and supported by the Federal Emergency Management Agency (FEMA), which quickly mobilized federal partners to assist after the Presidential Disaster Declaration. The Small Business Administration (SBA), U.S. Department of Housing and Urban Development (HUD), as well as U.S. Department of Agriculture (USDA Rural Housing) was mission-assigned within weeks to provide housing response support under the Emergency Support Function 6/ Mass Care. Along with supporting disaster response activities, HUD worked with the California Department of Social Services (CA DSS) in addressing the shelter and housing needs for homeless and other vulnerable populations.

Rather than evolve the long-term recovery efforts into a separate Recovery Support Function, FEMA and CalOES combined response and recovery coordination into the Joint Housing Taskforce. CA HCD and HUD jointly chaired a separate Long-Term Housing Solutions that convened a planning group with agencies at the State and Federal level to address issues that arose from the JHTF, develop increased housing recovery options, and identify resources that could help to implement these ideas. Some of the organizations that that included:

- CalOES, including CA-Mitigation
- Go-Biz/Governor's Office of Business and Economic Development
- CA DSS
- CalHFA
- Strategic Growth Council
- FEMA, including Mass Care, Individual Assistance and Mitigation
- USDA
- SBA
- American Planning Association – California Chapter
- Federal Reserve Bank of San Francisco

In addition, this group worked through the Joint Housing Taskforce to coordinate with officials in the affected North California counties (Sonoma, Napa, Mendocino, Butte, Nevada, Lake, Yuba) and regularly participated in locally-driven recovery meetings. The scale of damage in Sonoma and Mendocino Counties, however, required a higher level of focused engagement. HUD responded by deploying 2 team members to embed with officials in the Area Field Offices in these communities to a) coordinate direct resident assistance, b) collaborate with community agencies to identify longer term housing, and c) provide technical assistance on federal programs. The needs in the rural counties of Napa, Butte, Nevada, and Lake were addressed separately according to specific circumstances of less-dense rural communities, urban wildland interface, and on-going challenges of recovery from previous wildfires.

Methodology

In January 2018, the housing mission pivoted towards exploring what resources could be leveraged to implement long-term housing recovery strategies. Between January and June 2018, HUD and HCD embarked on capturing this planning effort by developing the 2017 California Wildfires Housing Recovery Toolbox (TOOLBOX) – a collection of identified solutions and best practices meant to assist Northern California communities to rebuild after DR4344, as well as building a foundation for recovery from DR4345 Southern California Wildfires and other disaster events. This TOOLBOX also incorporated information from other planning efforts that is being undertaken locally, notably those that were occurring simultaneously in Sonoma and Mendocino Counties. This document is developed from a federal and state perspective; insomuch, much of its content is designed to highlight opportunities where the federal government resources and engagement can support State and local recovery efforts.

This TOOLBOX borrowed form and organization from the Recovery Support Strategies and Frameworks developed after 2017 federally-declared disasters in Houston and Florida, but otherwise evolved into a document unique to the California Wildfires. The TOOLBOX also recognized that recovery planning for these disasters did not require the structure of a formal RSS process; rather, the TOOLBOX reflects the collaborative process initiated by the JHTF and in support of locally-driven recovery planning. Some aspects of the form to note:

- Responsible parties or Roles have been replaced with recommended “Partners” to reinforce that the ideas contained in the TOOLBOX require a deeper discussion among community stakeholders and engaged agencies to build out implementation steps tailored to the situation and the community. Partners are suggested as sources of experience and possible resource – but only within context provided by affected communities.
- Timeframes are not directive, but rather designed to provide a frame of reference for when the activity could be most useful, or even provide a sense of lead time necessary to implement. It should be noted for planning purposes how different activities overlap or can be sequenced to maximize effectiveness. There are also several activities that can be undertaken as part of preparedness before a disaster to build community or organizational resiliency.

Structure

The TOOLBOX captures ideas and practices addressing both pre-disaster housing needs and disaster-specific recovery goals from a multitude of sources, including affected communities and the partners within the JHTF. CA HCD has been instrumental in curating gathered information into **six** priorities, which are represented in the TOOLBOX as Issue Areas:

- **Increasing Local and State Government Capacity for Disaster Recovery**: increase tools available to conduct planning, assess need and be prepared to obtain funding.
- **Rebuilding Impacted Infrastructure**: expedite solutions for damaged or inadequate infrastructure to support rebuilding communities and housing.
- **Helping Homeowners Recover**: address homeowner recovery challenges – uninsured or underinsured.
- **Increasing Housing Available at All Incomes**: recognize that Wildfires-exacerbated pre-disaster housing shortages; prioritize solutions that provide for all Income levels.
- **Housing Serving Needs of the Vulnerable**: increase housing availability near services, especially for vulnerable Populations.
- **Being Resilient Against Future Disasters**: identify measures that protect communities from future fire-related disasters, or that can minimize damage and impact.

Within each Issue Area, goals were identified as specific dimensions or challenges of the broader condition and defined parameters and the anticipated benefit. Likewise, the TOOLBOX follows with proposed strategies or activities to accomplish the goals, including recommended partners. Not included in the TOOLBOX are designated lead organizations, which is designed to encourage collaboration and discussion among diverse stakeholders.

Framework Group

The TOOLBOX was developed by a Long-Term Housing Recovery Leadership Group, which consisted of representatives from HUD and CA HCD, with support from FEMA and CalOES. It was developed during intensive Leadership Group discussions, as well as advisory meetings with county recovery officials – all held between January and February 2018 at the DR4344 Joint Field Office in Rancho Cordova, CA HCD Offices in Sacramento, or at various local government offices in affected counties.

CA HCD staff was instrumental in developing the priorities for the TOOLBOX, as well as identifying opportunities for implementation of the content. They provided keen guidance on resources both available and needed for effective utilization of the ideas contained. CA HCD is the principal steward of federal housing and community development programs for the State of California. They now hold this TOOLBOX as an additional resource to continue their mission of supporting communities throughout the State to increase their physical and community resiliency, as well as to address the great challenges in meeting housing demands. This would not have been possible without the dedicated involvement of -

- Susan Naramore, Resiliency & Recovery Specialist
- Joe Harney, Legislative Analyst
- Jennifer Seeger, Assistant Deputy Director
- Maziar Movassaghi, Assistant Deputy Director
- Madison Buccola, HCD Fellow

FEMA and CalOES have provided vital input and guidance on development of the TOOLBOX, and significantly through arranging communication and partnerships with the affected counties that enabled the local input incorporated in every Issue Area in this TOOLBOX.

- Robert Troy, FEMA Region 9 Recovery Coordinator
- Christina Curry, Deputy Director, CA-OES
- Katrina Palomar, Emergency Services Coordinator, CalOES

Development of the TOOLBOX was managed by the HUD DR4344 Team, which consisted of staff representing diverse programs and offices throughout HUD Region 9:

- Jay Smith – Community Planning & Development, San Francisco Regional Office (Embedded in Sonoma County and Team Lead)
- Anitha Weiss – Multifamily Housing, San Francisco Regional Office (JFO Operations, Liaison to Workforce Housing/Migrant Housing Issues)
- L. Jane Wilson – Community Planning & Development, Los Angeles Field Office (Embedded in Mendocino County, CDBG technical assistance, TOOLBOX Contributor)
- Tammy Massone – FHA/Single Family Housing, Santa Ana Homeownership Center (JFO, homeownership recovery assistance)
- Ester Dela - Community Planning & Development, Los Angeles Field Office (Embedded in Sonoma County, CDBG and Homeless technical assistance)
- Davin Lal - Multifamily Housing, San Francisco Regional Office, (Liaison to Rural Counties, TOOLBOX Contributor)
- Jerrold Mayer - Office of Housing Counseling, Santa Ana Homeownership Center (lead on HUD-approved Housing Counseling)
- Ed Ellis, Regional Disaster Coordinator, Field Policy & Management, HUD Headquarters
- Cynthia Abbott, Supervisory Management Analyst, Field Policy & Management, San Francisco Regional Office
- Pauline Louie, Senior Management Analyst, Field Policy & Management, Los Angeles Field Office (TOOLBOX Editor, JFO Lead)

The development of the TOOLBOX also recognizes the leadership of Special Advisor Janet Golrick and Katelyn Van Dam from the Office of HUD Secretary Ben Carson, HUD Region 9 Director Jimmy Stracner and the HUD San Francisco Field Policy and Management team, and Dana Bres from HUD Policy Development & Research who contributed vital data to communicate the breadth of community impact and unmet needs in the recommendations contained in this TOOLBOX.

Recommendations for Action

The TOOLBOX was designed to avoid a top-down approach and instead support communities defining a collaborative recovery process to examine the best practices and ideas described. The TOOLBOX lays out strategies as stand-alone - concepts that can be extracted and used by the State, local government or community stakeholders according to local need and resources. Its purpose is also to empower the local leadership to catalyze a long-term housing recovery process much earlier in the post-disaster period. The TOOLBOX can also foster community resiliency against future by identifying key partnerships that could build State and local disaster capacity.

Utilizing the TOOLBOX

The TOOLBOX was written from ground experience gained from DR4344 and other disasters, and information contained is intended to be shared by recovery partners participating at federal, state or local levels and from public and private sectors. It is a forum of ideas to spark local discussion among stakeholders about creating pathways – sometimes yet untried – to solutions for community recovery. Actualizing the TOOLBOX can be approached in 4 phases.

Phase 1: Exploring Ideas

The Issues and accompanying ideas described in the TOOLBOX are written in the context of recovery following DR4344 and other 2017 California disasters, yet many are universal for addressing housing and other challenges outside of a disaster framework. The TOOLBOX also invites diverse stakeholders to participate in the recovery planning process so that there is grounding of these ideas for what is appropriate for the community.

Phase 2: Prioritization

The ideas and practices are not meant to be implemented all at once, which would be cost-prohibitive and impractical. In fact, some ideas may be more appropriate for a community than others. Prioritization of these ideas should consider urgency of need, resources at hand, capacity of lead agency or organization, and overall community support before a project is green-lighted.

Project prioritization can also be a useful process to identify critical projects even if the resources are not yet available. In fact, good projects that follow good planning can help shape budget priorities.

Phase 3: Implementation Planning & Operational Structure

Beside project design and management, an analysis could be made of resources available to sustain implementation – which can include funding and appropriate staff support. Early designation and communication of not only participating partners, but also responsible staff within those partner organizations can be helpful in ensuring that intended objectives are met from the implementation process.

Phase 4: Budget/Cost Analysis, Resource Mapping

As described in Phase 2, implementation of an idea or project will require logistical and resource analysis, not only for implementation but also for sustaining the project until objectives are reached – a process that can potentially stretch for years. Resource mapping for the immediate as well as for the full duration of the project is an important part of planning.



Acronym	Definition
ADU	Accessory Dwelling Unit
AFO	FEMA Area Field Office
AHSC	California Affordable Housing and Sustainable Communities Grant Program
AHMA	Affordable Housing Management Association
AIA	American Institute of Architects
APA	American Planning Association
BIA	Building Institute of America
CA DCA	California Department of Consumer Affairs
CA DSS	California Department of Social Services
CA DSS-SSGP	California Department of Social Services - State Supplemental Grant Program
CA DWR	California Department of Water Resources
CA HCD	California Department of Housing and Community Development
Cal Fire	California Department of Forestry and Fire Protection
CalHFA	California Housing Finance Agency
CalOES	California Office of Emergency Services
CalOES Mitigation	California Office of Emergency Services – State Hazard Mitigation Program (SHMP)
CalPFA	California Public Finance Authority
Caltrans	California Department of Transportation
CAR	California Association of Realtors
CBO	Community-based organization - includes faith-based and social services
CCC	California Conservation Corps
CDA	California Department of Aging
CDI	California Department of Insurance
CDFI	Community Development Financial Institutions
CDPH	California Department of Public Health
CoC	Continuum of Care (HUD Homeless Assistance System)
CPUC	California Public Utilities Commission
CSAC	California State Association of Counties
CSCDA	California Statewide Communities Development Authority
DHAP	FEMA Disaster Housing Assistance Program
EIFD	Enhanced Infrastructure Financing District
FDIC	(US) Federal Deposit Insurance Corporation

FEB	San Francisco Federal Executive Board
FEMA	Federal Emergency Management Agency
FEMA-IA	FEMA Individual Assistance
FEMA-Mass Care	FEMA Mass Care and Emergency Assistance
FEMA-Mitigation	FEMA Hazard Mitigation – includes Hazard Mitigation Grant Program (HMGP)
Forest Service	US Forest Service
FRBSF	Federal Reserve Bank of San Francisco
HCA	HUD-approved Housing Counseling Agencies
HUD	US Department of Housing and Urban Development
ICC	International Code Council
IREM	Institute of Real Estate Management
JFO	FEMA Joint Field Office
MBA	Mortgage Bankers Association
MHU	FEMA Manufactured Housing Units Purchase Program (DHAP)
MTC	Metropolitan Transportation Commission of San Francisco
NAFCU	National Association of Federally-Insured Credit Unions
NCG	Northern California Grantmakers
NDRF	National Disaster Recovery Framework
NPH	Non-Profit Housing Association of Northern California
OCC	US Office of the Comptroller of the Currency
OPR	California Governor’s Office of Planning and Research
PHA	Public Housing Authorities
SBA	US Small Business Agency
SGC	CA Strategic Growth Council
TCAC	California Tax Credit Allocation Committee
TOOLBOX	California Wildfire Recovery TOOLBOX (DR4344)
ULI	Urban Land Institute
USACE	US Army Corps of Engineers
USDA	US Department of Agriculture (Rural Housing)
USDA-RD	US Department of Agriculture – Rural Development
US EPA	US Environment Protection Agency
VA	US Department of Veterans Affairs

Issue 1: Increasing Local and State Government Capacity for Disaster Recovery

ISSUE #1	Increase tools available to Local GOV and State to conduct planning, assess need and be prepared to obtain funding.			
GOALS	Address challenges in data collection for needs assessment, targeting resources and increase communication about best practices in local governance tools like ordinances, waivers, fees, etc. to be more responsive to disaster.			
STRATEGY #1.1	Identify existing data from different government organizations and facilitate the transmission of the data collected between impacted communities and funding agencies.			
ACTIONS TO IMPLEMENT STRATEGY	TIME FRAME/ DURATION	PARTNERS	PROGRAMS/ RESOURCES	Next Steps
A. Identify Existing Local Plans & Studies for strategies and data that can be activated or expedited for recovery purposes.	Pre-disaster	Partners to Convene: Local GOV., CA HCD, local CBO.	<ul style="list-style-type: none"> - General Plan - Housing Element - Safety Element - Hazard Mitigation Plan - Emergency Operations Plan - Other Community Dev Plans 	Organize records and create centralized resource for stakeholders to access.
B. Expand emergency notification lists/ directory/ phone tree to include contacts for recovery activities post-disaster; include funding or financial institutions, charities/philanthropic resources.	Pre-disaster	Partners to Convene: Local GOV, CalOES, FEMA, Cal Fire, HUD, CA HCD, California Environmental Protection Agency (CalEPA)	https://www.fema.gov/resources-national-disaster-resiliency-framework	Use FEMA Resource toolkit to create contact matrix.

Issue 1: Increasing Local and State Government Capacity for Disaster Recovery

<p>C. Share, aggregate, integrate community and economic impact data to assess housing and other markers of community stabilization.</p>	<p>Pre-disaster to Immediate</p>	<p>Partners to Convene: Local GOV (county assessor’s office, utility companies), U.S. Census, CA Governor’s Office of Planning and Research (OPR), APA, FEMA, local colleges & universities</p>	<p>Email partners to get more information on how to request data.</p>	<p>Determine economic and housing goals based on the needs of the impacted population.</p>
<p>D. Convene on-going quarterly taskforce of key state and federal recovery partners to act as “think-tank” with goal of promoting pre-disaster activities and to proactively develop strategies for known challenges.</p>	<p>Pre-disaster through Long Term</p>	<p>Partners to Convene: FEMA, CalOES, HUD, CA HCD, CA DSS, CalHFA, USDA, SBA</p>	<p>See National Disaster Recovery Function (NDRF) partnership framework as potential template</p>	<p>FEMA to engage state agencies in regularly scheduled partner meetings. Use this framework to develop agenda for quarterly meetings.</p>

Issue 1: Increasing Local and State Government Capacity for Disaster Recovery

ISSUE #1	Increase tools available to Local GOV and State to conduct planning, assess need and be prepared to obtain funding.			
GOALS	Address challenges in data collection for needs assessment, targeting resources, and increase communication about best practices in local governance tools like ordinances, waivers, fees, etc. to be more responsive to disaster.			
STRATEGY #1.2	Review and ensure that all local planning documents include disaster preparedness, response, and resiliency related to housing, including any preferences for disaster survivors.			
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS
A. Support communities in updating local disaster plans, including hazard mitigation plans , that describe the impacts of disasters on people, property, and the environment to include recovery strategies, including contingencies for potential DR funding.	Pre-disaster	Partners to Convene: CalOES, CA HCD, CBO, FEMA, HUD	http://www.CalOES.ca.gov/cal-oes-divisions/hazard-mitigation/pre-disaster-flood-mitigation	Ensure plans are reviewed for coverage of all elements (including risk assessment, goals, and strategies).
B. Review all hazard mitigation, emergency operations, and general plans (housing elements and safety elements) to ensure inclusion of action steps for disaster response.	Pre-disaster	Partners to Convene: Local GOV, FEMA, HUD, CA HCD, County & City Agencies, Public Housing Authorities (PHA)	http://www.CalOES.ca.gov/cal-oes-divisions/hazard-mitigation/pre-disaster-flood-mitigation	Prepare summary materials for community members to comply with regulations.

Issue 1: Increasing Local and State Government Capacity for Disaster Recovery

<p>C. Review and assess relevant action plans, housing annual plans, or any HUD plans to ensure they define action steps to respond to disaster recovery and any appropriate preferences for disaster survivors. Work with partners to amend the plans as needed.</p>	<p>Pre-disaster to Immediate</p>	<p>Partners to Convene: Local GOV, FEMA, HUD, CA HCD, local agencies, county & city agencies, PHA</p>	<p>http://www.CalOES.ca.gov/cal-oes-divisions/hazard-mitigation/pre-disaster-flood-mitigation</p>	<p>Find other partners to amend plans as needed.</p>
<p>D. Support local disaster response and recovery plans to address the needs of vulnerable residents (including the homeless).</p>	<p>Pre-disaster to Immediate</p>	<p>Partners to Convene: HUD, FEMA, CA HCD, County & City Agencies, CBO</p>	<p>http://www.CalOES.ca.gov/cal-oes-divisions/hazard-mitigation/pre-disaster-flood-mitigation</p>	<p>Align with organizations/groups already supporting these communities.</p>
<p>E. Work with local partners to define population of “precariously housed” (i.e. those most vulnerable to displacement following disaster event) and to begin collecting data.</p>	<p>Pre-disaster to Immediate</p>	<p>Partners to Convene: HUD, FEMA, CA HCD, Local city and county GOV agencies, CBO, CA DSS</p>		<ol style="list-style-type: none"> 1. Gather data on those with less elasticity in housing budget and options (i.e. those on fixed income or those with special needs.) 2. Convene both housing providers/builder as well as service providers to develop strategies.

Issue 1: Increasing Local and State Government Capacity for Disaster Recovery

ISSUE #1	Increase tools available to Local GOV and State to conduct planning, assess need and be prepared to obtain funding.			
GOALS	Address challenges in data collection for needs assessment, targeting resources, and increase communication about best practices in local governance tools like ordinances, waivers, fees, etc. to be more responsive to disaster.			
STRATEGY #1.3	Strengthen the communication between local, state, and federal partners to increase awareness of best practices during disaster resiliency efforts.			
ACTIONS TO IMPLEMENT STRATEGY	TIME FRAME/ DURATION	PARTNERS	PROGRAMS/ RESOURCES	Next Steps
A. Facilitate meetings and engage in communication with other communities and their stakeholders who have experienced prior disasters to share information / best practices.	Pre-disaster through Long Term	Partners to Convene: HUD, FEMA, CA HCD, previously impacted Local GOV.	Best Practice: https://www.fema.gov/pdf/emergency/disasterhousing/NDHS-core.pdf	Create joint task force groups to determine housing needs.
B. Coordinate sharing of information regarding waivers of ordinances, fees, etc. for impacted communities.	Pre-disaster through Long Term	Partners to Convene: HUD, FEMA, CA HCD, local agencies (i.e. city, county GOV, chamber of commerce), previously impacted Local GOV.	http://resources.ca.gov/cega/	Document and strategize best practices for streamlining potential housing projects.

Issue 1: Increasing Local and State Government Capacity for Disaster Recovery

ISSUE #1	Increase tools available to Local GOV and State to conduct planning, assess need and be prepared to obtain funding.			
GOALS	Address challenges in data collection for needs assessment, targeting resources, and increase communication about best practices in local governance tools like ordinances, waivers, fees, etc. to be more responsive to disaster.			
STRATEGY #1.4	Assist Local GOV to navigate the Federal and State regulations and requirements for assistance programs.			
ACTIONS TO IMPLEMENT STRATEGY	TIME FRAME/ DURATION	PARTNERS	PROGRAMS/ RESOURCES	Next Steps
A. Facilitate communication with other grantees/participants of state and federal disaster programs through networks and associations to share practical tips and practices to aid in response and recovery.	Pre-disaster through Long Term	Partners to Convene: Local GOV, FEMA, CA HCD, CalOES USDA, CA State Association of Counties (CSAC) & League of California Cities		
B. Identify potential wavers available for CDBG (Community Development Block Grant) and other federal and state funds	Immediate	Partners to Convene: HUD, CA HCD, Local GOV		Contact local HUD field office to obtain copies of best practices.
C. Identify potential housing sites to be retrofitted from temporary to permanent housing.	Pre-disaster-Immediate	Lead Coordinator: FEMA, local planning depts, CA HCD, CA Public Utilities Commission (CPUC), CA-Dept of Water Resources (CA DWR)		

Issue 2: Rebuilding Impacted Infrastructure

ISSUE #2	Expedite solutions for damaged or inadequate infrastructure to support rebuilding communities and housing.				
GOAL	Identify strategies and resources to repair / bring up to modern requirements the infrastructure that must precede community and housing recovery; can include roads, water, power, data.				
STRATEGY 2.1	Coordinate debris clearing with the State and Federal governments.				
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS	
A. Assist in coordinating a comprehensive plan to remove debris from both areas impacted by this disaster, as well as properties impacted by previous fires; to facilitate recovery for the entire community and align resources.	Immediate	Partners to Convene: Local GOV., CalOES, US Environmental Protection Agency (US EPA), FEMA, US Army Corps of Engineers (USACE)	http://www.spk.usace.army.mil/CAwildfire/	<ol style="list-style-type: none"> 1. Explore strategies using local solid waste removal programs to assist non-DR-4344 properties. 2. Coordinate logistics with DR-4344 Debris Removal; leverage favorable rates on transport/disposal for non-DR-4344. 	
B. Support local efforts to address environmental health and safety concerns related to runoff and other environmental hazards from debris .	Immediate to Intermediate	Partners to Convene: FEMA, Local GOV, CalOES, EPA, CA Department Public Health (CDPH), CA DWR, CPUC	https://www.epa.gov/enforcement/waste-chemical-and-cleanup-enforcement	<ol style="list-style-type: none"> 1. [see Part A above – determine all threats from comprehensive evaluation] 2. Involve watershed experts in removal operations; foster coordination with watershed health priorities. 	

Issue 2: Rebuilding Impacted Infrastructure

ISSUE #2	Expedite solutions for damaged or inadequate infrastructure to support rebuilding communities and housing.				
GOAL	Identify strategies and resources to repair / bring up to modern requirements the infrastructure that must precede community and housing recovery; can include roads, water, power, data.				
STRATEGY 2.2	Assess and identify infrastructure repairs and upgrades to increase service provision and conservation of resources.				
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS	
A. Coordinate regular planning meetings with local utilities, agencies, and building departments about appropriate infrastructure for a) current service provision; and b) service needs related to potential changes in local land use, density, customer base and other considerations following community recovery.	Immediate through Intermediate	Partners to Convene: Local Gov't., CPUC, PGE, local water districts, CA DWR, CalOES, California Department of Transportation (Caltrans), FEMA, SGC	http://www.cpuc.ca.gov/	<ol style="list-style-type: none"> 1. Engage representatives from utilities and agencies in all local recovery committees and planning efforts, especially discussing housing. 2. Identify infrastructure or service needs for community; develop strategies with utilities/agencies that optimize service, affordability and sustainability. 	

Issue 2: Rebuilding Impacted Infrastructure

<p>B. Assist Counties with reassessment of evacuation/egress routes, emergency access within communities (especially remote or rural) for road/bridge damage; identify opportunities to improve fire safety resiliency.</p>	<p>Planning to begin Pre-disaster; reevaluate during Intermediate phase</p>	<p>Lead/ Coordinator: CalOES, Local GOV, FEMA, USDA, CA HCD, Caltrans, US Forest Service, Cal Fire</p>		<p>Local GOV, CalOES and Cal Fire examine damage to existing roads, infrastructure, explore changes that can improve ingress/egress.</p>
<p>C. Support communities in identifying key infrastructure recovery projects that catalyze larger housing or community recovery; prioritize resources and engagement to facilitating these.</p>	<p>Immediate to Intermediate</p>	<p>Lead/ Coordinator: Local GOV, CalOES, Caltrans, FEMA, utilities, local water districts, CA DWR, Caltrans, USDA, CA HCD, HUD</p>	<ul style="list-style-type: none"> • Utility capital funds • FEMA Public Assistance, Hazard Mitigation Grant Program (FEMA HMGP) • CDBG; Section 108 Loan Program • USDA funding in rural areas 	<ol style="list-style-type: none"> 1. Local GOV to include priority infrastructure projects in Hazard Mitigation plan; analyze cost and plan for local cost share. 2. Local GOV identify and communicate to FEMA, CalOES priority water, road or other infrastructure projects that either hinder or catalyze larger community recovery. 3. Expedite public assistance, FEMA HMGP assessment and scoping. 4. Identify other match or other funding needed.

ISSUE #2	Expedite solutions for damaged or inadequate infrastructure to support rebuilding communities and housing.				
GOAL	Identify strategies and resources to repair / bring up to modern requirements the infrastructure that must precede community and housing recovery; can include roads, water, power, data.				
STRATEGY 2.3	Identify alternative energy and utility efficiencies in the rebuilding process that can leverage State and Federal incentives and funding, to increase housing affordability.				
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS	
A. Facilitate planning with utilities about strategies and programs that can coordinate and provide incentives for updated energy systems in rebuild.	Intermediate to Long Term	Partners to Convene: Local GOV, US EPA, local utilities/agencies, CPUC		<ol style="list-style-type: none"> 1. Local housing recovery planning to engage utilities, local agencies; collect program information, develop “toolbox” for property owners. 2. Identify barriers and flexibility for disaster impacted property owners to implement. 	

Issue 2: Rebuilding Impacted Infrastructure

<p>B. Support outreach to property owners to consider residential energy efficiency in rebuilding/rehabilitation; potentially through housing expositions, meetings, and/or conferences.</p>	<p>Intermediate to Long Term</p>	<p>Partners to Convene: Local GOV, chambers of commerce, Public utility providers, HUD, CA HCD, USDA Rural Development (USDA-RD), US EPA, Affordable Housing Management Association (AHMA), Institute of Real Estate Management (IREM)</p>	<p>https://www.energyupgrade.ca.org/home-energy-efficiency/rebates-incentives/ HUD and CA HCD connect to affordable housing partners.</p>	<ol style="list-style-type: none"> 1. Develop materials, plan outreach strategies. 2. Engage local partners to convene informational events. 3. Identify media, social media to help promote, share information.
---	----------------------------------	---	--	---

ISSUE #3	Address Homeowner Recovery Challenges – Uninsured or Underinsured			
GOAL	Identify strategy to assist homeowners meet a gap in resources to rebuild, often caused by lack of adequate insurance coverage; work with homeowners with credit or indebtedness challenges.			
STRATEGY 3.1	Assist homeowners to navigate insurance company’s requirements.			
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	Next Steps
A. To help homeowners to rebuild, develop resource guide with ways of mitigating the risk of fire dangers to properties and resources available to assist. Share best practices between all impacted counties.	Pre-disaster	Partners to Convene: FEMA, CalOES, CA HCD, Cal Fire, CBO, California Department of Insurance (CDI), The Insurance Information Institute (III)	Existing Hazard Mitigation Plans	<ol style="list-style-type: none"> 1. CalOES Mitigation work with partners to identify improvements to private residential property; develop resource guide. 2. Coordinate resource fairs to share information.
B. Engage HUD-approved housing counseling agency (HCA) to create framework to assist homeowners in navigating their options during disaster recovery.	Pre-disaster through Intermediate; peak of services could be Immediate	Partners to Convene: HUD, CA HCD, FEMA, USDA, CalHFA	- HUD Office of Housing Counseling -Community Development Block Grant Funding can be used to support counseling services	<ol style="list-style-type: none"> 1. Local GOV engage HUD & HCA in recovery meetings and planning. 2. HCA assist in developing standardizing homeowner recovery information that can be adopted by all partners.

Issue 3: Helping Homeowners Recover

<p>C. Identify funding strategies for each step in the rebuilding process, including leveraging existing laws i.e. Class K and Accessory Dwelling Unit (ADU) Rules for an innovative approach to rebuilding.</p>	<p>Immediate to Intermediate</p>	<p>Partners to Convene: Local GOV, CA HCD, International Code Council (ICC), local Agencies (i.e. County GOV, chamber of commerce), CBOs</p>	<p>CA HCD: http://www.hcd.ca.gov/community-development/building-blocks/site-inventory-analysis/accessory-dwelling-units.shtml IBC: http://www.hcd.ca.gov/community-development/building-blocks/site-inventory-analysis/accessory-dwelling-units.shtml</p>	<p>Incentivize existing municipalities to expedite approval process by having preapproved plans available.</p>
<p>D. Facilitate meetings between private industry and public agencies/community development organizations to strategize on how to reduce building costs and expedite the construction process through private-public partnerships.</p>	<p>Pre-disaster to Intermediate</p>	<p>Partners to Convene: CalOES, Local GOV, FEMA, Building Institute of America (BIA), insurance carriers, FRBSF, chambers of commerce, CA HCD, CalHFA, USDA, SBA</p>	<p>FRBSF: https://www.frbsf.org/community-development/ Has community development tools available to find creative solutions for gap funding</p>	<ol style="list-style-type: none"> 1. Identify stakeholders, partners and convene task force 2. Align current resources and streamline processes and overcome barriers in processing time.
<p>E. Identify strategies on how monies received from philanthropic organizations can be used for gap funding.</p>	<p>Pre-disaster planning; implementation during Immediate and Intermediate phases</p>	<p>Partners to Convene: CalOES, Northern California Grantmakers (NCG), Local GOV, FRBSF, community foundations, HUD, CA HCD, SGC</p>	<p>Kellogg Foundation: https://www.wkkf.org/ National Nonprofit who created their own framework to utilize monies from foundations during Hurricane Katrina.</p>	<ol style="list-style-type: none"> 1. Identify other organizations with this experience. 2. Show philanthropic role thru models and sample projects

ISSUE #3	Address Homeowner Recovery Challenges – Uninsured or Underinsured			
GOAL	Identify strategy to assist homeowners meet a gap in resources to rebuild, often caused by lack of adequate insurance coverage; work with homeowners with credit or indebtedness challenges.			
STRATEGY 3.2	Assist homeowners to determine and secure alternative financial resources.			
ACTIONS TO IMPLEMENT STRATEGY	TIME FRAME/ DURATION	PARTNERS	Resources	Next Steps
A. Align efforts between different federal and state agencies helping impacted homeowners and businesses with different loan products.	Pre-disaster to Immediate	Partners to Convene: HUD, HCA, CA HCD, Local GOV, CalHFA, USDA, SBA	Counseling agencies to assist in navigating existing programs	<ol style="list-style-type: none"> 1. Create matrix of loan products. 2. Post on CAWildfire.org and provide at community meetings.
B. Incentivize local lenders to participate in HUD 203H FHA Disaster Loan to help existing homeowners fill the gap towards rebuilding.	Pre-disaster	Partners to Convene: HUD, CA HCD, Mortgage Bankers Association (MBA), National Association of Federally-Insured Credit Unions (NAFCU), FRBSF, US Federal Deposit Insurance Corporation (FDIC), US Office of the Comptroller of the Currency (OCC)	HUD https://www.hud.gov/program_offices/housing/sfh/instructions/203h-dft	<ol style="list-style-type: none"> 1. HUD recruit participation into program by approved lenders. 2. Disseminate information about program through CAWildfire.org and other vehicles.

Issue 3: Helping Homeowners Recover

<p>C. Promote HUD 203K FHA Rehab Loan through participating lenders as tool for homeowners to rebuild.</p>	<p>Immediate through Intermediate</p>	<p>Partners to Convene: HUD, Local GOV, approved FHA 203k Rehab Loan lenders</p>		<ol style="list-style-type: none"> 1. HUD counselors engage in local recovery planning. 2. Post on CAWildfire.org and community meetings.
---	---------------------------------------	---	--	---

ISSUE #3	Address Homeowner Recovery Challenges – Uninsured or Underinsured			
GOAL	Identify strategy to assist homeowners meet a gap in resources to rebuild, often caused by lack of adequate insurance coverage; work with homeowners with credit or indebtedness challenges.			
STRATEGY 3.3	Assist homeowners in assessing insurance policies and ensuring insurance coverage meets the needs.			
ACTIONS TO IMPLEMENT STRATEGY	TIME FRAME/ DURATION	PARTNERS	PROGRAM/ RESOURCES	Next Steps
A. Facilitate a meeting with stakeholders and supporting agencies to address and promote financial literacy as it relates to homeowner insurance and disaster coverage . (Identify the who, what, where, how.) Identify options for elevation or other strategies which could mitigate risk of fire disasters.	Immediate	Partners to Convene: CDI, Local GOV, HUD, HCA, CA HCD, CA Consumer Affairs (CA DCA), FDIC, SBA, Community Development Financial Institutions (CDFI),	FDIC- Money Smart Program; CHARM- Community Health & Resource Management; Makinghomeaffordable.gov; FEMA Hazard Mitigation funds; Hope Coalition America	<ol style="list-style-type: none"> 1. Distribute CDI consumer information about coverage. 2. Local GOV to convene counseling agencies to help homeowners work through options for rebuilding with insurance claim (or lack thereof).
B. Assist in the development of educational materials that would help educate consumers about adequate homeowner insurance coverage , as well as respond to common objections to the purchase of an upgraded insurance policy.	Pre-disaster through Long Term	Partners to Convene: CDI, CA DCA, insurance carriers, HCA, California Association of Realtors (CAR), FDIC, SBA, Hope Coalition America	Hope Coalition Web site https://www.operationhope.org/hope-coalition-america CDI Guidance. http://www.insurance.ca.gov/01-consumers/105-type/95-guides/03-res/upload/Residential-Insurance-Home-Renters-Temporary-2017.pdf	<ol style="list-style-type: none"> 1. Review/simplify existing material to be easily understood. 2. HUD Housing Counseling materials to include section on importance of good home insurance coverage.

Issue 3: Helping Homeowners Recover

<p>C. Assist the state, local governments and council of governments to develop a series of community educational outreach sessions for impacted communities utilizing educational materials (see Part B above).</p>	<p>Intermediate to Long Term</p>	<p>Partners to Convene: CDI, CalOES, CSAC, League of Cities, CA DCA, CA HCD, FDIC, SBA, CDFI</p>	<p>Department of Insurance Existing tool analyzing coverage: https://interactive.web.insurance.ca.gov/apex/f?p=143:1 :</p>	<p>With support of CSAC or League of Cities, offer local GOV coordination of public events to address current and future insurance needs.</p>
<p>D. Encourage integration of insurance/hazard mitigation in homebuyer education curriculum within the state.</p>	<p>Intermediate to Long Term</p>	<p>Partners to Convene: CalOES USDA-RD, FEMA, CDI, CA DCA, CAR, FDIC, SBA, CBO, Cal Fire, Forest Service</p>	<p>Cal Fire http://www.readyforwildfire.org/Defensible-Space/ Other county programs for grass abatement</p>	<p>Work with existing programs available to mitigate risk and increase homeowner awareness of the programs.</p>

ISSUE #4	Recognize that Wildfires-exacerbated Pre-Disaster Housing Shortages; Prioritize solutions that provide for All Income Levels			
GOAL	Foster local recovery planning, alignment of resources and coordination among stakeholders to aggressively promote production of housing units, especially for vulnerable populations.			
STRATEGY 4.1	Identify alternative building practices and housing types (i.e. pre-approved building plans, prefabricated buildings, and other factory-built housing products) to reduce rebuilding costs and time.			
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS
A. Support the local community to explore innovative housing types and practices that can quickly help housing recovery despite constraints in material, land and worker availability.	Planning and Program development could begin during Pre-disaster; Implementation through long-term phases	Partners to Convene: Local GOV, CalOES, FEMA, BIA, American Institute of Architects (AIA), local colleges, FEMA	Utilize CAWildfire.org or community media to share information. Non-endorsement constraints for GOV – building industry groups may also be able to host information.	<ol style="list-style-type: none"> 1. State ROI and coordination of information regarding innovative housing vendors. 2. Utilize GoBiz contacts to partner with BIA, industry groups to set up resource pages on their websites 3. Continued TA to help local GOV with developing pilot program.

Issue 4: Increasing Housing Available at All Incomes

<p>B. As appropriate to community plans and preferences, identify pre-approved single-family house plans, to help expedite rebuilding</p>	<p>Immediate through Long Term</p>	<p>Partners to Convene: Local GOV, CalOES, BIA, ICC, AIA, Go-Biz, FEMA, colleges/universities</p>	<p>Santa Rosa Coffey Park Developers Site: http://www.bringbackcoffeypark.com AIA architect contacts: https://www.houseplans.com/exclusive/peter-brachvogel</p>	<ol style="list-style-type: none"> 1. Facilitate sharing between communities – i.e. Yuba Co plans and Mendocino Co. 2. Partner with GoBiz in outreach to builders
<p>C. Support local efforts to advance potential Adaptive Reuse projects (e.g. school property, former military housing, dormitories, hotels) that can produce housing units.</p>	<p>Planning to begin Pre-disaster; implementation begin during Immediate phase</p>	<p>Partners to Convene: Local GOV, OPR</p>	<p>Examples: Mendocino - Redwood Valley School project; Sonoma Development Center.</p>	<ol style="list-style-type: none"> 1. Local GOV identify any appropriate properties; gather property, infrastructure, environmental information. 2. Assess any zoning or local ordinance changes.
<p>D. Assist communities to start or expand local Accessory Dwelling Unit program, including drafting ordinance and crafting parameters of program.</p>	<p>Planning to begin Pre-disaster; implementation begin during Immediate phase</p>	<p>Partners to Convene: Local GOV, CA HCD, OPR, HUD-approved housing counseling agencies.</p>	<p>ADU Development: http://www.hcd.ca.gov/policy-research/AccessoryDwellingUnits.shtml</p>	<ol style="list-style-type: none"> 1. Consult state guidance on ADU, local adoption of ADU ordinance as appropriate to community. 2. Stand up local permitting processes to expedite. 3. Conduct outreach sessions with both community and local construction to educate on program, implications.

Issue 4: Increasing Housing Available at All Incomes

<p>E. If appropriate to community, facilitate local Manufactured Housing Unit Purchase (MHU) program from FEMA Disaster Housing Assistance Program (DHAP) for permanent placement.</p>	<p>Long Term phase, although discussions could begin during Intermediate phase</p>	<p>Partners to Convene: Local GOV, FEMA, CalOES</p>		<ol style="list-style-type: none"> 1. Local GOV contact CalOES, FEMA. 2. Establish local requirements re: placement, foundation, etc.
---	--	--	--	---

ISSUE #4	Recognize that Wildfires-exacerbated Pre-Disaster Housing Shortages; Prioritize solutions that provide for All Income Levels				
GOAL	Foster local recovery planning, alignment of resources and coordination among stakeholders to aggressively promote production of housing units, especially for vulnerable populations.				
STRATEGY 4.2	Expedite development through proactive local efforts to facilitate available land and property resources.				
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS	
A. Reexamine infrastructure on current FEMA group sites or those considered for group site development that can be modified for permanent development.	Immediate through Long Term	Partners to Convene: Local GOV, FEMA, CalOES, USACE, local utilities, approved development partners	<ol style="list-style-type: none"> 1. Identify improvements to site or infrastructure that can be made while under temporary housing mission. 2. Agreements with FEMA/contractors/USACE to leave in place infrastructure after temporary housing expires 	<ol style="list-style-type: none"> 1. Obtain specifications on building, infrastructure at group sites. 2. Gather information on property ownership, options. 3. Local GOV to identify development partners; coordinate negotiations as appropriate. 	

Issue 4: Increasing Housing Available at All Incomes

<p>B. Support Local GOV to establish portfolio of available publicly or utility owned land that can be acquired/conveyed and entitled for housing development.</p>	<p>Immediate</p>	<p>Partners to Convene: Local GOV, local utilities, Caltrans</p>	<p>Example: Metropolitan Transportation Commission of San Francisco (MTC) housing development sites provided to Sonoma.</p>	<ol style="list-style-type: none"> 1. Local GOV to gather information from its departments and utilities. 2. CalOES to assist Local GOV to convene with agencies holding other public lands.
<p>C. Provide TA to Local GOV to designate Wildland/Urban defensible target areas for rebuilding that offer hazard mitigation incentives.</p>	<p>Immediate to Intermediate</p>	<p>Partners to Convene: Local GOV, CalOES, Cal Fire, rural housing organizations</p>		<ol style="list-style-type: none"> 1. Look at state Wildland Urban Interface (WUI) designated areas as focus districts to apply for resources.

Issue 4: Increasing Housing Available at All Incomes

ISSUE #4	Recognize that Wildfires-exacerbated Pre-Disaster Housing Shortages; Prioritize solutions that provide for All Income Levels			
GOAL	Foster local recovery planning, alignment of resources and coordination among stakeholders to aggressively promote production of housing units, especially for vulnerable populations.			
STRATEGY 4.3	Streamline pre-development and land preparation requirements (i.e. debris removal, environmental remediation, infrastructure, code compliance, and permitting) to facilitate construction.			
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS
A. Support communities and Local GOV with technical assistance, etc. in developing housing recovery plans ; develop mechanism for communicating preferences and gaps to state and federal partners for assistance.	Pre-disaster	Partners to Convene: Local GOV; CalOES, OPR	Examples from other Jurisdictions: http://coffeystrong.com/ Mendocino LT Recvry Sonoma LT Recovery	
B. Build toolbox of best practices and resources related to leveraging hazard mitigation funding as part of affordable housing construction financing.	Pre-disaster to Immediate	Partners to Convene: CA HCD, HUD, CalOES, USDA, ICC, Non-Profit Housing Association of Northern California (NPH)	CalOES Disaster Mitigation Plan: http://www.caloes.ca.gov/cal-oes-divisions/hazard-mitigation/hazard-mitigation-planning/state-hazard-mitigation-plan	<ol style="list-style-type: none"> 1. USDA to help connect rural housing partners. 2. Partner with NPH to reach members for both best practices and to engage on potential projects.

Issue 4: Increasing Housing Available at All Incomes

<p>C. Identify best practices to increasing number of trained inspectors; increase awareness in construction industry of local changes to permitting or ordinances specific to recovery areas.</p>	<p>Pre-disaster</p>	<p>Partners to Convene: Local GOV, FEMA, CalOES</p>		<ol style="list-style-type: none"> 1. FEMA to gather information re: best practices; share with counties. 2. CalOES assist counties interested in setting up pilot or conduct informational workshops.
<p>D. Borrowing from sustainable communities' approach, identify cross-sectoral public priorities and accompanying resources that can be aligned with affordable housing development (Smart Growth, Prop1/Water Bond Open Space, Transportation)</p>	<p>Pre-disaster through Intermediate phases</p>	<p>Partners to Convene: CA HCD, HUD, CalOES, SGC (SGC), Enterprise Community Partners</p>	<ul style="list-style-type: none"> • Los Angeles Regional Open Space Affordable Housing (LAROSAH) Collaborative • SGC • MTC Housing sites 	<ol style="list-style-type: none"> 1. SGC and perhaps Enterprise identify ideas, projects that bridge housing to other sectors (e.g. transportation, environmental). 2. Enterprise or HUD can connect with Prop 1/Housing work.

ISSUE #4	Recognize that Wildfires-exacerbated Pre-Disaster Housing Shortages; Prioritize solutions that provide for All Income Levels			
GOAL	Foster local recovery planning, alignment of resources and coordination among stakeholders to aggressively promote production of housing units, especially for vulnerable populations.			
STRATEGY 4.4	Align Funding and Financing available to develop Workforce and Low/Mod Income Housing			
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS
A. Support local efforts to create private financing pool as capital for development of affordable housing; designate development “zones” that can facilitate investment.	Planning can begin pre-disaster, and discussions could begin in earnest during Immediate phase.	Partners to Convene: Local GOV, CA HCD, FRBSF, Enterprise Community Partners	FRBSF Community Development Division can provide TA. Sonoma setting up ‘RED” district and creating loan pool. HUD Entitlement Grantees can consider using Section 108 Loan Guarantee Funds.	<ol style="list-style-type: none"> 1. Connect FRBSF to explore how to set up zones and pool. 2. Coordinate with banking regulators (FRBSF, FDIC, OCC) to convene bankers, investors, CDFI, philanthropic partners with developers.
B. Explore creating statewide funding pool from various existing housing programs and philanthropic interests to provide matching funds or specific gap financing to leverage other funding.	Planning can begin pre-disaster, and discussions could begin in earnest during Immediate phase.	Partners to Convene: CA HCD, HUD, SGC, FRBSF, Enterprise Community Partners, USDA, NCG	Utilization of existing programs such as CDBG/HOME leveraged FEMA HMGP. SGC may consider setting aside portion of CA Affordable Housing and Sustainable Communities Grant program (AHSC) to be	<ol style="list-style-type: none"> 1. CA HCD to identify possible public funding that can seed Fund. 2. Work with FRBSF and perhaps Enterprise to design pool and to identify private financing. 3. CA HCD to design program parameters. Can

Issue 4: Increasing Housing Available at All Incomes

			used within this Fund for disaster areas. See also bond financing and Enhanced Infrastructure Financing District (EIFD).	also designate other entity to administer.
C. Utilize CDBG Section 108 Loan Guarantee program as appropriate to create a revolving loan fund for housing development; provide TA.	Planning can begin pre-disaster, and discussions could begin in earnest during Immediate phase.	Partners to Convene: Local GOV, HUD		<ol style="list-style-type: none"> 1. See Sections A and B. 2. Determine amount to raise, CDBG capacity and local approvals. 3. Contact appropriate HUD representative to begin process.
D. Establish regular forums between local government and financial institutions interested in affordable housing development (investors, bankers, CDFI, credit unions, banking regulators)	Immediate to Long Term	Partners to Convene: FRBSF, HUD, CA HCD, Enterprise Community Partners, local CDFI, FDIC, OCC	Work toward potential projects and pathways to investment.	Partner with FRBSF or other banking regulators to assist in convening round table discussions with bankers and investors.
E. Identify underutilized state and federal programs , and explore strategies to reenergize, realign or repurpose for more immediate housing recovery needs.	Immediate to Long Term	Partners to Convene: CA HCD, San Francisco Federal Executive Board (FEB), HUD	Evaluate existing funding or grants to repurpose or expedite for recovery priorities. Convene FEB or HUD Promise Zone partners: offer priority or bonus award points in grants for recovery areas or projects.	<ol style="list-style-type: none"> 1. HUD can help connect to federal partners. 2. Develop list of fundable activities related to housing production that partners can consider (e.g. land acquisition, clean up, building materials, watershed management., childcare services, care for disabled).

Issue 4: Increasing Housing Available at All Incomes

<p>F. Support communities in sustainability planning efforts and applying for the State’s Affordable Housing and Sustainable Communities grants (AHSC).</p>	<p>Immediate to Long Term</p>	<p>Partners to Convene: SGC, Local GOV, CA HCD, OPR, Enterprise Community Partners</p>		<ol style="list-style-type: none"> 1. Local GOV discuss strategic opportunities for sustainability with SGC. 2. SGC provide TA where appropriate to develop plans, apply for funding. 3. SGC consider targeted funding for recovery areas.
<p>G. Support local community with identifying self-financing strategies like local tax-increment or bond financing for funding disaster recovery and hazard mitigation work.</p>	<p>Planning can begin pre-disaster and implementation is realistic during Intermediate to Long Term because of ramp up time.</p>	<p>Partners to Convene: Local GOV, California Public Finance Authority (CalPFA), CA HCD, CalHFA, California Statewide Communities Development Authority (CSCDA)</p>	<p>In conjunction with other funding streams and revenue, Local GOV may consider reevaluating bonding capacity for major projects.</p>	<ol style="list-style-type: none"> 1. Local GOV to identify major projects to appropriate to bond issuance or other public debt financing. 2. Local GOV could consult their counsel and appropriate experts re: evaluating bonding capacity.
<p>H. Support with Technical Assistance, as appropriate, to communities interested in exploring Enhanced Infrastructure Financing Districts (EIFD) or other new financing mechanisms to fund recovery.</p>	<p>Planning can begin pre-disaster and implementation is realistic during Intermediate to Long Term because of ramp up time.</p>	<p>Partners to Convene: SGC, Local GOV, CA HCD, APA, HUD</p>	<p>Several pilots for use of EIFD underway for major infrastructure (e.g. City of Los Angeles); creates vehicle for investment and revenue stream including Tax Increment stream. Identify experts to advise.</p>	<ol style="list-style-type: none"> 1. Local GOV to identify major projects to appropriate to bond issuance or other public debt financing. 2. CSCDA and APA can assist with connection to pilot locations for information.

ISSUE #4	Recognize that Wildfires-exacerbated Pre-Disaster Housing Shortages; Prioritize solutions that provide for All Income Levels			
GOAL	Foster local recovery planning, alignment of resources and coordination among stakeholders to aggressively promote production of housing units, especially for vulnerable populations.			
STRATEGY 4.5	Identify resources to assist local governments in permit review, code review, and building inspections			
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS
A. Work with the International Building Code (IBC) to look for possible best practices to facilitate expedited rebuilding time.	Pre-disaster to Immediate	Partners to Convene: CalOES, CSAC, League of Cities, ICC, Housing California, HUD, FEMA	ICC Safe: best practice literature. https://www.iccsafe.org/wp-content/uploads/The-Future-of-Hazard-Resilience-Building-Codes-and-Best-Practices.pdf	<ol style="list-style-type: none"> Partner with IBC to develop compendium of best practices. Load onto CAWildfire.org or other communication method. CSAC and League of Cities facilitate information sharing and coordinated TA.
B. Expand communication with insurance companies of any requirements, discounts, or otherwise coverage issues that impact rebuilding.	Immediate	Partners to Convene: CDI, CalOES, Housing California, FEMA		<ol style="list-style-type: none"> CDI to expedite gathering un- and underinsured property information. Facilitate task force of major insurers to identify solutions to challenges, to work with Gov’s Office to leverage other assistance for un- and underinsured.

Issue 4: Increasing Housing Available at All Incomes

<p>C. Recruit volunteers from state and regional organizations of technical professionals such as urban planners, architects and engineers to assist local government with reviews and permit issuance.</p>	<p>Immediate through Long Term</p>	<p>Partners to Convene: Local GOV, AIA, Housing California, HUD, FEMA, State of CA HCD, local agencies (i.e. County GOV, chamber of commerce), AHMA, OPR</p>	<p>AIA disaster assistance Program: https://www.aia.org/resources/69766-disaster-assistance-program American Planning Association: www.planning.org</p>	<p>Convene bi-monthly calls of partners to identify issues and coordinate members to develop strategies to assist – both on policy-level and for direct assistance to communities.</p>
<p>D. OPR to identify strategies to help impacted communities work with CEQA and other state planning requirements that impact rebuilding; provide technical assistance as appropriate.</p>	<p>Pre-disaster through Long Term</p>	<p>Partners to Convene: OPR, CSAC, League of Cities, APA</p>		<p>OPR to share information and provide TA as appropriate on new guidelines regarding CEQA implementation in disaster areas.</p>

Issue 4: Increasing Housing Available at All Incomes

ISSUE #4	Recognize that Wildfires-exacerbated Pre-Disaster Housing Shortages; Prioritize solutions that provide for All Income Levels			
GOAL	Foster local recovery planning, alignment of resources and coordination among stakeholders to aggressively promote production of housing units, especially for vulnerable populations.			
STRATEGY 4.6	Preservation of affordability of existing rental housing, and facilitation of eligible disaster survivors into available units.			
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS
A. Utilize HUD-approved housing counselors to help provide consistent guidance on rebuilding and finding rental housing through public outreach and workshops.	Pre-disaster to Immediate; also consider during Intermediate when assistance may expire	Partners to Convene: Local GOV, HUD, CalOES		Work on plan to reach out to all stakeholders regarding available housing.
B. Support local efforts to maintain partnership/communication with area landlords, property managers, realtors, Rental Apartment Association, Rural Rental Association about housing needs (especially after 12-18 months) ; provide updates on recertification of FEMA housing assistance, subsidy opportunities, customer service on federal/state/local programs.	Immediate	Partners to Convene: Local GOV, CalOES, FEMA, HUD, CA HCD, AHMA	Housing Hero Program: https://www.homesforheroes.com/ Housing California: http://www.ruralhome.org/hac-services/loans/205-links-nonprofit-organization	<ol style="list-style-type: none"> 1. Create working group with private stakeholders to help with housing solutions. 2. Local GOV and property owners/managers develop strategy for stabilizing rents to encourage retention of residents; reduction of fees or develop other incentives for owners/mgrs.

ISSUE #5	Increase Housing availability near Services, especially for Vulnerable Populations			
GOAL	Exodus of survivors to available and affordable housing is often to areas not well-served by necessary services.			
STRATEGY 5.1	Identify and assess vulnerable population needs to determine appropriate services and leverage designated housing opportunities.			
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS
<p>A. Support creation of taskforce to coordinate services and programs led by community based and social services organizations familiar with needs of vulnerable populations and identify relevant resources; taskforce representative to engage in housing recovery planning.</p>	Pre-disaster to immediate post-disaster	<p>Partners to Convene: Local CBO, CA DSS, CalOES, FEMA Local GOV, K-12 school district, HUD, homeless service providers, local transportation authority, community foundations or United Way.</p>		<ol style="list-style-type: none"> 1. Identify local service providers, esp. those active following fires; share concept of taskforce and support efforts to organize, identify leadership. 2. Engage taskforce in housing planning; create “asset map” to show physical relation of service centers to available housing. 3. Taskforce to develop report of any changes in populations served, and service gaps.

Issue 5: Housing Serving Needs of the Vulnerable

<p>B. Support local efforts to gather information and quantify “precariously housed” or those with tenuous housing arrangements/at risk of becoming homeless. These are residents not eligible for FEMA rental assistance or were precipitously displaced by owners needing housing or were priced out.</p>	<p>Immediate, and could be reexamined at Long Term (12/18-month post-disaster) as assistance may run out.</p>			<p>4. Determine the displaced renters, either as a direct result of the disaster or priced out of housing, to determine availability of housing and other rental programs options.</p>
<p>C. Gather information on housing related opportunities for veterans, members/families of active military.</p>	<p>Pre-disaster to Immediate</p>	<p>Partners to Convene: Local GOV, local veterans’ agencies, FEMA, VA, CA HCD, CALHFA, CalOES, HUD</p>	<p>CalOES: http://www.blogs.va.gov/VAntage/wp-content/uploads/2017/09/2017_VA-Disaster-Assistance-Brochure.pdf</p>	<p>1. Coordinate with FEMA, CalOES re: potential identification of fire victims that are veterans. 2. Work with PHA, HUD to identify impacted veterans in subsidized housing 3. Gather re: rehab or purchase loans/grants available for vets 4. Create “toolbox” of housing resources, tips, discounts and contacts for assistance.</p>
<p>D. Foster coordination with local social service providers and non-profit organizations that have established relationships with migrant worker communities to assess scope of need and strategies.</p>	<p>Pre-disaster to Immediate</p>	<p>Partners to Convene: Local GOV, CA DSS, CalOES, USDA, statewide rural housing and advocacy agencies, immigrant service organizations, Catholic Charities.</p>	<p>CA DSS State Supplemental Grant Program (SSGP) Fund USDA Disaster Site: https://www.fsa.usda.gov/programs-and-</p>	<p>1. See Part A (above): organizations working closely with migrant populations could be part of taskforce. 2. Ensure materials are prepared in Spanish or</p>

Issue 5: Housing Serving Needs of the Vulnerable

			services/disaster- assistance-program/index	other language and methods accessible to this population.
E. Support efforts to coordinate data gathered through Fair Housing programs (i.e. Affirmatively Furthering Fair Housing) with recovery plans to appropriately adjust for demographic shifts.	Intermediate (6-12 months)	Partners to Convene: Local GOV, local or statewide fair housing organizations, CA HCD, HUD.		<ol style="list-style-type: none"> 1. Identify existing fair housing plans, programs and efforts. 2. Contact HUD, CA HCD for technical assistance re: planning, data gathering.
F. Support local efforts to track and support elderly and disabled residents that may feel forced to move out to more remote areas away from services; identify physical accommodation and home modification needs.	Immediate to Intermediate	Partners to Convene: CBO, FEMA, CalOES, CA HCD, California Department of Aging (CDA), CA Department of Developmental Service Regional Centers, Catholic Charities.		<ol style="list-style-type: none"> 1. FEMA, OES reach out to elderly/disabled registrants with resource information & contact information for service organizations. 2. Service Organizations to identify service gaps to report back to housing recovery committee.
G. Foster close coordination with school districts, and community organizations to identify service gaps and accessibility challenges for children and/or childcare.	Immediate to Intermediate	Partners to Convene: School Districts, CBO, Local GOV		<ol style="list-style-type: none"> 1. School districts, CBO share with recovery community changes in enrollments and where needs are. 2. CBO to work with school districts to share information about resources or where to find help.

<p>H. Encourage new housing development or substantial rehab to include onsite facilities (i.e. eldercare, pre-schools, etc.); foster coordination with service providers.</p>	<p>Start planning during Intermediate period, construction during Long Term.</p>	<p>Partners to Convene: Local GOV, HUD, AHMA, CBO</p>		<ol style="list-style-type: none"> 1. Local GOV to identify incentives, as appropriate, for projects with co-located services needed in community. 2. Convene discussion with service providers and developers to identify strategies to leverage different funding for joint project.
--	--	--	--	--

ISSUE #5	Increase Housing availability near Services, especially for Vulnerable Populations			
GOAL	Exodus of survivors to available and affordable housing is often to areas not well-served by necessary services.			
STRATEGY 5.2	Increase housing options for disaster survivors who receive limited FEMA housing assistance or are otherwise ineligible.			
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS
<p>A. Encourage properties with rental assistance programs to include consideration of disaster victims in preference policies.</p>	Pre-disaster	<p>Partners to Convene: Local Gov't, HUD, CA HCD, CA Tax Credit Allocation Committee (TCAC), AHMA, IREM, PHA, FEMA</p>	<p>HUD Exchange: Disaster Resources https://www.hudexchange.info/resources/documents/DR-H-Recovery-Guide-and-Tools.pdf</p>	<ol style="list-style-type: none"> 1. Work with HUD and CA HCD to identify affordable housing properties. 2. Coordinate outreach to PHA and industry groups like AHMA and IREM about how to modify preferences and how to work with FEMA assistance.
<p>B. Support Local GOV and housing counseling to assist renters who have received FEMA funds to understand how to recertify for rent assistance, understand different ways to apply to maximize both temporary and longer-term options.</p>	Intermediate to Long Term	<p>Partners to Convene: FEMA, Local GOV, HUD, HCA, CBO, CA HCD, USDA</p>		<ol style="list-style-type: none"> 1. FEMA-IA train HCA re: recertification, what housing arrangements qualify for rent assistance. 2. FEMA assist recipients to connect with HCA.

Issue 5: Housing Serving Needs of the Vulnerable

<p>C. Support task force (see 5.1A) to track needs of at risk individuals (i.e. homeless, disabled, elderly, chronically developmentally ill), particularly after periods when assistance may end (6, 12, 18 mo.); facilitate advanced planning with homeless and social service providers if increase in need anticipated.</p>	<p>Intermediate to Long Term</p>	<p>Partners to Convene: CA DSS, HUD, FEMA, Local GOV, HUD, CA HCD, PHA, Continuum of Care (HUD Homeless Assistance System) (CoC), CBO.</p>	<p>HUD Data Exchange Web Site: http://www.hudhdx.info/ Best Practice Alameda County Homeless Information Center: http://www.acgov.org/cda/hcd/hmis/</p>	<p>Create database to track location and services received by high risk populations.</p>
<p>D. Support local efforts to develop accurate and trusted channels of communication about disaster recovery assistance, services and resources to migrant workers and families.</p>	<p>Immediate to Intermediate</p>	<p>Partners to Convene: Local CBO, CA-DSS, USDA, statewide rural housing and advocacy agencies, immigrant service organizations, Catholic Charities.</p>	<p>CA DSS SSGP, USDA Disaster Site: https://www.fsa.usda.gov/programs-and-services/disaster-assistance-program/index</p>	<ol style="list-style-type: none"> 1. See Issue #5.1A: organizations working closely with migrant populations could be part of taskforce. 2. Identify appropriate and effective methods of communicating with population that may be wary of working with public agencies. 3. Additional note: Ensure materials are prepared in Spanish or other language and methods accessible to this population.

Issue 5: Housing Serving Needs of the Vulnerable

<p>E. Support state and local efforts with construction, business and agricultural entities to provide employee housing – either on-site or to subsidize; explore equivalent of “group site” or camp to house temporary workers.</p>	<p>Planning and implementation could occur in the Immediate and Intermediate phases to align with rapid economic recovery</p>	<p>Partners to Convene: CA-GoBiz, CA DSS, FEMA, Local GOV, CA HCD, CBO.</p>		<ol style="list-style-type: none"> 1. Facilitate with GoBiz discussions with employers about strategies to provide housing options for employees and workers: a) onsite development – stick build; b) housing subsidies or allowances; c) “group site” of modular/mobile housing. 2. As appropriate, Local GOV to identify permitting, zoning issues or available land to facilitate recommended strategies.
<p>F. Explore opportunities to expand residential work/training programs such as Conservation Corp camps for older youth who may otherwise be “precariously housed.”</p>	<p>Intermediate to Long Term</p>	<p>Partners to Convene: Local GOV, California Conservation Corps (CCC), CA DSS, CA HCD, PHA, CoC, CBO.</p>	<p>CA Conservation Corp currently has facility in Sonoma and had been exploring expansion in other counties.</p>	<ol style="list-style-type: none"> 1. Facilitate discussion with CA Conservation Corp about current and potential expanded capacity to add to residential crews. 2. Connect with agencies/organizations working with precariously housed or homeless youth eligible for program.

<p>G. Foster on-going coordination between service providers and philanthropic organizations to strategically leverage public and private resources for vulnerable populations.</p>	<p>Pre-disaster through Intermediate phases</p>	<p>Partners to Convene: FRBSF, CA DSS, Local Gov't, HUD, CA HCD, PHA, CoC, CBO.</p>		<ol style="list-style-type: none"> 1. Engage FRBSF to assist in convening through their interest in building capacity in non-profit organizations. 2. Outcome can be identification of unmet needs and leveraging of resources.
--	---	--	--	---

ISSUE #5	Increase Housing availability near Services, especially for Vulnerable Populations			
GOAL	Exodus of survivors to available and affordable housing is often to areas not well-served by necessary services.			
STRATEGY 5.3	Evaluate homeless services (regional/ non-profits) to determine additional housing choices for homeless individuals			
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS
<p>A. Facilitate discussion between current homeless services providers and agencies and organization working with vulnerable groups of disaster survivors, particularly special needs individuals and those precariously housed. Explore ways current homeless service framework or resources can be used or modified to accommodate those with unmet needs.</p>	Pre-disaster to Immediate	<p>Partners to Convene: CA DSS, CoC, HUD, CA HCD, PHA, FEMA, Local GOV, CBO.</p>	<p>HUD Homeless Data Center: http://www.hudhdx.info/</p>	<p>Assess the homeless population data to identify all impacted encampments.</p>
<p>B. Support the enhancement of local community disaster response plans to ensure the needs of all residents, including the homeless, are recognized and addressed.</p>	Pre-disaster	<p>Partners to Convene: Local GOV, HUD, CA DSS, CalOES, FEMA, CA HCD, CoC, CBO.</p>	<p>HUD Disaster Response Site https://www.hudexchange.info/news/disaster-planning-for-homeless-populations/</p>	<p>Facilitate discussion between CoC and local emergency planners about scope and strategies.</p>

Issue 5: Housing Serving Needs of the Vulnerable

<p>C. Assess if any underutilized existing Continuum of Care funds available for reprogramming or supplementing services, such as rental assistance for homeless.</p>	<p>Immediate</p>	<p>Partners to Convene: CA DSS, HUD, PHA, Local Gov't, CA HCD</p>	<p>HOME funds may also be used for rental assistance.</p>	<p>Identify way to use "urgent need" status to access CDBG funds.</p>
<p>D. Support efforts to identify ways for local and nonprofit partners to update or enhance communication of homeless resources or programs.</p>	<p>Immediate</p>	<p>Partners to Convene: CoC, Local GOV, CA DSS, CA HCD, CBO.</p>	<p>https://www.hud.gov/sites/documents/HUDHOMEREFCTSHT.PDF Examples of Info-lines for housing assistance.</p>	<ol style="list-style-type: none"> 1. Investigate best practices of material and see what is most useful. 2. Update, if necessary, list of organizations to help with outreach.
<p>E. Evaluate whether existing cold or warm weather shelters can expand number of beds available to accommodate additional displaced individuals.</p>	<p>Pre-disaster to Immediate</p>	<p>Partners to Convene: CoC, Local GOV, CA DSS, CA HCD, HUD, CBO, NCG and other philanthropic entities.</p>	<p>Examples from cities across countries post-Northridge Earthquake or post-Katrina partnerships with community or faith-based charities to expand shelter facilities (i.e. Salvation Army, United Way).</p>	<ol style="list-style-type: none"> 1. Assess need of existing capacity. 2. Convene philanthropic leaders re: raising funds thru grants, capital campaign. 3. Discuss with HUD opportunities to leverage Emergency Solutions Grant funding (ESG) to increase sheltering options.

ISSUE #5	Increase Housing availability near Services, especially for Vulnerable Populations			
GOAL	Exodus of survivors to available and affordable housing is often to areas not well-served by necessary services.			
STRATEGY 5.4	Develop Strategies for Residents to be able to Rebuild or Return to Community			
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS
<p>A. For large developments or subdivisions, facilitate partnership with builders that gives priority to pre-disaster residents to purchase or rent through fast-tracking; partnership includes lenders, housing counselors that will pre-approve loans, prepare credit, package first/last/security (for renters) and otherwise enable expedited processing. This will encourage retention of residents and offer minimized transaction and time risk to builder.</p>	Intermediate to Long Term	<p>Partners to Convene: Local GOV, CDFI, CA HCD, HUD, HCA, CalHFA, FRBSF can advise and connect lending partners.</p>	<p>Local CDFI and counselors can seek assistance from HUD or the FRBSF for TA to develop model. CalHFA, FHA or other products can be used with early planning and coordination.</p>	<ol style="list-style-type: none"> 1. When development project identified, local officials, as appropriate, may consider negotiating terms, scope, # units, cost, etc. with builder that optimizes ability of residents to return. 2. Identify CDFI or local organization that can develop arrangement and begin meeting with clients. 3. Local GOV assist in reaching out to eligible clients.

Issue 5: Housing Serving Needs of the Vulnerable

<p>B. Facilitate identification of development incentives for replacement housing at fair market rents and offered to pre-disaster residents – e.g. expedited processing, fee exemption.</p>	<p>Intermediate to Long Term</p>	<p>Partners to Convene: Local GOV, OPR, Cal Fire, SGC</p>	<p>SGC programs can provide TA or funding that potentially can offset fee waivers in exchange for meeting smart growth goals like density, and reduction in greenhouse gases.</p> <p>Mitigation-funded improvements onsite or nearby infrastructure as incentive.</p> <p>Consider land swap of publicly-owned land as potential incentive.</p>	<ol style="list-style-type: none"> 1. Explore local incentives that potentially could be offered. 2. Leverage resources for other priorities as incentives or offsets to concessions to builder.
<p>C. Work with CDFI and HCA to prepare renters to return in areas of financial planning, credit and searching for units; can also assist renters in strategic use of disaster assistance.</p>	<p>Immediate through Long Term phases.</p>	<p>Partners to Convene: CDFI and HCA, CA HCD, HUD</p>		<ol style="list-style-type: none"> 1. Like A. above, CDFI and HCA can empower renters to be competitive in tight markets.
<p>D. Support local effort to develop renter assistance fund or bridge loan program to help with first/last month rent or security deposits – upfront costs that may be otherwise prohibitive to renting; this may be vital to those who have received no or limited FEMA assistance.</p>	<p>Immediate through Long Term</p>	<p>Partners to Convene: CA HCD, CalHFA, CA DSS, HUD, CDFI, FRBSF</p>	<p>FRBSF or other banking regulators can help convene CDFI, bankers or other financial partners.</p>	<ol style="list-style-type: none"> 1. Consider using CDBG, HOME or state funds to develop disaster loan program. 2. Counselors can help survivors navigate (see C.).

Issue 6: Being Resilient Against Future Disasters

ISSUE #6	Identify Measures that Protect Communities from Future Fire-Related Disasters, or that can Minimize Damage and Impact			
GOAL	Increase homeowner capacity to harden their property, and local governments to plan and implement steps to prevent future catastrophic fire and debris flow damage.			
STRATEGY 6.1	Support local efforts to increase awareness of resiliency/mitigation requirements and benefit of those requirements. Incorporating resiliency and materials into the rebuild process.			
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	PROGRAMS/ RESOURCES	NEXT STEPS
A. Support state to provide communities with resiliency technical assistance; this can also include developing mechanisms to educate residents about benefits of more resilient housing.	Intermediate to Long Term	Partners to Convene: CalOES, Local GOV, FEMA, local builder's exchange, chamber of commerce, Community Based Organizations (CBO)	https://www.nap.edu/catalog/13457/disaster-resilience-a-national-imperative	1. Identify local builders, resources for rebuild. 2. Hold resilient materials workshops with local business and CBO.
B. Develop and disseminate information on the long term, mitigation impacts of universal design in new construction and rehabilitation projects to homeowners.	Intermediate to Long Term	Partners to Convene: FEMA, CalOES, CBO, AIA, ICC	FEMA: https://www.fema.gov/building-code-resources	Hold Home Expo including vendors of resilient materials to demonstrate benefit.
C. Encourage industry groups to highlight resilient building and use of mitigation in affordable housing at industry conferences or otherwise assist in convening builders and financial community to explore how projects can be facilitated.	Intermediate to Long Term	Partners to Convene: CalOES, AIA, Urban Land Institute (ULI), APA, NPH.	ULI: Urban Resilience Teams; NPH Conferences	1. Engage ULI, NPH, for conference sessions on how mitigation can be used in financing affordable housing. 2. Encourage networking with Local GOV to broaden pool of potential projects.

Issue 6: Being Resilient Against Future Disasters

ISSUE #6	Identify Measures that Protect Communities from Future Fire-Related Disasters, or that can Minimize Damage and Impact			
GOAL	Increase homeowner capacity to harden their property, and local governments to plan and implement steps to prevent future catastrophic fire and debris flow damage.			
STRATEGY 6.2	Encourage communities to be positioned to utilize mitigation or resiliency resources to help the recovery process.			
ACTIONS TO IMPLEMENT STRATEGY	RECOMMENDED START TIME	PARTNERS	POTENTIAL RESOURCES	NEXT STEPS
A. Support Local GOVs in updating their hazard mitigation plans, particularly to include activities that can leverage housing recovery.	Pre-Disaster to Intermediate	Partners to Convene: CalOES, Local GOV, FEMA, CA HCD, Cal Fire	FEMA HMGP, National Disaster Resiliency Competition best practices.	<ol style="list-style-type: none"> 1. Provide communities with TA to update plans, particularly to connect with housing plans. 2. Identify priority areas for enhanced resilience (e.g. repeat fire damage areas)
B. Assist state agencies to develop strategy that leverages Mitigation, Public Assistance and other federal funding (i.e. USDA, EPA, HUD funding including potentially Disaster Relief) that leverages resources for housing recovery; provide recommendations for how Local GOV can be prepared to apply.	Pre-disaster to Intermediate	Partners to Convene: FEMA, CalOES, HUD, USDA, EPA		<ol style="list-style-type: none"> 1. Identify projects that can be eligible for each funding type and Identify any waivers or regulations that need to be considered. 2. Consider funding grant writers to assist counties to prepare to apply for funding that comes available.



LAST PAGE