



## OHCS Statewide Housing Plan Milestone 1 Update September 2019



### EQUITY AND RACIAL JUSTICE

#### Equity and Racial Justice Year 1 Strategies

1. Identify an approach to advance equity and racial justice for OHCS, our stakeholders, and customers
2. Improve data collection of equity measures
3. Adopt framework for inclusion and equity

A key part of OHCS' equity and racial justice (ERJ) strategy is becoming an active member of the Government Alliance on Race and Equity (GARE). We are in the 4<sup>th</sup> month of the 9-month GARE Northwest program, with 13 staff across OHCS training to become resources for the rest of the agency.

In September, we initiated the **GARE organizational assessment**, which marks a vital step to establish a baseline to track our internal progress on racial equity. The assessment will provide a standard by which we can measure OHCS' progress on equity and racial justice.

We have established a **Data Equity Workgroup (DEW)** whose aim is to assess and standardize equity measures in our data systems. The first steps will be to decide on an assessment tool and begin evaluating our systems.

The Diversity, Equity, and Inclusion (DEI) Council helped 30 OHCS staff attend the **statewide Diversity Conference** in September and they hosted a discussion for OHCS participants to identify key conference takeaways for the agency. The DEI Council will continue to host monthly events through the rest of the year.

#### Related Legislative Investments

- \$150M for Local Innovation and Fast Track (LIFT) funds to create affordable housing
- Joint Task Force on Addressing Racial Disparities in Home Ownership



### HOMELESSNESS

#### Homelessness Year 1 Strategies

1. Coordinate with partners and providers, and build capacity to address homelessness
2. Coordinate to end veteran homelessness
3. Integrate asset-building and anti-poverty resources to support housing stabilization
4. Enhance homeless service provider data and research capacity

The 2019-2021 biennium is a foundation-setting period to build our homeless response system. This work will focus on equity, data capacity, aligning Emergency Housing Assistance (EHA) and State Homeless Assistance Program (SHAP), and building new infrastructure. We finalized all **Master Grant Agreements (MGAs)** in September and we are focusing our efforts on **EPIC outcomes reporting** and capacity building in the field.

The Housing Stabilization Division (HSD) hosted a **convening with Community Action Agencies (CAAs)** in late October to discuss support for service equity and improving data quality – both important topics as we gain more traction in addressing housing stability throughout the state, and as we draft our Homeless Management Information System (HMIS) Budget Note report due June 2020.

Additionally, HSD is developing the **TANF pilot programs**, allocating funds for rental market resources, and distributing new funding to strengthen shelter capacity across the state. We are also cataloguing anti-poverty resources and programs as we begin drafting the Statewide Poverty Report.

Our **Operation Welcome Home** communities surpassed their goal and found permanent housing for 587 veterans over the course of our engagement. We hosted over 130 attendees from across the state at our statewide veteran homelessness convening. We are more intentionally leading engagement across agencies to develop our next program aimed at addressing veteran homelessness.

#### Related Legislative Investments

- \$45M in EHA and SHAP
- \$10M TANF pilot
- \$5M shelter capacity
- \$4.5M TANF program
- \$3M rental housing resources
- HMIS Budget Note



### PERMANENT SUPPORTIVE HOUSING

#### Permanent Supportive Housing Year 1 Strategies

1. Solicit new permanent supportive housing (PSH) funding and align capital for supportive services

2. Explore creation of state-funded tenant and project-based rental assistance program
3. Incorporate incentives for PSH housing development in existing funding sources

We solicited and aligned funds and incentives for the development of permanent supportive housing (PSH). This includes **funds for rental assistance and services** in collaboration with Oregon Health Authority – totaling \$54.5M in PSH investment from the 2019 legislative session. The intent of these resources is to provide development capital and/or rent assistance and supportive services funding to 500 households.

In order to launch this effort, we have established an internal PSH workgroup and identified a technical assistance provider to launch the first **Oregon PSH Institute**. We have selected 10 project teams to participate in this training cohort, and we hosted a kick-off webinar in mid-October.

In addition to launching these legislative investments, we have incorporated **PSH incentives into the draft QAP** for the 9% LIHTC program and we were able to fund over 200 units that can serve extremely low-income households. We will present our **PSH project-based rental assistance (PBRA) framework** to HSC at the end of the year.

#### Related Legislative Investments

- \$50M for PSH capital development
- \$1.6M for PSH services
- \$2.9M for PSH PBRA

### AFFORDABLE RENTAL HOUSING

#### Affordable Rental Housing Year 1 Strategies

1. Expedite affordable housing delivery with technology, improved processes, and partnerships
2. Provide training and technical assistance on funding sources, application, and compliance to partners and project sponsors
3. Support affordable housing in transit-oriented areas and near affordable transportation

A core piece of our Affordable Rental Housing (ARH) priority is to streamline processes and adopt our new data system, **ProLink**. ProLink is a technology platform that facilitates collaboration and communication. In order to pilot the move toward an electronic application and system, we have created a test application with the release of the Gap NOFA this summer. In addition to testing the impact of moving forms to a consolidated application, we will be reviewing applications electronically.

In order to expand capacity for delivering affordable housing statewide, the ARH Division has established a **capacity-building team** that has been connecting with partners across the state in order to document capacity needs and develop a cohesive strategy. The team worked closely with Housing Oregon to plan their recent conference and convened a successful daylong event with OHCS partners to discuss future fund offerings and garner their input. We also drafted a **capacity building**

**strategy** to support housing development across the state.

We presented a **QAP draft** to HSC in September that reflected, among other things: our streamlined application process, our transit priority, and our SWHP rural and equity and racial justice priorities. We hope to get HSC approval of the final QAP draft on 10/24/19.

We are on track to meet our 5-year unit target. As of mid-October, we have **10,016 units towards our 25,000-units goal**.

#### Related Legislative Investments

- \$150M for Local Innovation and Fast Track (LIFT) funds to create new affordable housing units
- \$25M to preserve existing affordable housing
- \$15M for acquisition of attainable rental market housing



*Participants in our Alignment & Engagement Meeting in September.*

### HOMEOWNERSHIP

#### Homeownership Year 1 Strategies

1. Engage with organizations that can connect communities of color to OHCS homeownership programs and ensure program parameters are aligned with the needs of communities of color
2. Support programs that address unmet need of low- and moderate-income potential homebuyers
3. Support low-cost homeownership opportunities through manufactured housing

We are working to support homeownership, including trying to increase homeownership for communities of color. We met face-to-face with eight of our homeownership partners across the state. We also worked with the **Joint Task Force on Addressing Racial Disparities in Home Ownership** by providing testimony, data, and support to advance programs and support task force priorities.

We are developing programs to support homeownership needs of low- and moderate-income households. We selected a Hedge Provider for our **TBA program** in October and we will post a **Down Payment Assistance (DPA) RFA** to help maximize our DPA product. We also supported communication, equity, and best practices by working through our internal teams and HSC, and hosting two stakeholder calls to hone our Homeownership Center framework to ensure consistent offerings across the state.

We are reorganizing the structure of our **manufactured housing (MH)** team to support our leadership and

growing body of work in this field. We hope to continue to foster the continuance of cross-collaborative efforts we initiated to develop this new line of work.

Related Legislative Investments

- \$9.5M for MH park preservation
- \$3M for development of an MH park in Springfield
- \$2.5m to decommission old MH homes and provide loans for new MH homes
- MH tenant support and MH Advisory Committee

 **RURAL COMMUNITIES**

Rural Communities Year 1 Strategies

1. Build relationships with providers, development partners, local government, and tribal communities to facilitate access to OHCS resources
2. Tailor programs for small towns and rural communities to the needs and context of those areas
3. Develop strategies to meet farmworker needs and engage the agricultural community to understand their needs

In August, HSC approved a **gap-offering framework** that directed the majority of resources to rural areas of the state. The **small-project NOFA**, offered in September 2019, included the ability to link capacity-building resources to projects that may have difficulty meeting requirements.

Our capacity-building team drafted a **rural capacity building strategy** and we are incorporating internal feedback before vetting the strategy with OHCS leadership. Additionally, in conjunction with the Agricultural Workforce Housing Facilitation Team, we hired a research firm to assess **farmworker housing needs** and gaps, and to develop recommendations to support housing access and development.



*Stakeholders identified the type of new construction they are currently developing across the state.*

Our other ongoing efforts to build connections to rural communities include hosting our most recent Gap NOFA training in an online webinar to include partners statewide. Additionally, we are working with the **League of Cities (LOC)** to debrief with legislatively identified rent burdened communities to pursue opportunities to catalyze affordable housing development in rural areas.

Related Legislative Investments

- \$150M for Local Innovation and Fast Track (LIFT)
- \$5M for Greater Oregon Housing Accelerator
- HB 2056 Housing Development Guarantee Account lessens risk for developers in rural areas

**Challenges**

Project Planning

- We have a hard time identifying metrics for our milestone targets; we are working on developing more SMART goals in our project planning.
- We have not finalized our 5-year SWHP data collection plan (DCP) yet, like we intended by M1. Specifically, we are working through identifying meaningful targets in our ERJ and Homeownership policy priorities. We are developing a proposal on our approach to address these issues and will present our plan to the Executive Team this month.
- We have a learning curve in using a new system to track and report on SWHP milestones, but having a dedicated resource to plan and report on our strategic priorities helps us align and better communicate our efforts.

Staffing Needs

- We are in the process of hiring numerous staff, including several key management positions. We are not operating at full capacity and need to devote efforts to staffing up – including resources for hiring, onboarding, facility planning, and IT support.
- We are developing a new Manufactured Housing section within our Homeownership Division.
- We are reorganizing our CFO, Housing Stabilization, and Affordable Rental Housing divisions to support program management and better align our work.

Process Bottlenecks

- The Department of Justice's (DOJ's) existing structure and staffing capacity cannot handle our current workload, but they are training new attorneys to do this work. This will continue to delay procurement and rules development for OHCS.
- New programs will increase the amount of procurement and rules development in our pipeline and this, along with staffing needs and DOJ constraints, may be a pinch point in our legislative and SWHP progress.
- We are in "launch mode" and busy coordinating and developing plans that it is tough to get partners together to get buy-in, so this process will take time.

**Areas for HSC Support**

Supporting Change Efforts with our Partners Leveraging HSC connections to encourage adoption of and gather constructive feedback on OHCS efforts, including: QAP changes with developers, data sharing with COCs and CAAs, and ending veteran homelessness with local and state agencies.

Advocacy We would like HSC to continue to share our work and progress on the Statewide Housing Plan.