

Oregon Housing and Community Services

Presentation to Joint Committee on Ways and Means Sub Committee on
Transportation and Economic Development &
Joint Committee on Ways and Means Subcommittee on Human Services

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The Need for Change

- ▶ 2011 – New OHCS Director
- ▶ Strong housing delivery system needed to support other reforms
- ▶ Major OHCS restructuring
- ▶ Restructuring not enough:
 - ▶ Fiscal challenges
 - ▶ 49 disparate programs
 - ▶ Fragmented advisory structure

Diffuse Governance Model

<ul style="list-style-type: none">• State Housing Council <p>Est. 1971 ORS 456.567</p> 	<ul style="list-style-type: none">• Community Action Partnership Oregon (CAPO) <p>ORS 456.555</p> 	<ul style="list-style-type: none">• Advisory Committee on Energy <p>Est. 1987 ORS 458.515</p> 	<ul style="list-style-type: none">• Oregon Hunger Relief Task Force <p>Est. 1989 ORS 458.532</p> 
<ul style="list-style-type: none">• Interagency Council on Hunger and Homelessness <p>Est. 1993 ORS 458.525</p> 	<ul style="list-style-type: none">• Farmworker Facilitation Team <p>Est. 2001 ORS 456.585</p> 	<ul style="list-style-type: none">• Ending Homelessness Advisory Committee <p>Est. 2006 ORS 458.528</p> 	<ul style="list-style-type: none">• Oregon Volunteers Commission for Voluntary Action and Services <p>Est. 2007 ORS 458.568</p> 

Governor's Balanced Budget

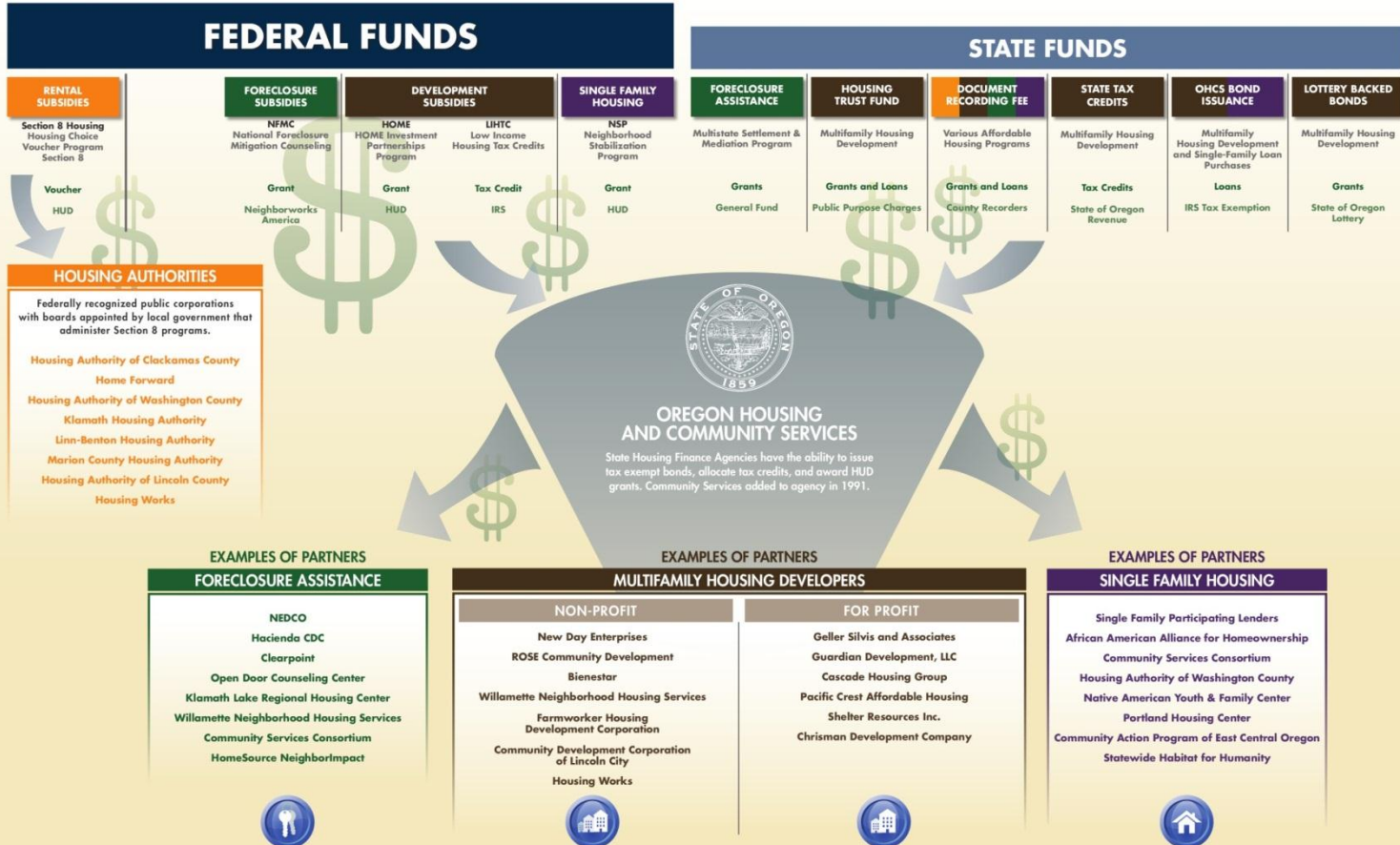
▶ A Call for Change:

“OHCS is at a critical juncture, facing fiscal challenges that need to be addressed. OHCS will work to develop a plan and prepare a request to be presented to the Legislature in February 2014. The report will make recommendations about which programs can continue to be delivered and the delivery structure of those programs.”

Federal & State Housing Funding



HOUSING FUNDING

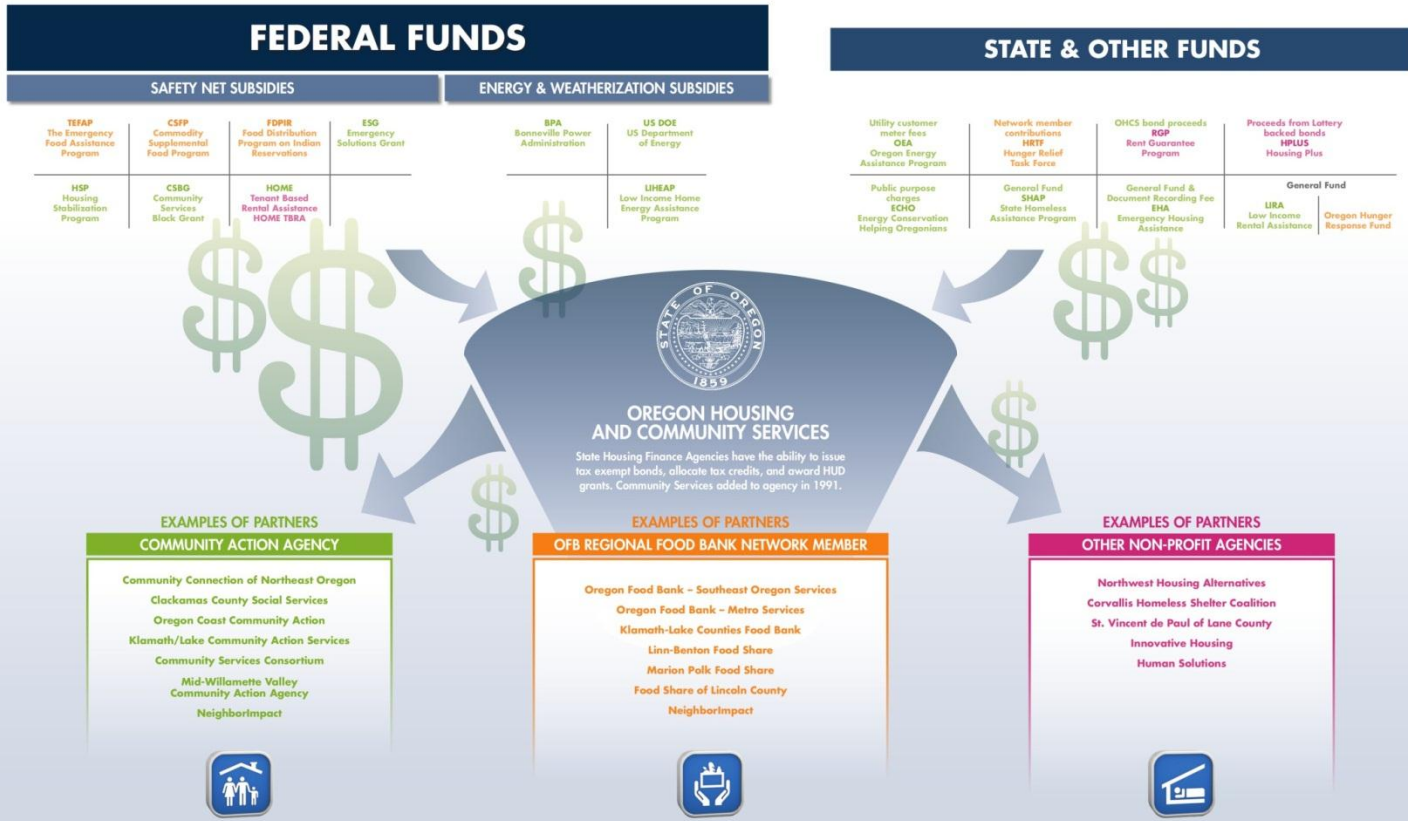


This infographic is for information purposes only and is not a full representation of all OHCS' housing programs or partners.

Federal & State Community Services Funding



COMMUNITY SERVICES FUNDING



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Opportunity for Better Integration, Outcomes

- ▶ Programs delivered independent of other agencies' efforts driving towards the same outcomes
- ▶ Healthy People: Safe, stable housing essential to human service and health outcomes

TANF Recipient Survey

- ▶ 2011 Budget Note on Temporary Assistance for Needy Families (TANF) Report:
 - ▶ 85% of respondents struggled to pay for rent and/or utilities while applying for TANF
 - ▶ 17% of TANF clients live in public or subsidized housing

The Need for Integrated Service Delivery

- ▶ Housing greatest budget challenge for families
 - ▶ Food makes up **14%** of an average family budget
 - ▶ Housing makes up **34%** of an average family budget
- ▶ Rising rent burden
 - ▶ Before the recession: **23%** of rental households were paying more than half their income for rent
 - ▶ Today, that number has risen to **28%**
 - ▶ Household income for renters grew just **11%** since 2000
 - ▶ Rents have increased by **45%** over same time period

Opportunity for Better Integration, Outcomes

- ▶ Jobs & Economy: Affordable and workforce housing essential to economic and community development
- ▶ Safety: Reducing recidivism requires ex-offenders to gain access to housing
- ▶ Education: School achievement improves with stable housing for families

OHCS Service Delivery Re-Design Vision

From

To

A fiscally unsustainable business model.

A service delivery model that matches costs to available resources.

Programs operating independently.

Programs that are strategically aligned with state and local programs.

Complex and costly regulatory paperwork and compliance functions.

Reduced paperwork requirements and a streamlined compliance and monitoring system that helps manage the true risk exposure.

Unfocused outcome goals & metrics at both the program & policy levels, with 20+ reporting systems.

Clear outcome goals that drive program structuring, investment strategies and policy priorities, supported by integrated reporting tools that provide transparency and accountability.

Multiple statutorily-named advisory bodies & ad-hoc work groups.

A well-articulated housing agenda for the State, driven by the ten-year policy outcomes, overseen by a new commission or cabinet, charged with pursuing prosperity opportunity for all Oregonians

Program funding decisions and priorities that are State-focused - especially multi-family housing development.

Funding systems that balance high-level state policy goals with local and regional priorities, needs, assets, and investments, building on the strengths of Regional Solutions Teams and CCOs.

Policies and processes that emphasize marketing of loan products to generate fees and other unrestricted revenues.

A system of analyzing community housing needs and private market finance opportunities to determine the best use of limited resources.

A concentration of resources in Salem.

Increased resources available to, and concentrated in local communities.



Follow Guiding and Aspirational Principles

- ▶ The creation and preservation of healthy, affordable housing is a state priority
- ▶ Safety net services are vital and must be preserved
- ▶ More Oregonians can be served if additional resources flow to local communities
- ▶ Program research and analysis will be conducted with integrity and without preconceived solutions

Principled Project Management

- ▶ OHCS has engaged outside experts for support w/the organizational redesign process
- ▶ The process will be inclusive and transparent:
 - ▶ Employees and stakeholders will be engaged throughout the process
 - ▶ OHCS will maintain multiple communication and engagement channels:
 - ▶ Web tools
 - ▶ Surveys
 - ▶ Community engagement forums
 - ▶ Legislative process

April → August, 2013

Research groups compile baseline program data

Program authorization, statutory rules, administrative rules

Funding sources

Service delivery mapping

Program costs and cost drivers

Compliance requirements and performance indicators

Employees and external partners will research best practices

Data collected will be used to later develop scenarios for service delivery re-design

Information shared with internal and external stakeholders

August → September 2013

Program analysis: scenarios developed (*not decisions*)

Legislature updated for September Legislative Days

Information shared with internal and external stakeholders

Advisory council convened for independent guidance

Knowledgeable,
respected leaders

Focused on outcomes
for low-income
Oregonians

Not beholden to specific
programmatic or agency-
level interests

Familiarity with OHCS' role in
alleviating poverty and creating
stable housing



October 2013 → February 2014

Recommendations Prepared



Legislature Updated for December Legislative Days



Information shared with internal and external stakeholders



Director presents recommendations to:

Governor

Chief Operating Officer



Final proposal shared with Legislature



Public Purpose Charge Ending Balance

Public Purpose Charge Programs

Program	Other Funds Ending Balance	Awarded or Committed	Available for Next Funding Cycle	Available for 2013-2015
Multifamily Low Income Weatherization	\$6,000,000	\$1,492,587	\$4,500,000	\$7,413
Energy Conservation Helping Oregonians (ECHO)	\$7,000,000	\$2,200,000	\$0	\$4,800,000
Multifamily Housing Development	\$4,600,000	\$4,600,000	\$0	\$0
			TOTAL:	\$4,807,413

Document Recording Fee Ending Balance

Document Recording Fee Programs

Program	Other Funds Ending Balance	Reserved for Next Funding Cycle	3 Month Operating Costs	Awarded to Projects	Reserved for Portfolio Management	July Program & Operating Projection	Available for 2013-2015
General Housing Account	\$11,600,000	\$5,500,000	\$135,000	\$4,450,000	\$1,500,000	-	\$15,000
Home Owner Assistance	\$1,800,000	-	\$33,000	\$1,760,000	-	-	\$7,000
Emergency Housing Assistance	\$300,000	-	-	-	-	\$250,000	\$50,000
						TOTAL:	\$72,000

Questions?

