



OHCS Statewide Housing Plan Milestone 3 Update April 2020



EQUITY AND RACIAL JUSTICE

5-Year Target: Pending target identification

Equity and Racial Justice Year 1 Strategies

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

Following the results of the **GARE organizational assessment**, staff were scheduled to participate in foundational ERJ training in March and encouraged to participate in the GARE National Conference in April. However, these events were cancelled due to COVID-19. We are exploring virtual and self-guided training options for staff.

Thirteen OHCS staff graduated from the **GARE NW training** program in February. The GARE cohort provided the executive team and management staff with an orientation to GARE's racial equity toolkit (RET). They also provided RET training to staff involved in the development of our Legislative Concepts (LCs) and Policy Option Packages (POPs) for the 2021-2023 legislative session. The training supported more equitable policy and budget proposals and increased confidence among staff to implement RET.

The **Data Equity Workgroup** (DEW) has refocused their mission and narrowed the scope of their work. This past quarter, members examined the **REAL+D**, Oregon Health Authority's (OHA) and Oregon Department of Human Services' (DHS) assessment tool. They performed an initial assessment of OHCS data systems and learned more about the data challenges faced by our Housing Stabilization Division.

The **Diversity, Equity, and Inclusion (DEI) Council**, with the leadership of our DEI consultant, mapped out the current state of OHCS' ERJ-related groups and drafted meeting agreements to support team building and meeting effectiveness. They also reviewed a proposed structure for organizing DEI work within the agency.

The Interim DEI Manager led a DEI/ERJ organizational assessment, proposed an organizational structure, and supported recruitment for the permanent DEI officer position.



HOMELESSNESS

5-Year Target: Pending baseline & target identification for percentage housed for more than 6 months after receiving services

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

We continue to lay the groundwork for better data access and collaboration to address homelessness. We are using Procorem, our new system, to securely receive EPIC outcome reports from our partners. Using quarterly **HMIS data**, we are able to disaggregate data by race and ethnicity, families with children, and veterans. Additionally, OHCS has taken a leadership role in HMIS during this epidemic and is hosting **HMIS Huddle** calls to discuss statewide HMIS issues and assist communities, at the request of our local HUD office.

The **OHCS veteran's team hosts regular check-in calls** with partners to share efforts and resources to end veteran homelessness. They have also selected Community Solutions as our technical assistance provider to lead the Build for Zero campaign to implement best practices to end veteran homelessness.

In response to COVID-19, **we released \$3.3 million to fund increased shelter capacity** to support social-distancing measures, the purchase of sanitation supplies, hotel and motel rooms for those in need of

quarantine, and to pay staff to operate shelters and perform outreach efforts. At the forefront of our efforts is our priority to support equity and racial justice. We are working with partners to offer resources for safe sheltering opportunities through **culturally-specific outreach** and support for communities of color, which have disproportionately faced negative impacts from crises in the past.



PERMANENT SUPPORTIVE HOUSING

5-Year Target: 397 of 1,000 PSH units built or in the development pipeline

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

The **Oregon PSH Institute** held its final session with presentations from the cohort's ten teams. Eight projects were selected for funding and we provided more up-front financing for these projects because of the uncertainty surrounding financing structures with COVID-19's economic fallout. We also developed and presented a program framework for project-based rental assistance to the Housing Stability Council for feedback. In addition, we developed **creative financing to support a project on Tribal land** that will be a useful approach to more effectively fund projects in sovereign territory in the future.

We continue to work with OHA to confirm a model for leveraging rental assistance for our PSH units. We are finalizing the details of our **intergovernmental agreement (IGA) with OHA** and we hope to have it completed by next quarter.



AFFORDABLE RENTAL HOUSING

5-Year Target: 12,100 of 25,000 units built or in the development pipeline

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

We continue to support housing delivery through the adoption of better processes and technology. We developed a **consolidated NOFA application** and linked data fields to ProLink, our new system of record.

We have begun communicating with partners through our system and have supported training through both live and prerecorded means.

We developed a **2020 funding calendar** and transit access was included in nearly all NOFA frameworks. With the NOFAs released in January, access to transit is officially a scoring category for our 9% LIHTC and HOME funds. To support our development partners, we are also working to post a stakeholder **engagement calendar** on OHCS' new website.



HOMEOWNERSHIP

5-Year Target: 610 of 6,500 mortgage-lending products in calendar year 2019; and we originated 217 Oregon Bond Residential Loans in the first quarter of 2020.

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

This past quarter, we strengthened our relationships with our homeownership stakeholders. We connected with each of **Oregon's 9 Federally-recognized tribes**. We met with representatives from the National Association of Real Estate Brokers, Metro, and Farmworker Housing Development Corporation. We also reached out to a number of partners to serve on the Manufactured Housing Advisory Committee.

The Down Payment Assistance (DPA) RFA was scored and awarded in March; and the Homeownership Center and Health and Safety program RFAs will be issued in the coming months. We are applying an equity lens to all our RFAs and ensuring that our partners and program administrators capture **data elements to support our equity goals**.

We are prepared to implement wind-down plans for the **Oregon Homeownership Stabilization Initiative** (OHSI). As part of continuity planning, we drafted a report (prior to the pandemic) identifying options for OAHAC and OHSI based on a review of residual funding, market needs, and operations analysis. However, we are also ready to continue operations in the event that the U.S. Treasury approves our request to extend the current end date due to the COVID-19 crisis.

The **Manufactured Housing Advisory Committee** (MHAC) has been working on issues related to the Umatilla flood and determining the best utilization of funds awarded by Governor Brown. In March, MHAC

established a **Rules Advisory Committee (RAC)** to review and approve draft rules. This quarter, we also on-boarded a lead staff to support our Manufactured Housing Initiative (MHI) and we plan on hiring two additional staff for this initiative in the coming months.



RURAL COMMUNITIES

5-Year Target: 337 of 2,543 units built or in the development pipeline

Rural Communities Year 1 Strategies

1. Build relationships with providers, development partners, local government, and tribal communities to facilitate access to OHCS program resources
2. Tailor programs for small towns/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

We have revived our focus on the **Greater Oregon Housing Accelerator (GOHA)** program and are planning a stakeholder mapping for Loan Guarantee in the next quarter. We are also working with the **League of Cities (LOC)** to meet with local stakeholders to identify capacity support needs, and particularly in rural areas. We are also in discussions with the **Department of Land Conservation and Development (DLCD)** to discuss recommendations on land-use changes and facilitating housing opportunities.

Despite the 70% rural set-aside and the scoring differentiation in our NOFA gap application, we only received four applications from rural projects. We are performing more analysis and outreach to determine root causes and better support our rural partners. It is important to note that **three of the four rural projects will serve homeless veterans.**

The Agricultural Workforce Housing Facilitation Team (AWHFT) provides regular input to the **agricultural workforce housing study** approach. Based on the challenges arising from the pandemic, we are exploring the possibility of revising our in-person focus groups and interview format. There is also concern that the entire growing season might be affected and that the usual migrant and seasonal farm workers might have a hard time finding work or simply not come at all. We are working with our partners to find the best solution to this concern.

Challenges

Staffing Needs

- Resources were quickly focused on crisis response and management with the onset of COVID-19. Some work has been delayed due to this shift because of the lack of available staff resources to address multiple competing priorities.

- Continued outreach and maintaining relationships take time and is a key component of our success in meeting the needs of Oregonians. And given that we are still in the process of hiring staff from the 2019 legislative session, we are not operating at full capacity.

Collaboration and Coordination

- With social-distancing measures, we have had to cancel our Veterans Convening and other in-person stakeholder meetings. Internally, in-person trainings and conferences have been canceled and we are working to provide online resources and training to fill the gap. Additionally, staff are working through the challenges of working from home – systems access, child care issues, adjusting to new ways of collaborating and meeting, etc.
- We are working to envision and plan for what the future environment might bring us. We have met with a number of our stakeholders to try to delineate the impacts that COVID-19 has and will have on Oregonians. At the same time, we are working through our LCs and POPs for the 2021-2023 legislative session and planning for year 2 of the Statewide Housing Plan (SWHP).

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
- Capacity building strategies and data sharing with COCs and CAAs
- Maintaining a sense of urgency to end 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.

Flexibility As we work through the changes brought on by this pandemic, we ask for your support, understanding, and insights as we try to figure out how our SWHP goals and objectives might change to best support Oregonians.