



Preface: Like so much at OHCS, the implementation strategies and reporting processes for our SWHP has undergone significant changes. It's continuously evolved to match the unprecedented expansion of resources/programs/staff and the requisite focus on emergency recovery programs. Implementation at Year 3 Quarter 1 is so much more about administering rapid response resources in alignment with SWHP values than "blue-sky" thinking on what strategies to pursue to further the 6 Policy Priorities. Our goal is to provide the HSC quarterly updates on the critical work we're doing, even if unplanned, and how we're grounding that work in SWHP values.

OHCS Statewide Housing Plan Year 3 Quarter 1 Update September 2021



EQUITY AND RACIAL JUSTICE

5-Year Target and Status:

- *Communities of color experience increased access to OHCS resources:* **Reporting mechanism TBD**
- *Create a shared understanding of racial equity:* **Customizing a Racial Equity Analysis Tool (REAT); staff tracking time dedicated to ERJ-D & I**

Equity and Racial Justice Year 3 Strategies

- Focus on agencywide ERJ training plan launch
- Focus on Leadership ERJ training cohort

Key Achievements

- Continued to gather and update CSO list.
- Tracked funding received by CSOs via the Culturally Specific Certification process.
- Launched Racial Equality Analysis Tool (REAT) Ad Hoc Workgroup to begin developing customized REAT for the agency.
- Began solidifying Equity Lab workshop process to support thought-partnership on use of REAT.
- Continued development of agencywide ERJ and D&I training plan with target to launch in January 2022.

- Launched ERJ tracking in Payroll, so that staff track time spent every month on productive paid time that has a focus on ERJ and D&I.
- Working to finalize a contract with the Center for Equity and Inclusion (CEI) to launch an 8-month cohort-style training for Executive Team, supervisory management staff, and Equity Committee Co-Chairs.

Key Risk:

- Continued feeling of lack of capacity.
- Staff seeing this work as "extra" as opposed to a key part of what we must do.
- Recruitment and Procurement capacity constraints.
- Sense of urgency forces us into pre-mature action before intentional groundwork is laid.

Shout outs: Lee Guekguezian (amazing job leading the REAT Ad Hoc Workgroup); Equity Committee Co-Chairs (leading Equity Committees); REAT Ad Hoc Workgroup members (diligently working to customize our REAT).

 **HOMELESSNESS**5-Year Target and Status:

85% of households served are stabilized in housing for six months or longer: **26,940 households paid out via OERAP – demonstrating increased Housing Stability**

% BIPOC served (in OERAP:) **See Dashboard [here](#)**

Homelessness Year 3 Strategies

- Completing restructure of HSS Program Team as we hire more Program Analysts
- Identify and develop new leaders within the Division in key roles
- Standing up new 21-23 and Special Session programs
- Wrapping up OERAP, finishing ERA 3 funds by June 2022. Conducting equity analysis based on data.
- Standing up Eviction Prevention funds with a deep focus ERJ
- Build out our community engagement arm – make sure we are staying close with community's most impacted
- New funding for Eviction Prevention will use a racial equity lens in determining how the funds are utilized and those at highest risk for eviction, including communities of color, will be prioritized with funding to support their communities.

Key Achievements

- Secured additional staffing and funding (\$100 Million) to build a program of eviction prevention.
- LIHWA implementation is nearing! Deep integration of Equity and Racial Justice Analysis tools to ensure programs are serving communities of color effectively.
- Built OERAP dashboard to provide transparency into processing, equity, and capacity issues: one of the most successful, transparent ERA dashboards for rental assistance in the nation.
- Executed grant agreements with Housing Stability Services providers to deliver strategic housing stability services for those that have not been able to access supports. Work is ongoing to enter more partnerships with new investments in eviction prevention.

Key Risk:

- Staffing within the division for key positions and new roles remains a challenge. Some programs continue to receive less attention than they need to be fully operational in a timely manner

- Capacity issues, both at OHCS and at the local level are real

 **PERMANENT SUPPORTIVE HOUSING**5-Year Target and Status:

Fund the creation of 1,000 permanently supportive homes: **915 funded and/or created**

Permanent Supportive Housing Year 3 Strategies

- PSH Program Rules and Manual
- PSH Provider Peer Network
- PSH Outcomes and Reporting processes (putting them in action)

Key Achievements

- 416 of the 915 supportive home units funded with PSH resources
- Created a Compliance and Monitoring Plan and ensured projects are committed to this process via the PSH program contracts.
- Began disbursing Services funds but no rent assistance yet because rent assistance projects have not come online. Working with ProLink to establish this workflow.
- Continued working with CSH to continue offering and developing the Supportive Housing Institute.
- Conducted outreach to community partners to ensure PSH resource information is reaching tribal and rural partners.
- Leveraged resources with other PSH resources such as the Metro bonds and PHB resources to make PSH projects happen.
- Integrated Servicepoint process and technical assistance for partners to use.
- Hired a PSH Program Analyst for support.

Key Risk:

- New compliance policy – particularly around operating subsidy and services
- Data sharing with HMIS

 **AFFORDABLE RENTAL HOUSING**5-Year Target and Status:

- OHCS will triple the existing pipeline of affordable rental housing up to 25,000 homes: **18,329 funded and/or created**
- % of dollars awarded MWESB Sub-contracts: **\$90,313,976 or 25% in awarded sub-contracts to MWESB contractors.**

Affordable Rental Housing Year 3 Strategies

- Next steps/updates to both Preservation Strategy and GPGM plus program manuals. 4% LIHTC and PAB strategy
- METRO: Implement OHCS MWESB guidance for metro areas, and Provide feedback on MWESB Participation
- RURAL: Implement OHCS MWESB guidance for rural areas, provide technical assistance and establish communication process to inform partners of guidance. Establish a feedback process to assess best practices and barriers to successful MWESB Implementation
- Re-launching capacity building plan, program, and RFPs.
- Dedicate resources to ERJ rental housing investments, to disaster recovery efforts, to rural communities and/or rural partners.
- Capacity Building Funding offering for existing 4% pipeline to partner with culturally specific organizations: RFP and related materials in final review for submission to procurement.
- Capacity Building plan brought to PPRC for initial review and plans to release RFP in Q1 of 2022.

Key Achievements

- \$90,313,976 in awarded sub-contracts to MWESB contractors.
- Development of a reporting matrix that allows our developers/contractors to collect information on their sub-contracts awarded to MWESB firms
- Integrate clear and consistent messages and expectations across NOFAs, compliance, and all agency efforts around MWESB.
- Compliance Policy is in place and has been incorporated into trainings and NOFA guidance.
- Funding offering for existing 4% pipeline to partner with culturally specific organizations
- Updating Rules language for GHAP capacity funds to be extended to tribal entities.
- Working with tribal housing workgroup rules committee to make changes. Temp and permanent rules change proposed 1/21 and 4/21 respectively.
- QAP and funding calendar outreach and engagement around priorities, pipelines, needs, and logistics. Adjustments can be made due to finalization of Build Back Better.
- Survey conducted in August to get initial feedback on key program topics and projected changes.
- Outreach and engagement sessions held on 9 different topics throughout September. Additional outreach conducted in October and November to get input on proposed changes made to account for Private Activity Bond cap.

- QAP drafted and approved. Currently out for public comment with period ending December 19th.

Key Risks

- Staffing: Various positions need filled, and many staff are stretched. MWESB manager has taken another position and our director of affordable housing left the organization causing further disruption capacity, roles, and responsibilities.
- MWESB Outreach and technical assistance in the COVID era.
- Gathering accurate information. MWESB firms that self-identify may not be forthcoming with accurate information.



HOMEOWNERSHIP

5-Year Target and Status:

- Assist 6,500 households in becoming successful homeowners: **1,187**
- Double the number of homeowners of color in OHCS homeownership programs: **DPA Programs 44%, Oregon Bond residential Loan 28%.**

Homeownership Year 3 Strategies

- Identify Partners with whom we do not have or have a limited relationship with.
- Assess our response to BIPOC communities and share the experiences and information gathered to pivot and address the gaps in service.
- Staff training – Engage staff in enjoyable, rewarding, and enriching training in an encouraging and welcoming environment
- Launch Flex Lending Program March 2022
- Hire staff to increase OHCS lending team Starting February 2022
- Onboard new lenders Starting March 2022
- Launch Homeowner Assistance Fund
- Launch Foreclosure Avoidance Counseling Program and Housing Stability Counseling Program
- Launch Manufactured Housing Replacement Loan Program

Key Achievements

- Updated and expanded website
- Issued Lender RFA. Lender contract still in development.
- Worked toward debuting Homeownership Lending Products that transparently incorporate both Flex Lending and Oregon Bond Residential Loans: Flex Lending delayed due to Treasury review. Bond lending continues.

- Launched MH pilot program supporting the replacement of inefficient and unsafe MH; adjusted to address needs of wildfire effected Oregonians.
- HSC endorsed HAF program terms and plan in August which were submitted to Treasury in late September 2021. The agency hopes to see full program approval from Treasury by mid-January.
- Held partner meeting in August to establish fee structure to support the work of distributing funds to Homeownership Centers for Foreclosure Avoidance Counseling.
- Developed HOD Sr. Homeownership Development Program Analyst position description to support establishment of Homeownership Development (HOD) pilot.
- **BIPOC:**
 - Developed relationships with under-represented organizations, listening, assessing needs, beginning the conversation of partnering with them, establishing relationships, and building trust.
 - We have made addressing the needs of BIPOC communities a focus in our programmatic frameworks, seeking input from partners and Culturally Specific Organizations and will be sharing the outcomes, collectively agreeing on solutions to address gaps and pivot to address them.
 - Training opportunities are regularly shared and available to our team who are encouraged to attend. Many attended this years' Statewide DEI conference in September as well as trainings offered from NSCHA and Workday.

Key Risk:

- Rising Home Prices and Interest Rates.
- Limitations of multiple non-networked software systems.
- MH - Limited fund availability.
- MH – Lack of new home inventory (18-24mos. backlog).
- Lack of staff, Increased workload, Hiring & Training needs.
- Procurement & DOJ Increased workload effecting turnaround times.
- Delayed execution of HAF results in homeowners losing homes.
- The end of the foreclosure moratorium on December 31, 2021.
- BIPOC:
 - Building a reputation and trust in a community takes time and effort.

- Engaging organizations and the community in an appropriate manner commensurate with the cultural norms and locale.
- Not all partners have the capacity to facilitate community engagement in a resource restricted environment or have limited technical ability to procure funding opportunities to encourage BIPOC homeownership.



RURAL COMMUNITIES

5-Year Target and Status:

- Increase OHCS funded housing development in rural areas by 75% - **Reporting at end of year**
- 2542 units funded in rural communities: **2,158 funded and/or created**
- % of investment in rural communities:

Rural Communities Year 3 Strategies

- Establishing a Rural Workgroup
- Launching GHAP Capacity Building funds offering
- Communication plan and strategy created

Key Achievements

- Hired capacity building program manager in October.
- Funding offering for existing 4% pipeline to partner with culturally specific organizations. RFP and related materials in final review for submission to procurement.
- Disaster Response originally assigned to the program and production sections, the creation of a dedicated recovery planning team was ultimately created as the Disaster Response section and is independent of the ARH department.
- Integrated disaster response points into 2022 NOFAs
- Delivered funding for direct award or limited competitive disaster recovery, including Disaster Housing Tax Credits (6.3M), LIFT Rental Wildfire (30.35MM), LIFT Homeownership Wildfire (15.35MM), Gap Wildfire Direct (20MM), Preservation Wildfire Direct (2.5MM), OAHTC Pool for Wildfire (200MM)
- Land Acquisition Program was updated to include new funding amount and articulate set asides. New updates include set asides specifically for rural areas and a set aside for culturally specific organizations that is cross cutting to include rural areas.

Key Risks:

- More disasters to respond to; Rural partner capacity for policy development and outreach efforts
- Increasing construction costs statewide
- Lack of coordinated agency messaging around rural efforts
- Potential major adjustments to programs and policies will need to be made if the Federal Build Back Better bill passes.