



AGENCY BUDGET PRESENTATION

PRESENTED TO:
JOINT WAYS AND MEANS SUBCOMMITTEE ON
TRANSPORTATION AND ECONOMIC DEVELOPMENT

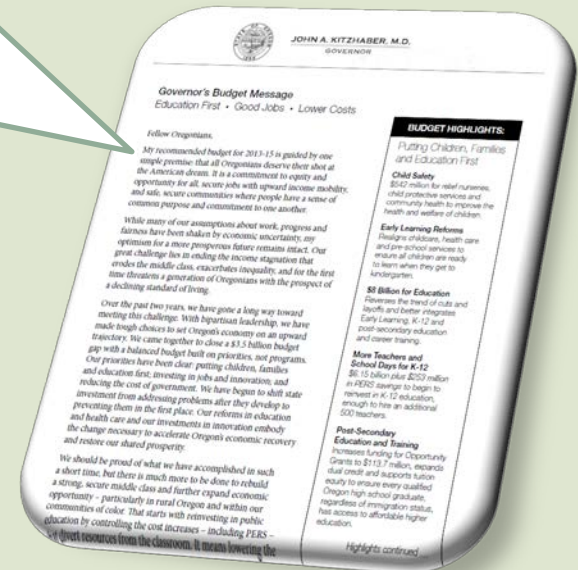
PRESENTED BY:
MARGARET S. VAN VLIET
DIRECTOR, OHCS

CALL FOR CHANGE AND HISTORICAL PERSPECTIVE

Governor's
Balanced
Budget

December
2012

"OHCS administers 49 separate programs from 64 funding sources...built largely on an outdated funding model...Second-year funding will be based on a new model of state governance, service delivery, and community partnerships..."



RECOMMENDATIONS

1. REFOCUS THE AGENCY

Streamline agency functions and re-focus to become a facilitator of local and regional prosperity efforts.

2. REDESIGN POLICY AND GOVERNANCE

Create a new housing policy commission to establish data and research driven policy that links housing with other public policy agendas.

3. INFUSE MUTUAL ACCOUNTABILITY

With the advice of a new policy commission and agreed-upon outcomes, infuse mutual accountability systems for our major streams of funding.

4. DRIVE ALIGNMENT

Drive alignment and coordination within the State so that housing investments are integrated with our long-term vision for Oregon.

RECOMMENDATIONS: REFOCUS THE AGENCY

Streamline agency functions and re-focus to become a facilitator of local and regional prosperity efforts

- Rather than disband, retain agency focused on continuum
- Understand and manage to financial model
- Simplify program administration and recalibrate regulatory compliance role
- Continuously support and improve the culture
- Transfer some programs
- Stay within the executive branch

OUR VISION, MISSION, AND UNIQUE VALUE

Vision: All Oregonians have the opportunity to pursue prosperity and live free from poverty.

Mission: We provide stable and affordable housing and engage leaders to develop integrated statewide policy that addresses poverty and provides opportunity for Oregonians.

Value to Prosperity: We bring statewide clarity and focus to deliver housing stabilization.

OHCS GOALS

Position the State to achieve economic security for people by strengthening the housing system and integrating policy outcomes

Serve greater numbers of low-income Oregonians more effectively within the housing system

HOUSING TIES IT ALL TOGETHER

“MacArthur-supported How Housing Matters research has already revealed that **stable, quality housing** matters in ways critical for **children's emotional and physical development, improves school performance, and diminishes psychological stress...**”

(MacArthur Foundation, 2013)

“The combination — and coordination — of housing, **healthcare**, and supportive services, if effectively delivered and well-targeted, can help to achieve savings in healthcare expenditures, which are major drivers...”

Cambridge: ABT Associates, 2013.



“For the first time, state officials were able to track the **academic performance levels** of homeless students and, as they expected, found that lacking a secure place to live hurts students' school performance.”

The Oregonian. November 21, 2013.

Research shows that **housing** and family support, especially during the **critical** first months after **prisoners** are released, **increase their chances of success in re-entering society** and not returning to crime. But they face hurdles when trying to rent apartments...”

The New York Times. November 14, 2013.

IMPROVING THE LIVES OF MORE OREGONIANS

Equity
Fiscal Sustainability
Opportunity for Prosperity

Cross-Agency Strategic Alignment

Health
Outcomes

Safety
Outcomes

Education
Outcomes

Economic
Outcomes

Housing is Foundational

OHCS: DESIRED FUTURE STATE

- Housing investments and safety-net services are strategically designed for effectiveness and aligned with other state and local programs, and duplication and fragmentation are minimized
- Costs are matched to available resources, and where subsidization is required, it is done so with transparency and intention
- Resources available to the State are pushed as close to its customers and the local community as possible, and those communities are fully prepared to innovate and solve problems with collaboration and accountability
- The service delivery model helps local communities identify and address their unique priorities, concerns, challenges and capacities of both families and communities

OHCS STRATEGIC FRAMEWORK

- Three-year Strategic Imperatives:
 - Implement an effective, integrated policy and governance model
 - Deliver remarkable service
 - Implement a financially sustainable business model
 - Strengthen agency leadership skills at all levels
 - Become a data and research driven agency
- Internally-facing strategies to refocus agency and position OHCS to achieve mission and vision
- One-year implementation plans and process improvement steps

BUDGET OVERVIEW, BUDGET DRIVERS

HOUSING FINANCE FUNDS

FEDERAL FUNDS

RENTAL SUBSIDIES	FORECLOSURE SUBSIDIES	DEVELOPMENT SUBSIDIES	SINGLE FAMILY HOUSING
Section 8 Housing Choice Voucher Program Section 8	NFMC National Foreclosure Mitigation Counseling	HOME HOME Investment Partnerships Program	LIHTC Low Income Housing Tax Credits
Voucher	Grant	Grant	Tax Credit
HUD	Neighborworks America	HUD	IRS

STATE FUNDS

FORECLOSURE ASSISTANCE	HOUSING TRUST FUND	DOCUMENT RECORDING FEE	STATE TAX CREDITS	OHCS BOND ISSUANCE	LOTTERY BACKED BONDS
Multistate Settlement & Mediation Program	Multifamily Housing Development	Various Affordable Housing Programs	Multifamily Housing Development	Multifamily Housing Development and Single-Family Loan Purchases	Multifamily Housing Development
Grants	Grants and Loans	Grants and Loans	Tax Credits	Loans	Grants
General Fund	Public Purpose Charges	County Recorders	State of Oregon Revenue	IRS Tax Exemption	State of Oregon Lottery

HOUSING AUTHORITIES

Federally recognized public corporations with boards appointed by local government that administer Section 8 programs.

- Housing Authority of Clackamas County
Home Forward
- Housing Authority of Washington County
Klamath Housing Authority
- Linn-Benton Housing Authority
- Marion County Housing Authority
- Housing Authority of Lincoln County
Housing Works

OREGON HOUSING AND COMMUNITY SERVICES

State Housing Finance Agencies have the ability to issue tax exempt bonds, allocate tax credits, and award HUD grants. Community Services added to agency in 1991.

EXAMPLES OF PARTNERS

FORECLOSURE ASSISTANCE

- NEDCO
- Hacienda CDC
- Clearpoint
- Open Door Counseling Center
- Klamath Lake Regional Housing Center
- Willamette Neighborhood Housing Services
- Community Services Consortium
- HomeSource NeighborImpact



EXAMPLES OF PARTNERS

MULTIFAMILY HOUSING DEVELOPERS

NON-PROFIT

- New Day Enterprises
- ROSE Community Development
- Bienestar
- Willamette Neighborhood Housing Services
- Farmworker Housing Development Corporation
- Community Development Corporation of Lincoln City
- Housing Works



FOR PROFIT

- Geller Silvis and Associates
- Guardian Development, LLC
- Cascade Housing Group
- Pacific Crest Affordable Housing
- Shelter Resources Inc.
- Chrisman Development Company



EXAMPLES OF PARTNERS

SINGLE FAMILY HOUSING

- Single Family Participating Lenders
- African American Alliance for Homeownership
- Community Services Consortium
- Housing Authority of Washington County
- Native American Youth & Family Center
- Portland Housing Center
- Community Action Program of East Central Oregon
- Statewide Habitat for Humanity



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

HOUSING STABILIZATION FUNDS

FEDERAL FUNDS

SAFETY NET SUBSIDIES

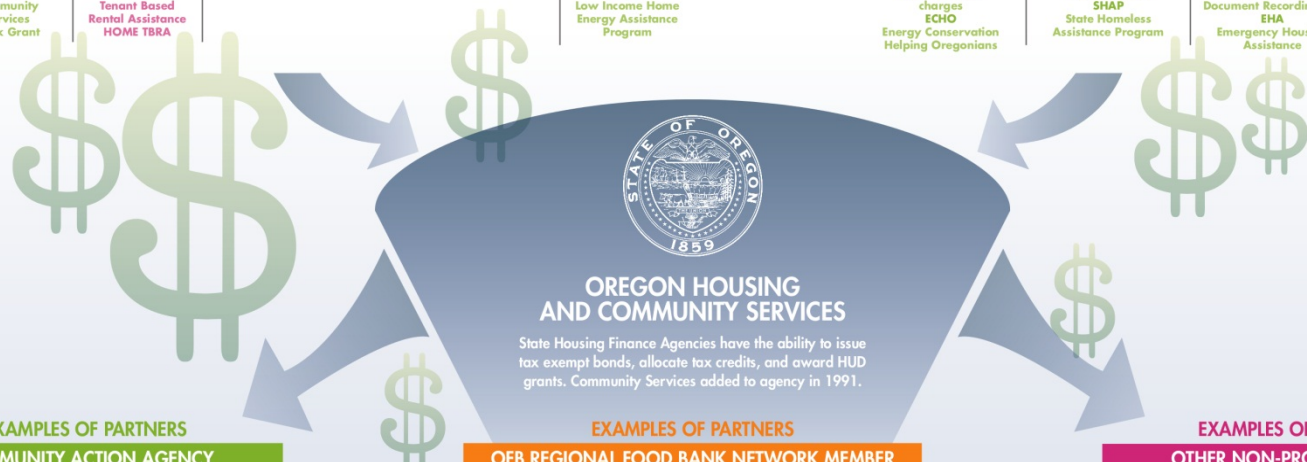
TEFAP The Emergency Food Assistance Program	CSFP Commodity Supplemental Food Program	FDIR Food Distribution Program on Indian Reservations	ESG Emergency Solutions Grant
HSP Housing Stabilization Program	CSBG Community Services Block Grant	HOME Tenant Based Rental Assistance HOME TBRA	

ENERGY & WEATHERIZATION SUBSIDIES

BPA Bonneville Power Administration	US DOE US Department of Energy
	LIHEAP Low Income Home Energy Assistance Program

STATE & OTHER FUNDS

Utility customer meter fees OEA Oregon Energy Assistance Program	Network member contributions HRTF Hunger Relief Task Force	OHCS bond proceeds RGP Rent Guarantee Program	Proceeds from Lottery backed bonds HPLUS Housing Plus
Public purpose charges ECHO Energy Conservation Helping Oregonians	General Fund SHAP State Homeless Assistance Program	General Fund & Document Recording Fee EHA Emergency Housing Assistance	General Fund LIRA Low Income Rental Assistance Oregon Hunger Response Fund



EXAMPLES OF PARTNERS

COMMUNITY ACTION AGENCY

- Community Connection of Northeast Oregon
- Clackamas County Social Services
- Oregon Coast Community Action
- Klamath/Lake Community Action Services
- Community Services Consortium
- Mid-Willamette Valley Community Action Agency
- NeighborImpact



EXAMPLES OF PARTNERS

OFB REGIONAL FOOD BANK NETWORK MEMBER

- Oregon Food Bank – Southeast Oregon Services
- Oregon Food Bank – Metro Services
- Klamath-Lake Counties Food Bank
- Linn-Benton Food Share
- Marion Polk Food Share
- Food Share of Lincoln County
- NeighborImpact



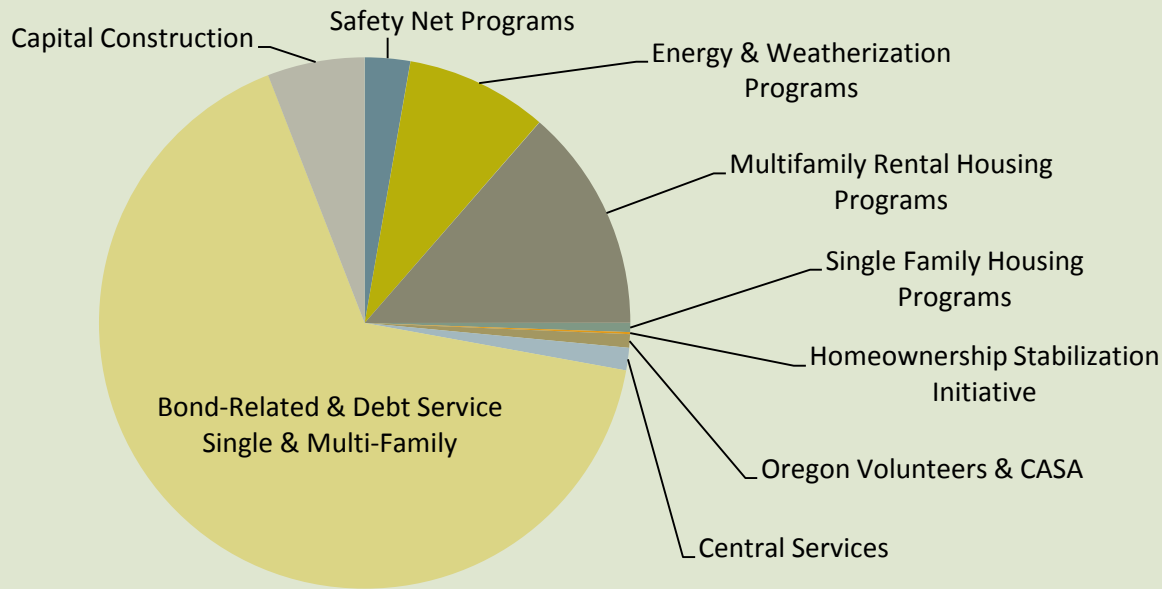
EXAMPLES OF PARTNERS

OTHER NON-PROFIT AGENCIES

- Northwest Housing Alternatives
- Corvallis Homeless Shelter Coalition
- St. Vincent de Paul of Lane County
- Innovative Housing
- Human Solutions

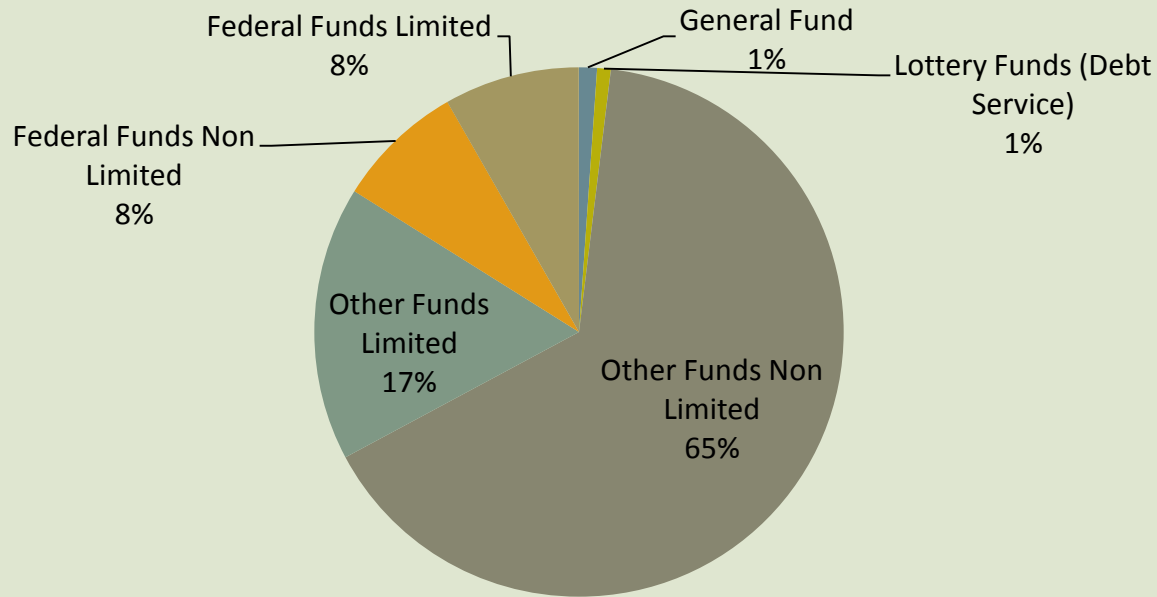


2015–17 GOVERNOR’S BUDGET



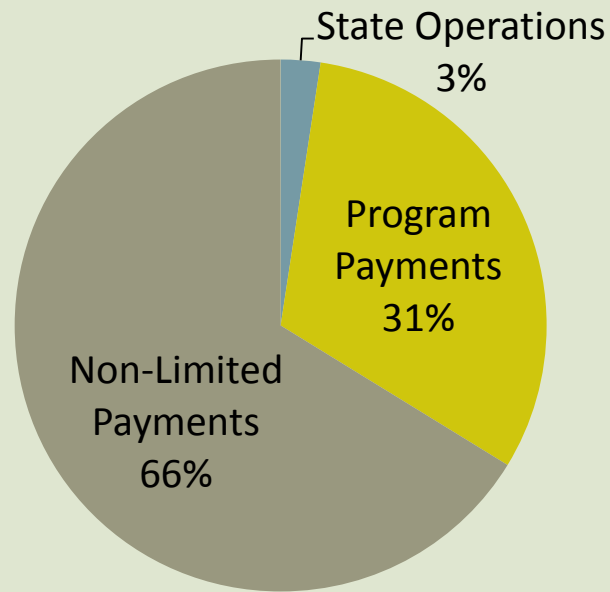
BUDGET BY PROGRAM AREA	'13-'15 LAB	'15-'17 GRB
Safety Net Programs	\$42,068,412	\$39,726,894
Energy & Weatherization Programs	\$125,086,890	\$124,204,431
Multifamily Rental Housing Programs	\$172,182,114	\$195,457,463
Single Family Housing Programs	\$10,940,227	\$7,886,258
Homeownership Stabilization Initiative	\$3,850,634	\$1,760,044
Oregon Volunteers & CASA	\$9,623,023	11,788,333
Central Services	\$17,912,861	\$19,781,511
Bond-Related & Debt Service (Single & Multi-Family)	\$938,510,792	\$952,022,192
Capital Construction		\$85,000,000
TOTAL:	\$1,320,174,953	\$1,437,627,126

2015–17 GOVERNOR’S BUDGET



FUND TYPE	'13-'15 LAB	'15-'17 GRB
General Fund Appropriation	\$19,401,247	\$15,738,955
Lottery Funds (Debt Service)	\$9,428,966	\$11,931,835
Other Funds Limited	\$138,522,567	\$240,659,404
Other Funds Non-Limited	\$927,328,360	\$938,043,926
Federal Funds Non-Limited	\$138,522,567	\$112,320,000
Federal Funds Limited	\$108,000,000	\$118,933,006
TOTAL BUDGET	\$1,320,174,953	\$1,437,627,126

2015–17 GOVERNOR’S BUDGET

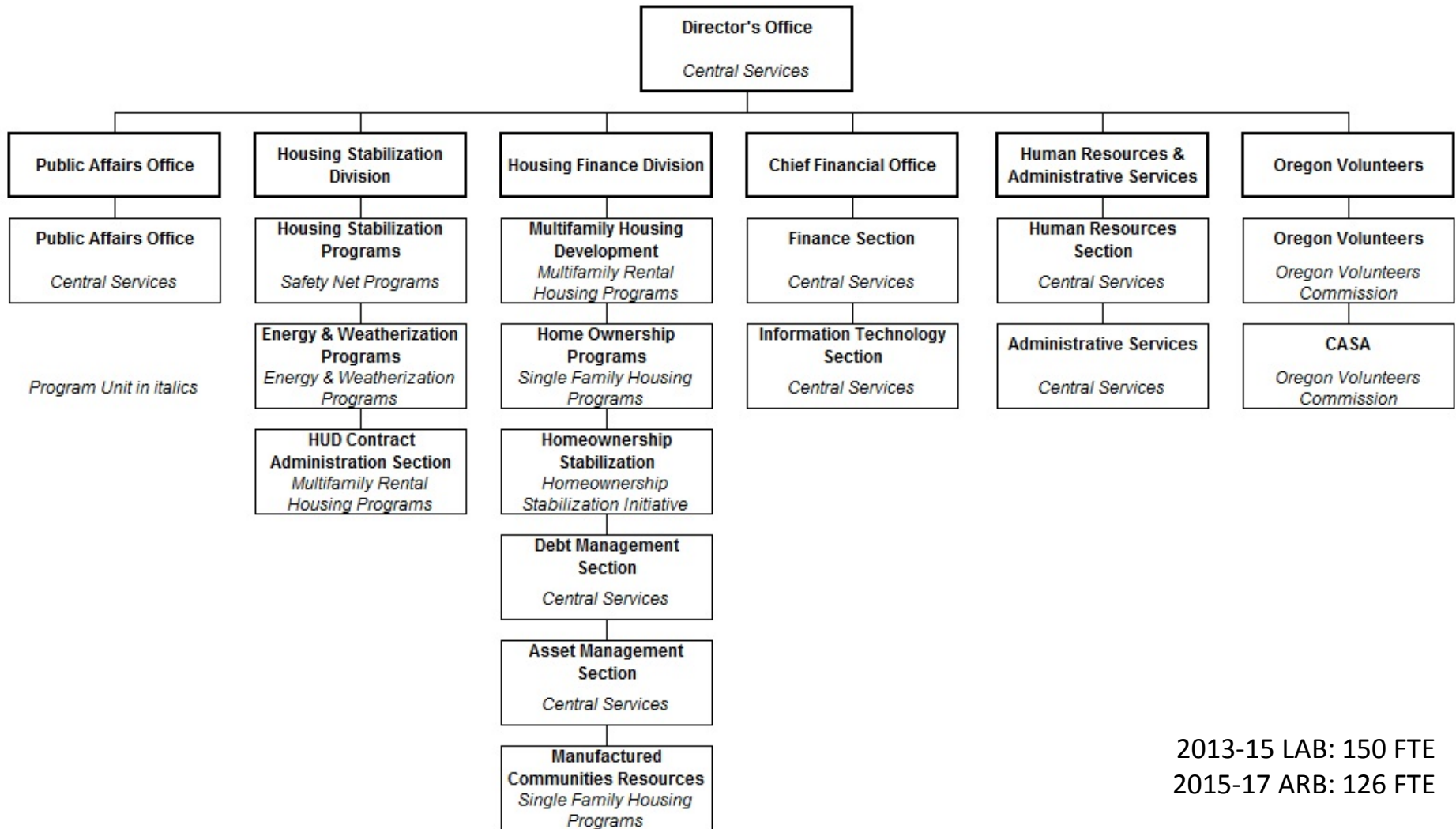


USAGE	'13-'15 LAB	'15-'17 GRB
State Operations	\$34,202,201	\$34,733,078
Program Payments	\$347,461,960	\$450,871,856
Bond-Related & Debt Service	\$938,510,792	\$952,022,192
TOTAL BUDGET	\$1,320,174,953	\$1,437,627,126

FISCAL CHALLENGE

- Agency redesign driving strategic and operational planning
 - Evaluation of work flow and critical tasks
 - Seeking efficiencies in the name of fiscal sustainability
 - Incorporate into budget as much as we can for now
- Original fiscal challenge mitigated
- The projected \$8 million operating cost deficit for next biennium is substantially reduced – now estimated at \$1.6 million
 - Management of position vacancies
 - 126 FTE in 2015-17 budget, vs. 150 in 2013-15 budget
 - Wind down of OHSI and limited-duration positions
 - Improved performance of bond portfolios
- Strengthening accountability, oversight, and systems
- For 2015-17, OHCS will use cash on hand to address the remaining operating budget gap
- Moving forward we will use cash on hand in a fundamentally different way that fits within the broader context of our overarching statewide policy goals

ORGANIZATIONAL CHART



2013-15 LAB: 150 FTE
2015-17 ARB: 126 FTE

ENVIRONMENTAL FACTORS

ENVIRONMENTAL FACTORS

- Uneven economic recovery across Oregon
- Existing unmet need for affordable housing
 - 1 in 4 eligible households receives a federal subsidy for housing nationwide
 - 150,000 Oregon households experience a severe rent burden
- Increasing home and rental prices; decreasing vacancy rates
- Housing instability increasingly cited as major barrier by other public systems
- Federal, state and local housing resources and systems complex

ENVIRONMENTAL FACTORS

175,000 renter households in Oregon are considered “Extremely Low Income”



There are only 45,226 rental units affordable to those households

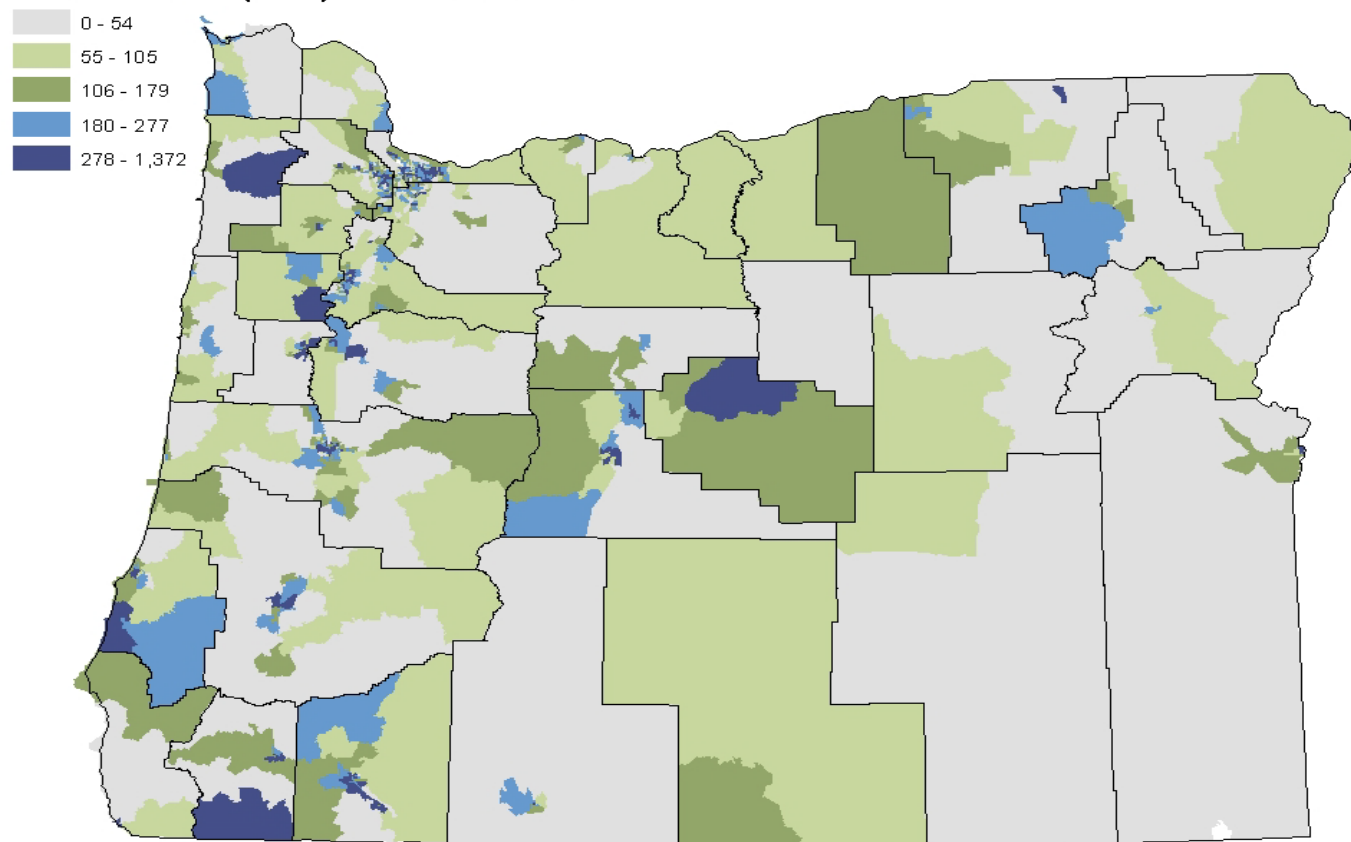


In the 2013-14 school year 18,902 K-12 children were identified as homeless



ENVIRONMENTAL FACTORS

Severe Burdened (50%+) Renter Households



150,000 renter households are currently “severely rent burdened”, meaning they spend more than half of their income on housing.

PROGRAM SUMMARY

HOUSING STABILIZATION (SAFETY NET) PROGRAMS

Programs designed to stabilize Oregonians by providing:

- Emergency Rent Assistance or Rapid Re-Housing Services
- Emergency Shelter
- Food Assistance
- Landlord Guarantee Program

2015-17 Governor's Budget

Program Area	General Funds	Lottery Funds	Other Funds	Federal Funds	All Funds	Positions	FTE
Homeless Assistance Programs	\$9,751,118	\$0	\$9,429,392	\$13,943,389	\$33,123,899	5	5.00
Rental Assistance Programs	\$833,411	\$0	\$1,628,697	\$2,953,574	\$5,415,682	3	3.00
Food Assistance Programs	\$590,860	\$0	\$0	\$596,453	\$1,187,313	-	-
Total Safety Net Programs	\$11,175,389	\$0	\$11,058,089	\$17,493,416	\$39,726,894	8	8.00

HOMELESSNESS PREVENTION

Programs designed to prevent or end homelessness for Oregonians:

- Emergency Housing Account (EHA)
- State Homeless Assistance Program (SHAP)

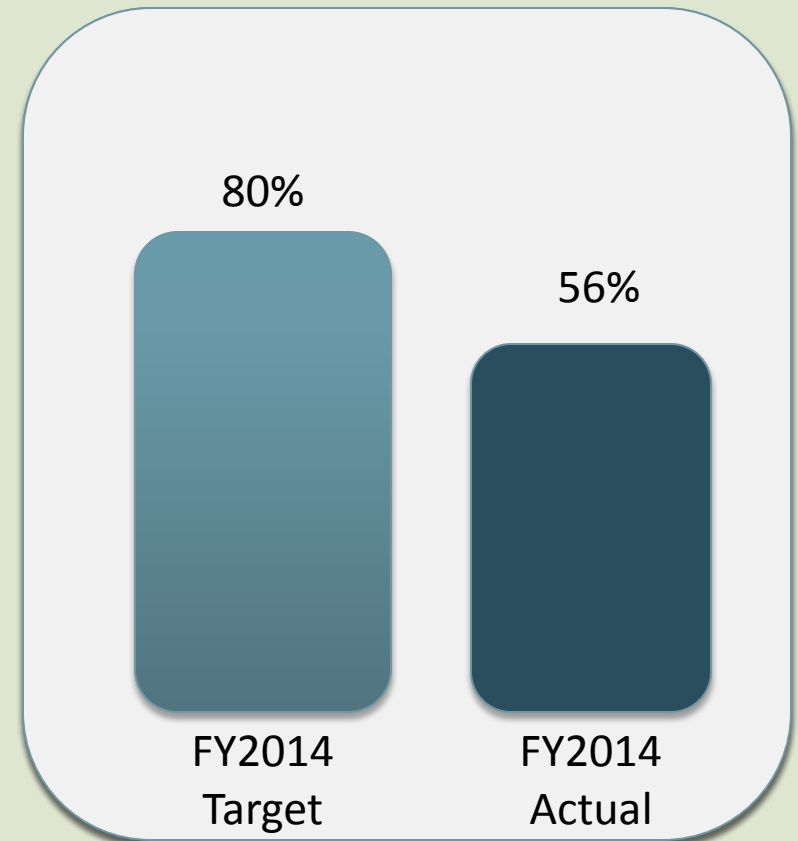
	Homelessness Prevention (July 1, 2013 – June 30, 2014)	Rapid Re-Housing (July 1, 2013 – June 30, 2014)	Shelter Activities (July 1, 2013 – June 30, 2014)	Street Outreach (July 1, 2013 – June 30, 2014)	Total People Served (July 1, 2013 – June 30, 2014)
Adults	4,170	2,390	16,271	120	22,402
Children	3,312	1,567	4,212	65	9,625

* Counts are duplicated. We served 5,159 unduplicated households in the July 1, 2013 – June 30, 2014 fiscal year.

- OHCS also administers the Low Income Rental Housing Fund (LIRHF) which served 164 households over the same time period.

KPM: REDUCING HOMELESSNESS

- Percent of people experiencing homelessness who entered permanent housing stayed six months or longer.



In 2013, 77% of people experiencing homelessness who entered permanent housing stayed six months or longer.

FOOD ASSISTANCE PROGRAMS

- Local and regional food banks
- Purchase supplemental food.
- Provides and distributes food boxes to Oregonians in need.

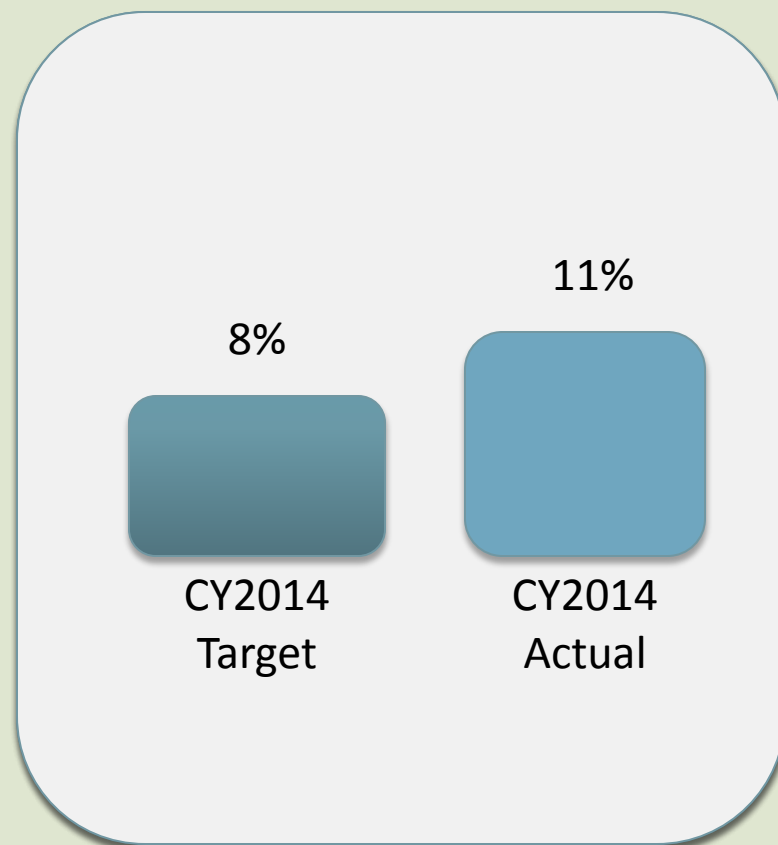
- Federal Programs (October 1, 2013 – September 30, 2014)
 - Total Food Boxes distributed: 1,035,399

- Oregon Hunger Response Fund (July 1, 2013 – June 30, 2014)
 - Pounds of bulk food purchased and repackaged: 315,000
 - Pounds of food donated and repackaged: 3,050,200
 - Number of food boxes: 1,007,291
 - Percentage of food processed/repackaged using OHRF: 10.9%

- GRB recommends transferring these programs to DHS

KPM: OREGON HUNGER RESPONSE FUND

- Percent of pounds in donated food distributed through Oregon Food Bank that are processed or repackaged bulk food purchased through the Oregon Hunger Response Fund.



In 2013, the percent of pounds of donated food that were purchased through the Oregon Hunger Response Fund was 12%.

HOUSING CHOICE LANDLORD GUARANTEE FUND

Created in 2013 (HB 2639) to expand protections under Oregon Law to residents who receive rental subsidies, including Section 8. The bill:

- Created a Housing Choice Advisory Committee
- Created a Housing Choice Landlord Guarantee Fund
 - Administered by OHCS
 - Creates a fund to provide financial assistance to landlords to mitigate damages caused by tenants with Section 8 or Housing Choice Vouchers.
 - Reimburses landlords for damages up to \$5,000
- Informed by an advisory committee chaired by OHCS Director

	Claims Paid (July 1, 2014 – December 31, 2014)	Total Funds Paid (July 1, 2014 – December 31, 2014)
Housing Choice Landlord Guarantee Fund	3	\$14,729

ENERGY AND WEATHERIZATION PROGRAMS

Programs designed to help stabilize Oregonians with low incomes by assisting with energy bill payments and weatherization services to reduce energy costs and improve health.

2015-17 Governor's Budget

Program Area	General Funds	Lottery Funds	Other Funds	Federal Funds	All Funds	Positions	FTE
Energy Bill Payment Assistance Programs	\$0	\$0	\$30,599,073	\$60,875,064	\$91,474,137	3	3.00
Weatherization Programs	\$0	\$0	\$17,301,833	\$15,428,461	\$32,730,294	5	5.00
Total Energy and Weatherization Programs	\$0	\$0	\$47,900,906	\$76,303,525	\$124,204,431	8	8.00

ENERGY ASSISTANCE



Energy Assistance programs help provide stability for Oregonians with low incomes by assisting with energy bill payments.

- State:
 - Oregon Energy Assistance Program (rate payer surcharge funded)
- Federal:
 - Low Income Home Energy Assistance Program (US HHS)

	Households Assisted	Prevented Disconnection	Restored Utility	Families with kids under 6	First time program users
Federal FY 2013	87,002	48,846	5,846	20,874	20%
Federal FY 2014	90,292	46,465	8,703	22,648	12.3%

WEATHERIZATION



Weatherization programs help provide stability for Oregonians with low incomes by making homes and apartments more energy efficient and reducing bill costs.

- State:

- Energy Conservation Helping Oregonians (ECHO)

- Federal:

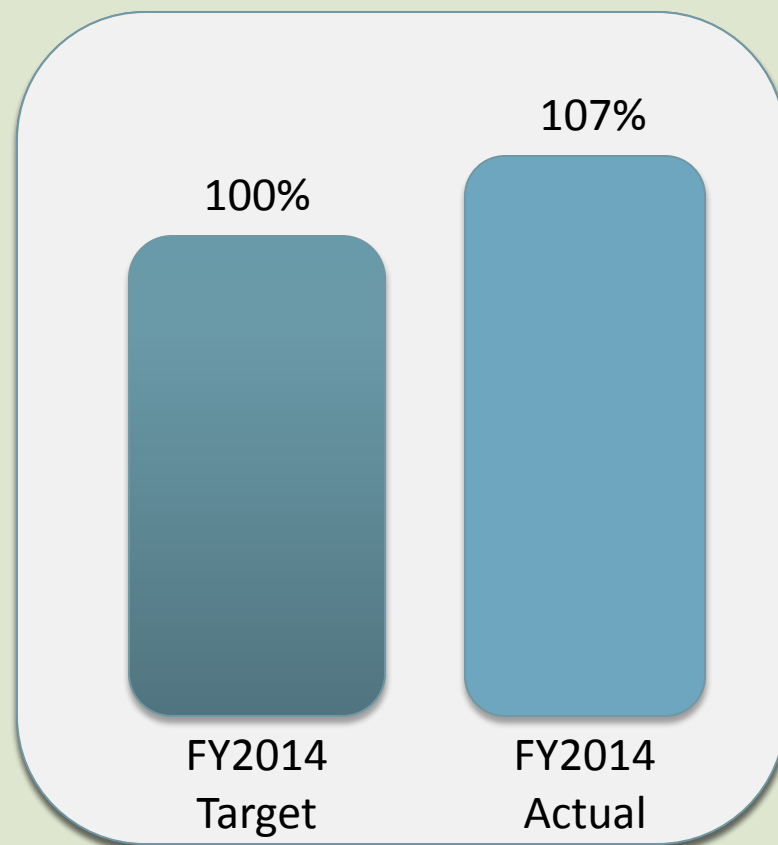
- US DOE Weatherization, BPA, LIHEAP

	Homes Weatherized	Energy Savings
January 1 – December 31, 2013	1,847	\$896,093
January 1 – June 30, 2014	876*	\$352,190*
Total (1/1/13 – 6/30/14)	2,723	\$1,248,283

* Includes Q1 and Q2 of 2014.

KPM: INCREASING ENERGY SAVINGS

- For all funds invested, the percent of energy savings generated from the Department's Energy Conservation Helping Oregonians (ECHO) weatherization program.



In 2013, we generated energy savings of 106%, i.e., for every \$1 invested in weatherization, there was a return of \$1.06 in energy savings for the low income tenants. 33

MULTIFAMILY RENTAL HOUSING

Multifamily Rental Housing Programs provide safe, stable, and affordable rental housing across Oregon through development of new housing, preservation of existing housing, and federal rent assistance.

2015-17 Governor's Budget

Program Area	General Funds	Lottery Funds	Other Funds	Federal Funds	All Funds	Positions	FTE
Affordable Rental Housing Development	\$0	\$0	\$67,669,132	\$13,621,446	\$81,290,578	15	15.00
Section 8 Rent Subsidy	\$0	\$0	\$1,846,885	\$112,320,000	\$114,166,885	10	10.00
Total Multifamily Rental Housing Programs	\$0	\$0	\$69,516,017	\$125,941,446	\$195,457,463	25	25.00

MULTIFAMILY HOUSING FINANCE



The development or preservation of affordable rental housing across Oregon.

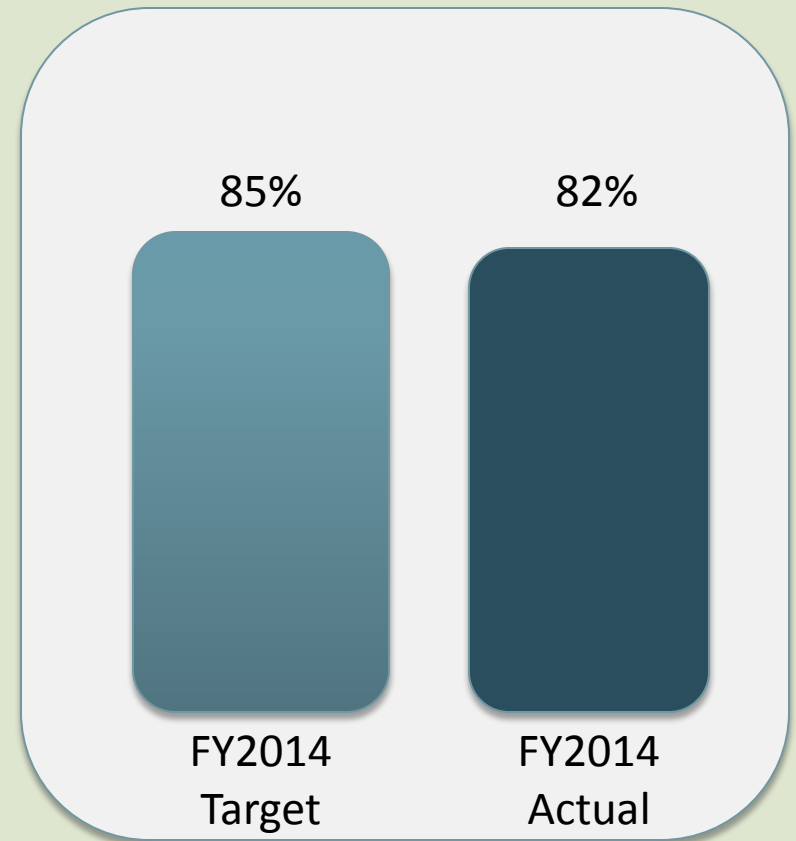
- Grants, tax credits, loans
- Competitive funding processes through Notice of Funding Availability (NOFA)
- Routinely receive requests for two to three times available funding

	New Construction	Acquisition / Rehabilitation	Total Units
CY 2013	539	762	1,766
CY 2014	975	791	1,301

- OHCS also manages 258 Project Based Section 8 contracts serving 9,708 households.

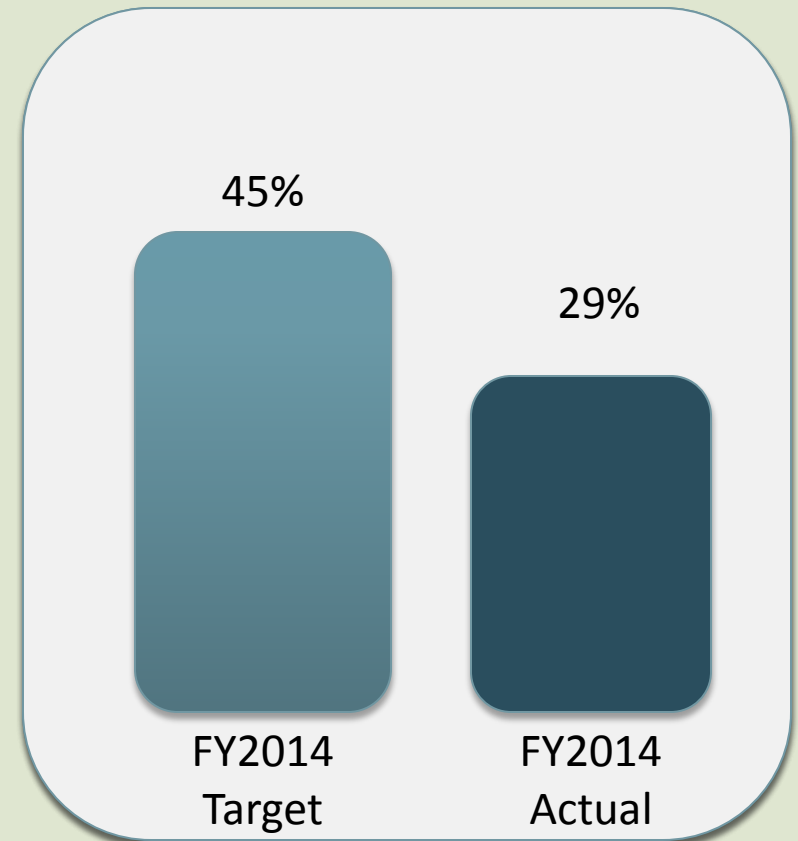
KPM: AFFORDABLE RENTAL HOUSING

- Affordable Rental Housing through Bonds, Grants, and Tax Credits. Percentage of housing units funded with grants, tax credits, and bonds, excluding market rate housing units, that will be affordable to households earning less than 60% of Area Median Income.



KPM: INCREASING HOUSING FOR PEOPLE WITH SPECIAL NEEDS

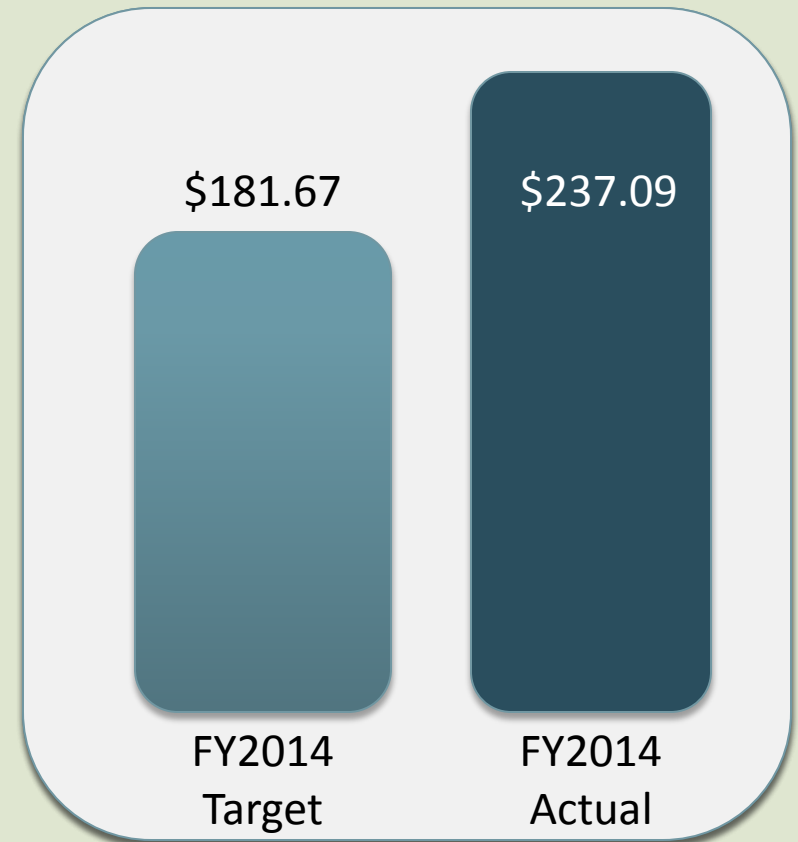
- Percentage of Affordable rental housing units developed that provide rental opportunity for elderly or people with special needs; compared to the percentage of the state's population that are low income elderly or people with special needs



In 2013, 62% of affordable rental units developed provided opportunity for elderly or people with special needs as compared to the population.

KPM: CONSTRUCTION COSTS

- Costs per square foot for housing units developed through grant and tax credit programs.



In 2013, the cost per square foot was \$184.62.

SINGLE FAMILY BUDGET PROGRAMS

Single Family Programs include homeownership assistance and retention services designed to help Oregonians with low incomes obtain and maintain homeownership. These programs also include services to owners of manufactured homes.

2015-17 Governor's Budget

Program Area	General Funds	Lottery Funds	Other Funds	Federal Funds	All Funds	Positions	FTE
Home Owner Assistance Programs	\$1,000,000	\$0	\$3,842,333	\$2,574,178	\$7,416,511	5	4.50
Manufactured Communities Resource Center	\$0	\$0	\$469,747	\$0	\$469,747	2	2.00
Total Single Family Housing Programs	\$1,000,000	\$0	\$4,312,080	\$2,574,178	\$7,886,258	7	6.50

HOMEOWNERSHIP ASSISTANCE

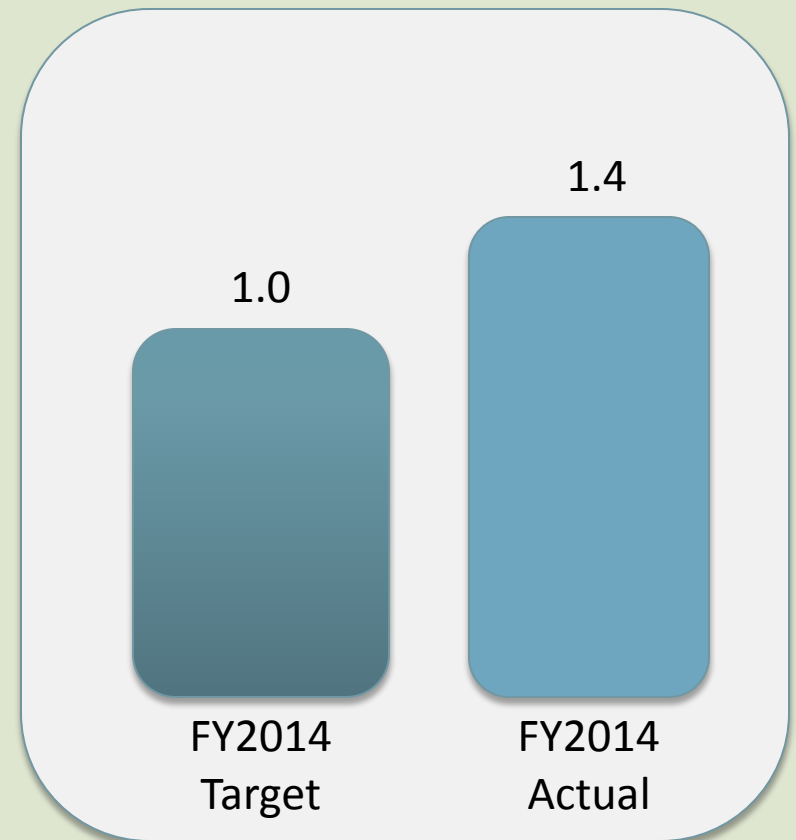


- First time homebuyer programs
 - Education
 - Counseling
 - Down Payment Assistance
 - Oregon Bond Loan
- Retention
 - Foreclosure Prevention
 - Repair

	Oregon Bond Loans Issued	Pre-purchase Classes	Pre-purchase Counseling	Down Payment Assistance Loan
CY 2013	419	1,827	5,414	411
CY 2014	382	1,368	4,724	100

KPM: AFFORDABLE HOMEOWNERSHIP

- Affordable Homeownership: Percent of households at or below the State's median income served by our single family program that matches or exceeds Oregon's households at or below median income.



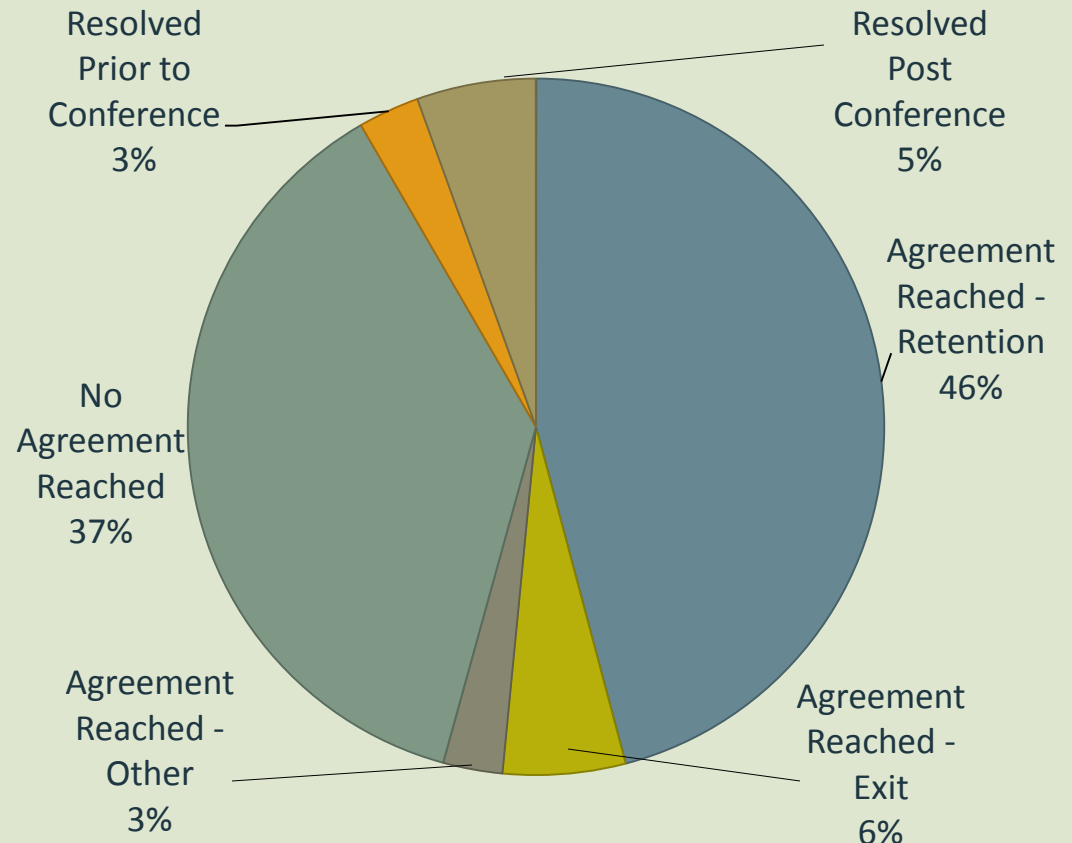
HOMEOWNERSHIP ASSISTANCE



■ Oregon Foreclosure Avoidance Program

- Statewide network of counseling agencies
- Education, counseling
- Assist homeowners in preparing for resolution conferences

OFA Cases Resolved To Date



Total cases resolved to date: 1161

MANUFACTURED COMMUNITY RESOURCE CENTER

- Provides services and information to residents and landlords of manufactured dwelling parks to promote cooperative community relationships; provides dispute resolution services.
 - Responds to questions about landlord/tenant law; park rules and regulations; park closures; park registration; and rights and responsibilities of landlords and tenants.

	Contacts	Park Meetings Facilitated	Dispute Resolution Services	Community Members Served	Website Visits
CY 2014	1,559	10	459	497	47,645
CY 2013	1,390	8	202	366	39,230

OREGON VOLUNTEERS

Oregon Volunteers Program Unit includes:

- Oregon Volunteers
- Court Appointed Special Advocates (CASA)
- AmeriCorps

2015-17 Governor's Budget

Program Area	General Funds	Lottery Funds	Other Funds	Federal Funds	All Funds	Positions	FTE
Oregon Volunteers Commission	\$3,563,566	\$0	\$3,221,863	\$5,002,904	\$11,788,333	3	3.00

OREGON VOLUNTEERS

- Oregon Volunteers
 - Promotes and supports volunteerism and civic engagement
 - Oregon ranks 10th in the nation for volunteer rate
- Court Appointed Special Advocates: Provides advocacy for children who have experienced neglect or abuse.
 - 4,802 abused or neglected children received services of a CASA volunteer
 - CASA volunteers served over 350,000 hours
- AmeriCorps: Support for quality AmeriCorps programs to address local needs.
 - Public Safety, Education, Health, Environment
 - 740,000 hours of service in the 2013-15 biennium

OREGON HOMEOWNER SUPPORT INITIATIVE

Oregon Homeowner Support Initiative (OHSI) was funded with federal TARP funds. Oregon was one of eighteen “Hardest Hit Fund” states, and received \$220 million to help homeowners avoid foreclosure.

Program Area	General Funds	Lottery Funds	Other Funds	Federal Funds	All Funds	Positions	FTE
Homeownership Stabilization Initiative	\$0	\$0	\$1,760,044	\$0	\$1,760,044	12	8.50

FORECLOSURE PREVENTION

Oregon Homeowner Stabilization Initiative (OHSI) operated several assistance programs since inception including loan refinance programs and mortgage payment assistance.

	Mortgage Payment Assistance (Statewide)	Loan Refinance Assistance Pilot Programs (5 counties)	Rebuilding American Homeownership Assistance Program (Statewide)	Loan Preservation Assistance Program (Statewide)
Households Served (Total)	10,773	147	60	4,086
Percent of homeowners retaining their homes after 12 months (includes refinance, sale)	77.3%	64.4%	100%	66.7%

- 93% of Program Participants made less than \$50,000 per year.
- Since inception, OHSI has served 11,620 homeowners (unduplicated).

CENTRAL SERVICES

Central Services includes:

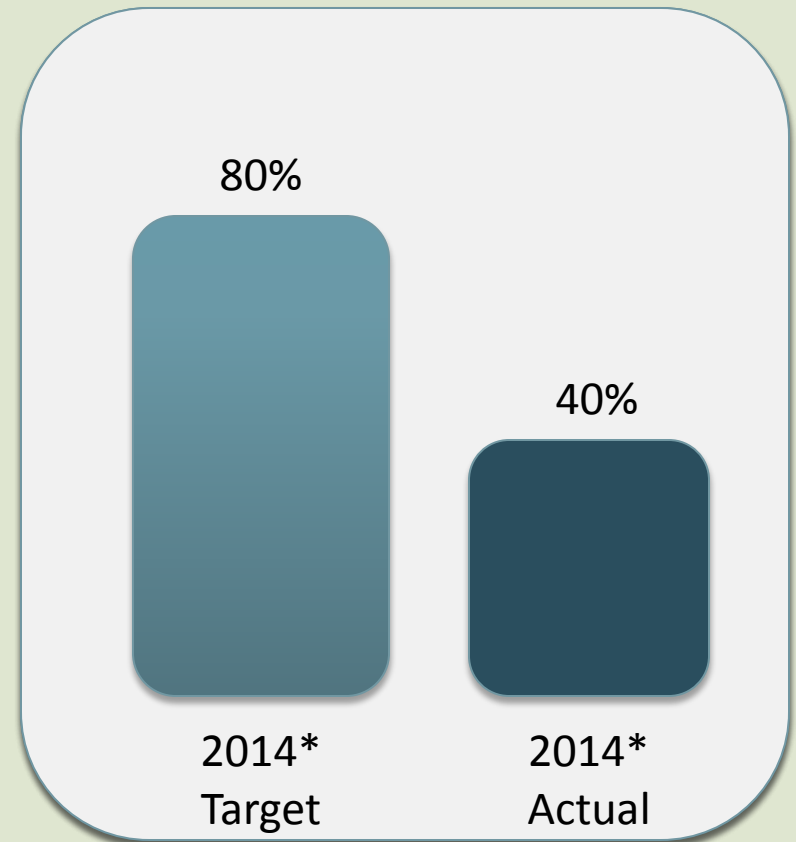
- Director's Office
- Public Affairs Division
- Asset Management and Compliance
- Finance, budget, debt management, procurement, IT, HR, facilities

2015-17 Governor's Budget

Program Area	General Funds	Lottery Funds	Other Funds	Federal Funds	All Funds	Positions	FTE
Central Services	\$0	\$0	\$15,843,974	\$3,937,537	\$19,781,511	67	67.00

KPM: AGENCY CUSTOMER SERVICE

- Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent"; timeliness, accuracy, helpfulness, expertise, availability of information overall.



* Measured at a single point in time.

KPM: AGENCY CUSTOMER SERVICE, NEXT STEPS

- Historical trends
- Proposed transition created uncertainty and confusion with partners.
- Strategic Plan identifies “Delivering Remarkable Service” as key imperative.

BOND RELATED FUNDS

- OHCS operates several bond related programs to finance new development and preserve affordable rental housing.
 - Conduit Bonds
 - Elderly and Disabled Bonds
 - Includes Proposal for \$85 Million in General Obligation Bonds to build affordable housing for families experiencing or at-risk of homelessness.

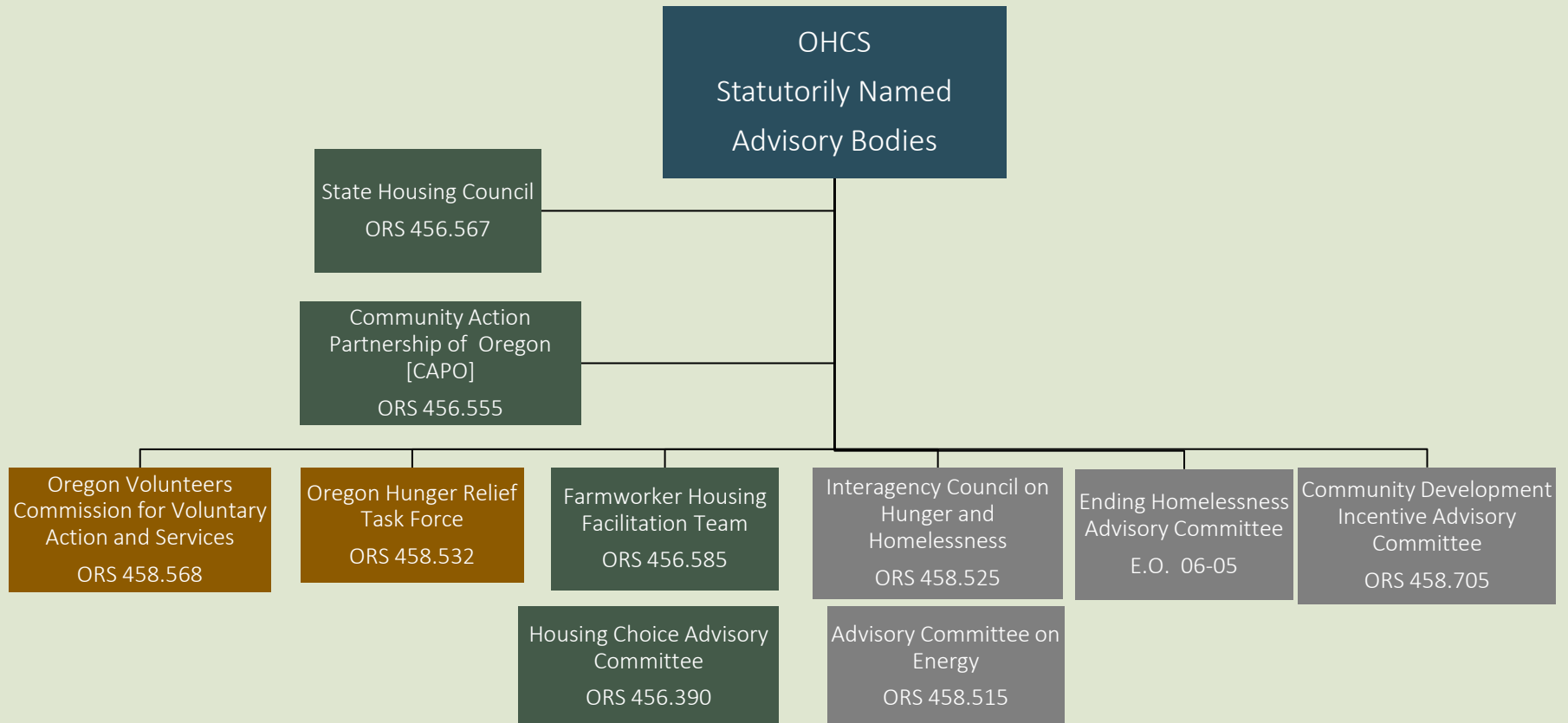
2015-17 Governor's Budget

Program Area	General Funds	Lottery Funds	Other Funds	Federal Funds	All Funds	Positions	FTE
Bond Related Activities	\$0	\$0	\$234,026,954	\$0	\$234,026,954	-	-
Capital Construction	\$0	\$0	\$85,000,000	\$0	\$85,000,000	-	-
Bond Debt Service	\$0	\$11,931,835	\$706,063,403	\$0	\$717,995,238	-	-

PROGRAM AREA RECOMMENDATIONS

PROGRAM IMPROVEMENTS

OHCS Policy and Governance: HB 2442 continues the work of the transition by consolidating governance bodies into an overarching Oregon Housing Stability Council.



PROGRAM IMPROVEMENTS

- Scenario build process
 - In depth review of programs and processes with external partners in 2013
 - Internal and external recommendations
- Recommendation: Align program criteria
 - SB 244
- Administrative rules changes
- Internal policy and procedures change

TRANSFER FOOD PROGRAMS TO DHS

- Recommendation from OHCS transformation process: Transfer existing food programs to the Department of Human Services.
 - Oregon Hunger Response Fund
 - The Emergency Food Assistance Program (TEFAP); Commodity Supplemental Food Program (CSFP) (Federal)
 - Transfer the Food Distribution Program on Indian Reservations (FDPIR) to remaining tribal partner
- Better align state programs to improve services to Oregonians.

KEY PERFORMANCE MEASURES

KEY PERFORMANCE MEASURES

#	Area
1	Affordable Home Ownership
2	Affordable Rental Housing Through Bonds, Grants and Tax Credits
3	Increasing Housing for Special Needs Individuals (renters)
4	Reducing Homelessness
5	Construction Costs
6	Increasing Energy Savings
7	Agency Customer Service
8	General Fund Food Program

HB 5015 BUDGET NOTE

HB 5015 Budget Note Recommendation	Action
- Name Housing Policy Advisory Body	HB 2442
- Name Advisory Bodies to Discontinue	HB 2442
- Name programs and functions to continue	Reported , February 2014 Ways and Means Subcommittee
- Name programs and functions to discontinue	Reported , February 2014 Ways and Means Subcommittee
- Name programs to transfer; demonstrate receiving agency buy-in and feasibility	HB 2442, Budget Process will transfer responsibility for food programs to the Department of Human Services
- Propose new key performance measures	In Progress
- Describe implementation plan	Reported , February 2014 Ways and Means Subcommittee

NEW KEY PERFORMANCE MEASURES

- New Key Performance Measures are in progress
- Strategic Imperative: *Become a data and research driven agency*
- 2015-2017: Transition Period
- Propose New KPMs for 2017-19 that are:
 - Informed by stronger use of available data and research
 - Reflective of agency interventions and impact
 - Informed by fully functional Housing Stability Council
 - Linked to long-term prosperity investments of other state agencies

PENDING LEGISLATION

PENDING LEGISLATION

- Proposed \$100 million for new housing
 - Create new affordable rental housing to address severe gap
 - Target families with lowest incomes to prevent and end family homelessness
 - \$85 million in General Obligation, Article XI-Q Bonds
 - \$15 million in Lottery Backed Bonds
- Approach
 - Utilize existing community-based development capacity
 - Ensure target families are well served by coordinating with human service providers
 - Thoughtfully leverage other financial resources and take advantage of finance expertise

PENDING LEGISLATION

- **HB 2441**, Extension and Renewal, Oregon Individual Development Account (IDA) Initiative
 - Renews the program and tax credit
 - Expands the purposes for which low income Oregonians can save
- **HB 2442**, OHCS Policy and Governance
 - Oregon Housing Stability Council
- **SB 244**, OHCS Program Change
 - Continues the work of the agency transition
 - Small changes to program criteria to better align program delivery

PENDING LEGISLATION

- **SB 296, Elderly Rental Assistance**
 - In 2012, the Legislature directed the Department of Revenue to study transferring the Elderly Rental Assistance program to OHCS
 - SB 296 would complete this transfer
 - Program remains at DOR until July 1, 2017
 - Policy Option Packages for 2017-19 Budget
 - OHCS takes over service delivery July 1, 2017 through the Community Action Network
 - Agencies would use the intervening two years to help notify recipients and create plans to better serve them through the Community Action Network

POLICY AND ESSENTIAL PACKAGES

PACKAGE 070

■ Revenue Shortfalls

- This package is a result of the agency's transition planning. It eliminates nine positions in the Central Services program unit.

General and Lottery Funds	Other Funds	Federal Funds	Total Funds	Positions	FTE
\$0	(\$944,188)	(\$296,673)	(\$1,240,861)	(9)	(6.88)

PACKAGE 090

■ Analyst Adjustments

- Package 090 restores a one-time increase made in the 2014 legislative session to the Emergency Housing Assistance (EHA) and State Homeless Assistance (SHAP) programs. The EHA funds are transferred to an Other Funds account and expended as Other Funds.

General and Lottery Funds	Other Funds	Federal Funds	Total Funds	Pos.	FTE
\$2,000,000	\$1,500,000	\$0	\$3,500,000	0	0

PACKAGE 101

- Restore OHSI Positions

- This package restores twelve limited-duration positions to continue the Oregon Homeownership Stabilization Program.

General and Lottery Funds	Other Funds	Federal Funds	Total Funds	Positions	FTE
\$0	\$1,390,559	\$0	\$1,390,559	12	8.50

PACKAGE 102

- Restore CASA Position

- This package restores one limited-duration position and Services and Supplies limitation to administer the Court Appointed Special Advocate (CASA) program.

General and Lottery Funds	Other Funds	Federal Funds	Total Funds	Positions	FTE
\$265,338	\$0	\$0	\$265,338	1	1.0

PACKAGE 104

- Transfer Food Assistance Programs to DHS
 - The legislatively approved OHCS Transition Plan recommends transferring the administration of OHCS food programs to the Department of Human Services (DHS) and the Confederated Tribes of the Umatilla Indian Reservation. This package anticipates that the transfer will be implemented by January 1, 2016, and removes 75 percent of the funding for food programs. The package also abolishes the Food Programs Coordinator position.

General and Lottery Funds	Other Funds	Federal Funds	Total Funds	Positions	FTE
(\$1,772,578)	(\$126,825)	(\$1,835,777)	(\$3,735,180)	(1)	(1.0)

PACKAGE 105

- Foreclosure Counseling Program

- OHCS received \$3.0 million in 2012 and \$4.9 million in the 2013-15 biennium for implementation of the counseling and legal aid portion of the Oregon Foreclosure Avoidance Program. This package provides \$1.0 million to continue the program in the 2015-17 biennium.

General and Lottery Funds	Other Funds	Federal Funds	Total Funds	Positions	FTE
\$1,000,000	\$0	\$0	\$1,000,000	0	0.0

PACKAGE 106

■ Oregon Volunteers Program

- This package includes additional program funds for CASA and funds for the Oregon Volunteers programs to become more self-sufficient.
- It creates a new program unit for the Oregon Volunteers programs, and moves existing positions, Services and Supplies, and Special Payments from the Central Services program unit to this one.
- The limited-duration position created in Package 102 is also moved in this package.

General and Lottery Funds	Other Funds	Federal Funds	Total Funds	Positions	FTE
\$1,009,248	\$932,882	\$0	\$1,942,131	0	0.0

PACKAGE 106, CONTINUED

- Next Steps for the Oregon Volunteers Commission:
 - The Oregon Volunteers Commission is directed to determine the best location for the Commission, including remaining at OHCS, becoming a stand-alone agency, moving to Portland State University, or moving to another state agency.
 - The recommendation will be presented to the 2016 Legislature. Half of the General Fund for self-sufficiency (\$125,000) is placed into a Special Purpose Appropriation to be released with the report.

PACKAGE 110

■ Family Affordable Housing

- The Governor's Budget includes an investment for affordable housing for families, specifically families experiencing or at risk of homelessness. Package 110 includes \$15.3 million in Lottery-Backed Bond proceeds for housing development and \$85.9 million in Article XI-Q bond proceeds.

General and Lottery Funds	Other Funds	Federal Funds	Total Funds	Positions	FTE
\$0	\$101,184,657	\$0	\$101,184,657	0	0.0

VACANCIES

LONG TERM VACANCIES

Program Unit	Number of Positions	Reason for Vacancy
Safety Net Programs	2	One position is in recruitment. The second position is abolished in Policy Package 104.
Energy and Weatherization Programs	1	Position filled January 5, 2015
Multifamily Rental Housing Programs	2	Funding for positions is contingent upon contract award from HUD.
Single Family Housing Programs	2	One position is in recruitment. The duties and need for the second position are being evaluated.
Homeownership Stabilization Initiative	1	Duties of limited-duration position ended.
Central Services	15	Two positions are in recruitment and another is vacant due to lack of federal funding. Four positions are being evaluated in the department's transition planning and supervisory changes. Eight of the positions will be abolished in Package 070.

10% REDUCTION OPTIONS

GENERAL AND TOTAL FUND REDUCTION OPTIONS

PROGRAM UNIT	ACTIVITY OR PROGRAM	IMPACT OF REDUCTION	AMOUNT
Safety Net	Emergency Housing Assistance (EHA)	At this level, approximately 1,200 – 1,500 Oregonians would not be served. Grantee capacity and regional capacity would be negatively impacted. This reduction may impact ability to secure and maintain federal homeless assistance dollars. No OHCS positions or FTE would be reduced.	GF: \$495,789
Safety Net	State Homeless Assistance Program (SHAP)	At this level, approximately 1,600 Oregonians would not be served. Grantee capacity and regional capacity would be negatively impacted. This reduction may impact ability to secure and maintain federal homeless assistance dollars. No OHCS positions or FTE would be reduced.	GF: \$279,483
Safety Net	Low Income Rental Housing Fund (LIRHF)	Approximately 16 low income Oregonians would not receive rent assistance and could potentially become homeless. This reduction may impact ability to secure and maintain federal homeless assistance dollars. No OHCS positions or FTE would be reduced as the program does not provide administrative costs.	GF: \$52,612
Safety Net	Housing Choice Landlord Guarantee Program	This reduction would impact either the number of landlords who could receive maximum reimbursement or may result in a reduction in the maximum dollar amount that OHCS could provide to eligible landlords. No OHCS positions or FTE would be reduced.	GF: \$30,729
Safety Net	Oregon Hunger Response Fund	This cut would be taken from two bulk food programs and would jeopardize regional food banks ability to continue to operate. At this level, Oregon Food Bank would not be able to provide approximately 200,000 emergency food boxes. No OHCS positions or FTE would be reduced as this program does not provide for administrative costs.	GF: \$236,344

GENERAL AND TOTAL FUND REDUCTION OPTIONS

PROGRAM UNIT	ACTIVITY OR PROGRAM	IMPACT OF REDUCTION	AMOUNT
Oregon Volunteers	CASA Program	Based on 2011 data, state funding to support children served in local communities averages \$229 per case. A 10% reduction in funding would result in a loss of services to 1,108 children, further reducing the total percentage of children served. No OHCS positions or FTE would be reduced.	GF: \$228,898
Housing Finance	Debt Service on Lottery Revenue Bonds	A reduction to debt service payments would negatively impact the State's bond rating and borrowing costs, and incur legal violations of bond covenants. No OHCS positions or FTE would be reduced.	LF: \$1,193,749
Safety Net	Energy Conservation Helping Oregonians Program	Approximately 2,400 low income households would not receive weatherization services, health and safety measures, and minor home repairs. OHCS positions would be reduced by 1.0 FTE.	OF: \$13,604,428
Safety Net	Low Income Home Energy Assistance	Approximately 30,000 households will not receive energy bill payment assistance or client education. No OHCS positions or FTE would be reduced.	FF: \$12,081,421

ENDING FUND BALANCES

OTHER FUND BALANCES: SAFETY NET PROGRAMS

- Limited
- Grant Funds

Treasury Fund Number	Treasury Fund Name	Statutory reference	2013-15 Ending Balance Revised	2015-17 Ending Balance Revised
00615	EMERGENCY HOUSING ASSISTANCE ACCOUNT	ORS 458.620	\$360,703	\$325,000
00826	HOUSING DEVELOPMENT ACCOUNT (ENTERPRISE)	ORS 456.720	\$465,007	\$465,007
01507	HOUSING CHOICE LANDLORD GUARANTEE PGM FD	ORS 458.532	\$133,899	\$111,833
01288	HOUSING PLUS 2008B - SUPPORTIVE SERVICES	ORS 456.576	\$1,141,527	\$220,482

OTHER FUND BALANCES: ENERGY AND WEATHERIZATION PROGRAMS

- Limited
- Grant Funds

Treasury Fund Number	Treasury Fund Name	Statutory reference	2013-15 Ending Balance Revised	2015-17 Ending Balance Revised
00897	LOW-INCOME ELECRCIC BILL PYMT ASSISTANCE	ORS 456.587	\$2,602,684	\$2,007,888
00898	SB1149 ELECTRICITY PUBLIC PURPOSE CHARGE (ECHO program)	ORS 456.587	\$9,636,563	\$9,636,563

OTHER FUND BALANCES: MULTIFAMILY RENTAL HOUSING

■ Limited

Treasury Fund Number	Treasury Fund Name	Statutory reference	2013-15 Ending Balance Revised	2015-17 Ending Balance Revised
00401	OTHER FUNDS - HOUSING PROGRAMS (Housing PLUS)	ORS 456.576	\$204,413	-
00551	MOBILE HOME PARKS PURCHASE ACCOUNT	ORS 456.579	\$289,978	\$10,000
00616	HOUSING DEVELOPMENT AND GUARANTEE PROGRAM	ORS 458.620	\$10,977,301	\$9,113,167
00401	OTHER FUNDS - HOUSING PROGRAMS (HUD CONTRACT ADMIN)		2,061,830	1,875,513

OTHER FUND BALANCES: MULTIFAMILY RENTAL HOUSING

- Limited
- Grant Funds

Treasury Fund Number	Treasury Fund Name	Statutory reference	2013-15 Ending Balance Revised	2015-17 Ending Balance Revised
00826	HOUSING DEVELOPMENT ACCOUNT (ENTERPRISE)	ORS 456.720	\$1,051,928	\$1,051,928
00898	SB1149 ELECTRICITY PUBLIC PURPOSE CHARGE (Multifamily weatherization program)	ORS 456.587	\$9,161,342	\$4,606,124
00936	COMMUNITY DEVELOPMENT INCENTIVE PROJECT	ORS 458.720	\$768,623	-
00984	FARMWORKER HOUSING DEVELOPMENT ACCOUNT	ORS 458.620	\$36,454	\$35,584
01305	LRB 2009 A: HOUSING PLUS UNITS	ORS 456.576	\$158,852	-

OTHER FUND BALANCES: MULTIFAMILY RENTAL HOUSING

- Limited
- Grant Funds

Treasury Fund Number	Treasury Fund Name	Statutory reference	2013-15 Ending Balance Revised	2015-17 Ending Balance Revised
01339	LRB 2009 D: PRESERVATION	ORS 456.576	\$398,340	-
01343	GENERAL HOUSING ACCOUNT	ORS 456.576	\$25,493,267	\$18,553,236
01358	LRB 2010 A: PRESERVATION	ORS 456.576	\$305,679	-
01401	LRB 2011 C: PRESERVATION	ORS 456.576	\$400,570	-
01466	LRB 2013 B: PRESERVATION	ORS 456.576	\$383,190	-

OTHER FUND BALANCES: SINGLE FAMILY BUDGET PROGRAMS

- Limited
- Grant Funds

Treasury Fund Number	Treasury Fund Name	Statutory reference	2013-15 Ending Balance Revised	2015-17 Ending Balance Revised
00550	MOBILE HOME PARKS ACCOUNT (OMBUDSMAN)	ORS 446.525	\$1,095,936	\$1,119,351
00695	HOME OWNERSHIP ASSISTANCE ACCOUNT	ORS 458.620	\$3,163,102	\$1,404,016

OTHER FUND BALANCES: CENTRAL SERVICES

- Limited
- Grant Funds

Treasury Fund Number	Treasury Fund Name	Statutory reference	2013-15 Ending Balance Revised	2015-17 Ending Balance Revised
01449	COURT APPPOINTED SPECIAL ADVOCATE FUND	ORS 458.555	\$30,000	\$30,000
00431	HOUSING FINANCE ACCOUNT	ORS 456.720	-	-
00401	OTHER FUNDS - HOUSING PROGRAMS	ORS 456.576	\$52,625	\$50,840

OTHER FUND BALANCES: BOND RELATED SERVICES

- Limited
- Grant Funds

Treasury Fund Number	Treasury Fund Name	Statutory reference	2013-15 Ending Balance Revised	2015-17 Ending Balance Revised
00431	HOUSING FINANCE ACCOUNT	ORS 456.720	\$490,880	\$605,723
00477	ELDERLY and DISABLED OPERATING FUND	Article XI-1, ORS 456.535, BOND INDENTURE	\$200,000	\$400,000

QUESTIONS?

Results of Secretary of State Audits

Audit Response Report

Audit Name: Statewide Single Audit, Report for the Year Ended June 30, 2012; Audit Report #2013-07
Finding: 12-10 Lack of Controls over Equipment

Weatherization Assistance for Low-Income Persons, CFDA 81.042
ARRA – Weatherization Assistance for Low-Income Persons, CFDA 81.042
Low-Income Home Energy Assistance, CFDA 93.568

Recommendation: We recommend department management ensure that subrecipient monitoring activities include a thorough review of the subrecipient's equipment inventory.

Corrective Action: We concur. Oregon Housing and Community Services reconciled the Agency's master equipment list that ensured all equipment listed equaled \$5,000 or greater. The master list is reconciled after every subrecipient monitoring visit as well. In addition, a step was added to the reconciliation process to ensure the master equipment list is up-to-date at all times.

Audit Name: Statewide Single Audit, Report for the Year Ended June 30, 2012; Audit Report #2013-07
Finding: 12-11 Subrecipient Monitoring – No Follow-Up Performed for A-133 Audit Findings

Weatherization Assistance for Low-Income Persons, CFDA 81.042
ARRA – Weatherization Assistance for Low-Income Persons, CFDA 81.042
Low-Income Home Energy Assistance, CFDA 93.568
Community Services Block Grant, CFDA 93.569

Recommendation: We recommend additional training on the requirements of A-133 §400(d)(5).

Corrective Action: We concur. Additional training was acquired by staff involved in the subrecipient monitoring process and steps added to ensure adequate follow up on all applicable findings and observations.

Oregon Housing and Community Services #91400

Audit Name: Statewide Single Audit, Report for the Year Ended June 30, 2012; Audit Report #2013-07
Finding: 12-13 LIHEAP Subrecipient Program Monitoring, Not Performed

Low-Income Home Energy Assistance, CFDA 93.568

Recommendation: We recommend department management ensure all program monitoring activities occur in a timely manner.

Corrective Action: We concur. The Oregon Housing and Community Services reassigned staffing resources to perform program monitoring of LIHEAP activities.

Audit Name: Statewide Single Audit, Report for the Year Ended June 30, 2012; Audit Report #2013-07
Finding: 12-14 Program Activities/Costs Not Reviewed for Allowability

Low-Income Home Energy Assistance, CFDA 93.568
Community Services Block Grant, CFDA 93.569

Recommendation: We recommend the department implement internal controls that ensure subrecipients expend federal funds for allowable activities and costs.

Corrective Action: We concur. The Oregon Housing and Community Services improved the process to include safeguards that check for allowability of activities and costs by subrecipients.

Audit Name: Statewide Single Audit, Report for the Year Ended June 30, 2012; Audit Report #2013-07
Finding: 12-15 Cash Management – Timing/Immediacy Not Reviewed

Low-Income Home Energy Assistance, CFDA 93.568
Community Services Block Grant, CFDA 93.569

Oregon Housing and Community Services #91400

Recommendation: We recommend department management ensure requests for funds are for allowable program expenditures already incurred and that advances meet program requirements.

Corrective Action: We concur. The Oregon Housing and Community Services included additional steps taken by staff to review the timing and necessity of request for funds adequately.

Audit Name: Statewide Single Audit, Report for the Year Ended June 30, 2013; Audit Report #2014-09
Finding: 2013-046 Review of Subrecipient Costs for Allowability Should be Improved

Low-Income Home Energy Assistance, CFDA 93.568

Recommendation: We recommend department management implement internal controls for subrecipient monitoring to ensure federal reimbursements are for allowable program activities.

Corrective Action: We concur. The Oregon Housing and Community Services improved the documentation used in the monitoring process and supplemented the process with additional reviews for accuracy.

Audit Name: Statewide Single Audit, Report for the Year Ended June 30, 2013; Audit Report #2014-09
Finding: 2013-047 Strengthen Controls Over Cash Management

Low-Income Home Energy Assistance, CFDA 93.568
Community Services Block Grant, CFDA 93.569

Recommendation: We recommend department management strengthen cash management controls to ensure that subrecipient advances are made only to meet immediate cash needs.

Corrective Action: We concur. The department has incorporated additional periodic reviews before the annual monitoring visit to ensure that reimbursement requests and advances meet all program requirements of allowability and timing.

Oregon Housing and Community Services #91400

Audit Name: Statewide Single Audit, Report for the Year Ended June 30, 2012; Audit Report #2013-07
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Community Services Block Grant, CFDA 93.569

Recommendation: We recommend department management strengthen cash management controls to ensure that subrecipient advances are made only to meet immediate cash needs.

Corrective Action: We concur. The department has incorporated additional periodic reviews before the annual monitoring visit to ensure that reimbursement requests and advances meet all program requirements of allowability and timing.

Oregon Housing and Community Services #91400

Audit Name: Statewide Single Audit, Report for the Year Ended June 30, 2013; Audit Report #2014-09
Finding: 2013-048 Improve Controls Over Subrecipient Cost Allocation Plans

Low-Income Home Energy Assistance, CFDA 93.568
Community Services Block Grant, CFDA 93.569

Recommendation: We recommend department management ensure adequate review of subrecipient cost allocation plans to determine whether the cost allocation plans provide equitable allocation of allowable costs to federal programs.

Corrective Action: We concur. The department has incorporated reviews of cost allocation plans and allocation practices by additional staff and before the monitoring visit occurs each year.

Oregon Housing and Community Services #91400

Audit Name: Statewide Single Audit, Report for the Year Ended June 30, 2013; Audit Report #2014-09
Finding: 2013-048 Improve Controls Over Subrecipient Cost Allocation Plans

Low-Income Home Energy Assistance, CFDA 93.568
Community Services Block Grant, CFDA 93.569

Recommendation: We recommend department management ensure adequate review of subrecipient cost allocation plans to determine whether the cost allocation plans provide equitable allocation of allowable costs to federal programs.

Corrective Action: We concur. The department has incorporated reviews of cost allocation plans and allocation practices by additional staff and before the monitoring visit occurs each year.

**Actions to
comply with HB
4131 (2012)**



Oregon

John A. Kitzhaber MD, Governor

Oregon Housing and Community Services

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Oregon Housing and Community Services, 91400

HB 4131 Report

15-17 Agency Request Budget



How the agency is making progress toward the objectives of HB 4131. Be sure to include administrative actions taken by the agency in 2013-15 biennium, such as reclass packages and permanent finance plans that roll into the Base Budget, including actions planned through June 2015.

We have continued to pursue progress toward the objectives of HB 4131. During the 13-15 biennium in the midst of major agency transformation work, the agency managed positions and vacancies to meet the agency business need resulting in the following impacts to the OHCS management to staff ratio.

As of November 1, 2013, OHCS management to staff ratio was 1:7.

The ratio changed when PICS rolled. Positions approved in the 13-15 budget impacted the management to staff ratio significantly. 81 positions were abolished and 42 positions were established, most limited duration. This resulted in the management to staff ratio going backward to 1:6 as of December 1, 2013. OHCS immediately sprang into action to manage positions and the agency operations to move in a direction toward achieving compliance.

On December 19, 2013, OHCS submitted a permanent finance plan to DAS Budget and Management to abolish three, 24 month supervisory positions and one, 9-month Limited Duration supervisory position (see chart below for more detail).

Action	Position #/former incumbent	Position Repr	Classification
Abolish	0000926/Auman	MESN	Z7010, PEMF
Abolish	0000855/Summers	MMS	X7008, PEME
Abolish	0010035/Joyce	MMS	X7008, PEME
Abolish	0001392 (LD)/Thompson	MMS	X7002, PEMB

However, abolishing the above referenced positions only got us part way back to a management to staff ratio of 1 to 7.3. Compliance with HB 4131 would require OHCS to have achieved a ratio of 1:8.

On January 13, 2014, Position 0000833 (former incumbent, Pray) was reclassified downward from a PEMD to a Public Affairs Specialist 3, non-supervisory. The ratio improved to 1:8.

On March 18, 2014, OHCS submitted a permanent finance plan to DAS Budget and Management to reclass/repurpose this position from a PEME, MMS to a PEMF, MESN. This was approved and keyed by PICS on April 22, 2014. The ratio remains at 1:8.

On September 4, 2014, HR made the following recommendations to achieve a ratio of 1:9 by October 31, 2014, the recommendation included:

- Abolish Position 0001386 – Limited Duration, PEME (Gonzalez)
- Revised assigned duties and reclass down Position 0000961 (Travis) from PEMD, MMS to a Program Analyst 4, MMN

The recommendations were approved and implemented on September 12, 2014 and October 10, 2014, respectively.

As of November 1, 2014, OHCS has achieved an increase of at least one during this reporting period and now has a management to staff ratio of 1:9.

We are reviewing our strategic plan and operational needs to determine how to meet the goal for the upcoming reporting period.

Also explain the effect of policy packages on staffing ratios in the requested budget.

The majority of the actions described in the report will be reflected in the agency request budget and OHCS will provide updates throughout the biennium to our DAS Budget Analyst and LFO Analyst as we continue our progress toward the objectives of HB 4131, after our agency request budget has been submitted. Director Van Vliet is committed to make progress toward the objectives of HB 4131.

If you have questions, please contact Rebecca Gray, HR Manager at 503-986-2098 or rebecca.e.gray@oregon.gov.

**New Hires,
2013-15
biennium**

Oregon Housing and Community Services

New Hires

July 1, 2013 to December 31, 2014

Appointment Date	Employee Name	PPDB Appointment Code	Classification Number	Salary Range #	Salary Step	Justification of salary above Step 2
7/1/2013	MENTZER, SARAH R	144	C0108	19	3	Return from Layoff - collective bargaining agreement
7/1/2013	PUGH, KURT	144	C5247	25	9	Return from Layoff - collective bargaining agreement
7/15/2013	PARK, VALERIE	141	X1322	29	7	Experience and Salary history
7/18/2013	PETRON, DANIELLE M	141	C0212	19	1	
7/24/2013	MCDONALD, JAMES E	171	C1488	33	8	Experience and Salary history
8/10/2013	DALLMAN, SAMANTHA J	175	C1244	27	9	Transfer Equal - collective bargaining agreement
8/15/2013	BOYER, MICHAEL J	171	C0119	19	7	Transfer Promotion - collective bargaining agreement
8/19/2013	BRUMUND, BENJAMIN T	141	C1116	23	2	
8/26/2013	KRAEMER, CHRISTIE L	141	C0107	17	1	
10/23/2013	PARKER, MARCA A	171	C1001	23	7	Transfer Promotion - collective bargaining agreement
10/28/2013	MCGIVNEY, MARGO R	147	C0107	17	3	Experience and Salary history
12/16/2013	BAUMANN, CASEY M	141	C1002	27	3	Experience and Salary history
1/1/2014	NIVENS, REMMAL	171	Z7010	35X	9	Transfer Promotion - state policy
2/10/2014	MCINTOSH, ALISON	141	X0866	31	4	Experience and Salary history
2/12/2014	AUMAN, MATT	141	C0323	15	3	Salary history
2/18/2014	GAMELGAARD, SAMANTHA	141	C0104	15	3	Experience and Salary history
5/19/2014	BELL, JO LYNN	142	C0104	15	3	Experience and Salary history
6/9/2014	BENJAMIN, TRACI L	141	C1001	23	6	Experience and Salary history
6/10/2014	ANDERSON, PAULA J	141	C1001	23	3	Experience and Salary history
6/16/2014	NUNNELLEE, LISA	141	C1001	23	6	Experience and Salary history
9/8/2014	CARVER, LEIGHA	141	C0107	17	4	Experience and Salary history
11/10/2014	OPPENHEIM, SHOSHANAH	141	X0873	32	8	Salary history
11/14/2014	PETERS, SALLY R	147	C0861	27	3	Remployment - collective bargaining agreement
12/22/2014	BOOKMAN, ALFRED M	141	X0873	32	5	Experience and Salary history

**Position
Reclassifications,
2013-15
biennium**

**Oregon Housing and Community Services
Reclassifications from July 1, 2013 to December 31, 2014**

Type	Position #	Class Title	SR #	Position Type	New Class Title	New SR #
Reclass ↑	0000864	Principial Executive Manager E	33X	Permanent	Principal Executive Manager F	35X
	0000866	Adminstrative Specialist 2	19	Permanent	Program Analyst 1	23
	0000967	Loan Specialist 2	27	Permanent	Loan Specialist 3	30
	0001004	Program Analyst 3	29	Permanent	Operations and Policy Analyst 3	30
	0001139	Administrative Specialist 2	19	Permanent	Compliance Specilaist 1	21
	0001155	Procurement and Contracts Specialist 1	23	Permanent	Procurement and Contracts Specialist 2	27
	0001233	Researchh Analyst 2	23	Permanent	Operations and Policy Analyst 2	27
	0010009	Adminstrative Specialist 1	17	Permanent	Executive Support Specialist 2	19
	0010028	Executive Support Specialist 1	17	Permanent	Executive Support Specialist 2	19
	0010040	Program Analyst 3	29	Permanent	Operations and Policy Analyst 3	30X
Reclass ↓	0000880	Information System Specialist 2	21I	Permanent	Information Systems Specialist 1	17I
	0001044	Program Analyst 1	23	Permanent	Compliance Specilaist 1	21
	0001142	Program Analyst 3	29	Permanent	Program Analyst 2	27
	0001272	Loan Specilaist 3	30	Permanent	Loan Specialist 2	27
Reclass ↔	0000833	Principal Executive Manager D	31X	Permanent	Public Affairs Specialist 3	31X
	0000961	Principal Executive Manager D	31X	Permanent	Program Analyst 4	31X
Establish	0001426	Compliance Specialist 3	29	Permanent	not applicable	
	0001445	Information Systems Specialist 4	25I	Permanent	not applicable	
	0001446	Construction Project Manager 2	30	Permanent	not applicable	
Abolish	0000855	Principial Executive Manager E	33X	Permanent	not applicable	
	0000926	Principial Executive Manager F	35X	Permanent	not applicable	
	0010035	Principial Executive Manager E	33X	Permanent	not applicable	

Ending balances

THE 2013-15 & 2015-17 BIENNIA

ent
-986-0995)

(c) Treasury Fund #/Name	(d) Category/Description	(e) Constitutional and/or Statutory reference	(f) 2013-15 Ending Balance		(g) 2015-17 Ending Balance		(i) Comments
			In LAB	Revised	In CSL	Revised	
HOUSING ASSISTANCE ACCOUNT	GRANT FUND	ORS 458.620	483,140	360,703	1,033,978	325,000	Approx one deposit of Doc Recording Fee as 15-17 balance
DEVELOPMENT ACCOUNT (ENTERPRISE)	GRANT FUND	ORS 456.720	124,013	465,007	355,859	465,007	Guarantee fund for Housing Choice Landlord Guarantee Program
CHOICE LANDLORD GUARANTEE PGM FD	GRANT FUND	ORS 458.532	-	133,899	118,619	111,833	New program June 2014.
2008B - SUPPORTIVE SERVICES	GRANT FUND	ORS 456.576	106,195	1,141,527	-	220,482	Program funds (for rental subsidy and tenant services) were projected to be fully expended by 13-15. Program recipients have been able to extend funding. Last contract ends in 2018.
LEGISLATIVE BILL PYMT ASSISTANCE	GRANT FUND	ORS 456.587	2,568,798	2,602,684	3,735,406	2,007,888	
COMMUNITY PUBLIC PURPOSE CHARGE (ECHO)	GRANT FUND	ORS 456.587	2,844,312	9,636,563	9,997,561	9,636,563	13-15 Beginning Balance higher than projected. All available funds are awarded. 15-17 projection is to increase spending to equal revenues.
HOUSING PROGRAMS (HUD CONTRACT)	OPERATIONS		51,311	2,061,830	1,266,824	1,875,513	13-15 balance low based on expected loss of HUD contract. Contract has been extended, waiting for HUD litigation to conclude.
HOUSING PROGRAMS (Housing PLUS)	OPERATIONS	ORS 456.576	-	204,413	-	-	Funds will be awarded by 6/30/15, spent in 2015-17.
PARKS PURCHASE ACCOUNT	GRANT FUND	ORS 456.579	100,000	289,978	100,000	10,000	Program has little demand, no dedicated funding source. Planning to award funds and close account.
DEVELOPMENT & GUARANTEE ACCOUNT	GRANT FUND	ORS 458.620	1,000,000	1,623,310	900,000	1,153,825	(These two accounts comprise one program). Will award \$7 million by 6/30/15 and spend in 15-17. Will also award and spend \$3 mil in 15-17 funds.
COMMUNITY PUBLIC PURPOSE CHARGE (Multifamily development)	GRANT FUND	ORS 456.587	4,310,843	9,353,991	3,500,000	7,959,342	
RESERVATION	GRANT FUND	HUD AGREEMENT	-	-	-	-	Revenues = Exp in this account. Fund balance is at Trustee
DEVELOPMENT ACCOUNT (ENTERPRISE)	GRANT FUND	ORS 456.720	500,000	1,051,928	1,000,000	1,051,928	Mainly used for Pre-development loans and program is inactive. Repayments are in Non-lim acct
COMMUNITY PUBLIC PURPOSE CHARGE (Multifamily program)	GRANT FUND	ORS 456.587	2,000,000	9,161,342	2,970,000	4,606,124	Delay in awarding 13-15 funds. Will award \$7.5 mil by 6/30/15, won't spend until 15-17.
DEVELOPMENT INCENTIVE PROJECT	GRANT FUND	ORS 458.720	500,000	768,623	-	-	
HOUSING DEVELOPMENT ACCOUNT	GRANT FUND	ORS 458.620	50,000	36,454	30,000	35,584	
HOUSING PLUS UNITS	GRANT FUND	ORS 456.576	-	158,852	-	-	Funds will be awarded by 6/30/15, spent in 2015-17.
RESERVATION	GRANT FUND	ORS 456.576	-	398,340	-	-	Awarded to construction project closing May 2015
HOUSING ACCOUNT	GRANT FUND	ORS 456.576	-	25,493,267	8,012,642	18,553,236	2013-15 LAB assumed all funds expended, however funds are awarded to construction projects and take 2-3 years to expend.
RESERVATION	GRANT FUND	ORS 456.576	-	305,679	-	-	Awarded to construction project closing May 2015
RESERVATION	GRANT FUND	ORS 456.576	-	400,570	-	-	Awarded to construction project closing May 2015
RESERVATION	GRANT FUND	ORS 456.576	-	383,190	-	-	Awarded to construction project closing May 2015
PARKS ACCOUNT (OMBUDSMAN)	OPERATIONS	ORS 446.525	294,982	1,095,936	1,119,351	1,119,351	Program may be expanding in 2015-17.
SHIP ASSISTANCE ACCOUNT	GRANT FUND	ORS 458.620	1,251,614	3,163,102	3,880,933	1,404,016	Program slowed in 13-15, Veteran's program rules are still in development. 15-17 projection assumes nine months of program funds are awarded but not yet spent.
HOUSING PROGRAMS	OPERATIONS	ORS 456.576	52,000	52,625	52,000	50,840	
UNASSIGNED SPECIAL ADVOCATE FUND	GRANT FUND	ORS 458.555	30,000	30,000	30,000	30,000	
ANCE ACCOUNT	OPERATIONS	ORS 456.720	1,557,509	-	834,548	-	This balance is a result of transfers-in from other program units and should be included in the Bond-Related Activities program unit.
ANCE ACCOUNT	OPERATIONS	ORS 456.720	276,739	276,739	516,208	516,208	
ENABLED OPERATING FUND	OPERATIONS	Article XI-1, ORS 456.535, BOND INDENTURE	93,621	256,078	329,473	329,473	Balance varies depending on when distributions are taken from the indenture.
	TRUST FUND	ORS 458.630	0	15,500,000	0	15,500,000	Trust Fund corpus restricted (non-budgeted account)
IL REHABILITATION	LOAN PROGRAM	ORS 566.340	300,000	859,878	806,610	859,879	Loan program restricted
DEVELOPMENT ACCOUNT (PRE-DEV)	LOAN PROGRAM	ORS 456.720	3,000,000	3,235,546	819,373	3,235,546	Restricted per Bond Indentures
ANCE ACCOUNT	LOAN PROGRAM	ORS 456.720	540,000	490,880	605,723	605,723	Restricted per Bond Indentures
ENABLED OPERATING FUND	LOAN PROGRAM	Article XI-1, ORS 456.535, BOND INDENTURE	200,000	200,000	400,000	400,000	Restricted per Bond Indentures
ACCOUNT	LOAN PROGRAM	BOND INDENTURE	557,564	412,244	485,537	485,537	Restricted per Bond Indentures
HOUSING BONDS 2005 A	LOAN PROGRAM	BOND INDENTURE	125,000	50,135	236,154	236,154	Restricted per Bond Indentures

ue Bond Accounts	LOAN PROGRAM	BOND INDENTURE	50,508,122	37,343,962	4,709,926	39,466,729	Transfer-Out for Debt Service was overstated in 15-17 ARB causing the ending balance to be too low.
ue Bond Accounts	LOAN PROGRAM	BOND INDENTURE	1,080,000	5,996,814	6,674,866	6,674,866	Restricted per Bond Indentures
d Bond Accounts	LOAN PROGRAM	Article XI-1, ORS 456.535, BOND INDENTURE	38,962,143	43,550,433	43,685,775	43,685,775	Restricted per Bond Indentures
e Bond Accounts	LOAN PROGRAM	BOND INDENTURE	12,654,496	9,356,298	4,861,948	4,861,948	Restricted per Bond Indentures
AF	GRANT FUND	HUD AGREEMENT	700,000	948,808	250,000	348,808	Restricted per HUD agreement
e Bond Accounts	LOAN PROGRAM	BOND INDENTURE	10,414,486	7,700,111	598,270	598,270	Restricted per Bond Indentures
GRAM ACCOUNT	LOAN PROGRAM	BOND INDENTURE	16,208,620	16,208,620	13,118,619	13,118,619	Restricted per Bond Indentures
ue Bond Accounts	LOAN PROGRAM	BOND INDENTURE	175,203,361	129,539,318	36,698,829	136,556,651	Transfer-Out for Debt Service was overstated in 15-17 ARB causing the ending balance to be too low.
ue Bond Accounts	LOAN PROGRAM	BOND INDENTURE	40,621,188	22,388,575	26,699,463	26,699,463	Restricted reserves
Bond Accounts	LOAN PROGRAM	BOND INDENTURE	2,000,000	1,957,865	2,000,000	2,000,000	Restricted per Bond Indentures

Balance information for potential use in the development of the 2015-17 legislatively adopted budget.

limited, Capital Improvement, Capital Construction, Debt Service, or Debt Service Nonlimited.

reference number and name from those included in the 2013-15 Legislatively Approved Budget. If this changed from previous structures, please note the change in Comments (Column (j)).

ended Treasury Fund name and account number where fund balance resides. If the official fund or account name is different than the commonly used reference, please include the

column (j).

Trust Fund, Grant Fund, Investment Pool, Loan Program, or Other. If "Other", please specify. If "Operations", in Comments (Column (j)), specify the number of months the reserve covers, the methodology used to determine the reserve

flow purposes.

ity references that establishes or limits the use of the funds.

the 2013-15 Legislatively Approved Budget and the 2015-17 Current Service Level as of the Agency Request Budget.

on revised expenditure patterns or revenue trends. Do not include adjustments for reduction options that have been submitted unless the options have already been implemented as part of the 2013-15 General Fund approved budget or

B. The revised column (i) can be used for the balances included in the Governor's budget if available at the time of submittal. Provide a description of revisions in Comments (Column (j)).

changes in balances previously reported during the 2013 session.

(g) or (i)) reflect a variance greater than 5% or \$50,000 from the amounts included in the LAB (Columns (f) or (h)), attach supporting memo or spreadsheet to detail the revised forecast.

DS 737, 957, 980, 981, 1000, 1017, 1026, 1038, 1060, 1064, 1081, 1114, 1126, 1144, 1147, 1148, 1166, 1185, 1196, 1208, 1210, 1213, 1215, 1246, 1253, 1271, 1273, 1283, 1291, 1373, 1472

DS 777, 1098, 1136, 1150, 1182, 1214, 1374, 1399, 1458

DS 476, 639, 661, 662, 667, 671, 683, 684, 703, 705, 731, 732, 779, 829, 831, 852, 856, 992, 1059, 1072, 1094, 1238

DS 1398, 1410, 1411, 1432, 1456, 1461

Key Performance Measures

HOUSING and COMMUNITY SERVICES, OREGON

Annual Performance Progress Report (APPR) for Fiscal Year (2013-2014)

Original Submission Date: 2014

Finalize Date: 9/23/2014

2013-2014 KPM #	2013-2014 Approved Key Performance Measures (KPMs)
1	Affordable Home Ownership Percent of households at or below the state's median income served by our single family programs matches or exceeds Oregon's households at or below median income.
2	Affordable Rental Housing through Bonds, Grants, and Tax Credits – Percent of housing units funded with grants, tax credits, and bonds, excluding market rate housing units, will be affordable to households earning less than 60% of the area median income.
3	Increasing Housing for Special Needs Individuals – Percent of affordable rental housing units developed that provide rental opportunities for the low-income elderly or individuals with special needs compared to the percent of the state's population that are low-income elderly or individuals with special needs.
4	Reducing Homelessness – Percent of homeless persons entering permanent housing with stays of six months or longer.
5	Construction Costs – Cost per square foot for housing units developed through Grant and Tax Credit programs.
6	Increasing Energy Savings – For all funds invested, the percent of energy savings generated from the Department's Energy Conservation Helping Oregonians (ECHO) weatherization program.
7	Agency Customer Service – Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall.
8	General Fund Food Program - Percent of pounds in donated food distributed through Oregon Food Bank that are processed or repackaged bulk food purchased through the General Fund Food Program.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: Rationale:

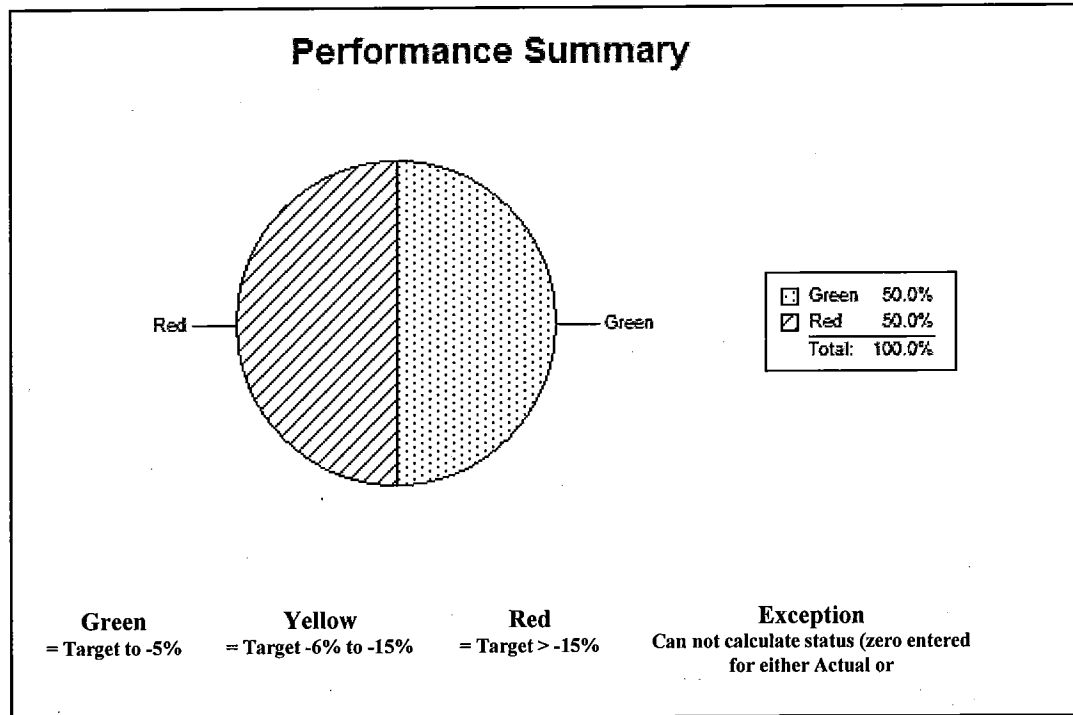
Agency Mission: Provide leadership that enables Oregonians to gain housing, become self-sufficient, and achieve prosperity.

Contact: Bill Carpenter, IT Manager

Contact Phone: 503-986-2128

Alternate: Natasha Detweiler, Research Analyst

Alternate Phone: 503-508-3824



1. SCOPE OF REPORT

Oregon Housing and Community Services Key Performance Measures represent many of the agency's key programs. The Department has multiple programs/funding streams that work collectively to address issues of affordable homeownership and rental housing; energy and weatherization assistance; self sufficiency (including homeless, food, and rental assistance programs), and capacity building. New performance measures for the 2011-2013 biennium were approved by the 2011 Legislature that replace several outdated measures; these new measure better indicate the progress of the agency's programs. In response to a budget note in our 2013-15 budget, some new performance measures will be submitted at the next Legislative Session .

2. THE OREGON CONTEXT

OHCS works with federal, state, and local governments and with many local partners to develop solutions for low-income Oregonians to effectively move them to self-sufficiency. The Department provides a continuum of services to low-income Oregonians from homeless assistance to homeownership. As part of its long term goals, the Department intends to serve low income citizens with the services that are necessary to move them along the continuum of services and ultimately to self-sufficiency. There are several Oregon Benchmarks in which the Departments KPMs are linked. OBM #56 Homelessness: Number of Oregonians that are homeless on any given night (per 10,000). OBM #58 Hunger: As a percent of the U.S. percent of Oregon households with limited or uncertain access to enough food for all household members to live a healthy and active life: a. food insecurity with hunger; b. food insecurity. OBM #73 Homeownership: Percent of households that are owner occupied. OBM #74 - Affordable Housing: Percent of Oregon households below median income spending 30% or more of their income on housing (including utilities) a. renters; b. owners.

3. PERFORMANCE SUMMARY

OHCS met, or nearly met, four of our eight Key Performance Measures. The percent of low-income households served by our single family programs exceeds the proportion of Oregon households at or below Oregon's median income. The percentage of housing units funded with grants, tax credits and bonds (excluding market rate housing) affordable to households earning less than 60% of area median income was just below the 85% target. The percentage of affordable rental housing units developed with opportunities for the state's low-income elderly or individuals with special needs was 29%, well below our 45% target. The percentage of homeless persons entering permanent housing with stays of six months or longer was 56%, well below the 80% target. The cost per square foot for housing units developed through grant and tax credit programs was \$237, well above the RSMeans national average of \$182, which was the target for this measure. The energy savings generated from the Department's Energy Conservation Helping Oregonians (ECHO) weatherization program exceeded the cost of the investment. Our overall customer service satisfaction failed to meet the aggressive 80% target. The percent of pounds in donated food distributed through Oregon Food Bank that are processed or repackaged bulk food purchased through the General Fund Food Program was nearly 11%, well above the 8% target. In general, these results show the effects of the department's on-going transition planning as well as reflecting a significant change in the timing of our annual NOFA multifamily award process. We expect results to look more typical in 2015.

4. CHALLENGES

Many of the challenges OHCS faces are related to the housing market as well as resource availability. The financial and housing markets remain troubled, unemployment is still high, and foreclosures continue to remain higher than pre-recession. Trying to develop or create affordable housing for low-income Oregonians in this market often requires increased resources to either get the project built or purchase the home. As long as these costs remain high while resources remain stable or decline, OHCS's ability to create affordable housing will be diminished.

5. RESOURCES AND EFFICIENCY

Oregon Housing and Community Services annual budget (based on its 2013-15 biennial budget) is approximately \$1.32 billion. The majority of this budget (approximately 70%) is related to the origination of mortgage loans and the subsequent payment of debt services. The Department's budget contains about 1.5% state General Fund and less than 1% of Lottery Funds. Approximately 17% of the Department's resources are from Federal funding sources that support a variety of anti-poverty programs, Section 8 rental assistance, and funding to support the development of very low income housing. The Department uses its biennial customer service performance measure to evaluate its efficiency as well as effectiveness in providing service opportunities for low-income Oregonians. The seven other performance measures measure the Department's effectiveness in reaching program goals within its continuum of services, from homelessness and weatherization to providing affordable housing for people with special needs. The following questions indicate how performance measures and data are used for management and accountability purposes.

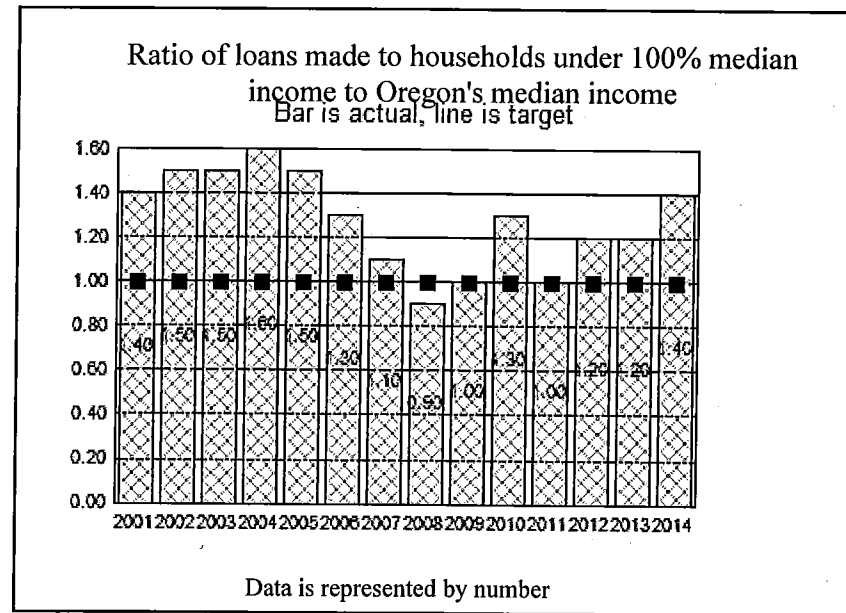
INCLUSIVITY - Describe the involvement of the following groups in the development of the agency's performance measures. Staff: The specific program staff linked to each KPM helped in the development of each measurement. Elected Officials: There was no elected official involvement in the development of these measures. Stakeholders: During the most recent reevaluation of the agency's performance measures many outside stakeholders were included in the process of critically reviewing the old measures and drafting new ones. Citizens: There was no citizen involvement in the development of these measures.

MANAGING FOR RESULTS - How are performance measures used for management of the agency? What changes have been made in the past year? With the measurements that have been established, the Department is able to make decisions about specific program focus. As necessary, management can make adjustments to how resources are used to impact those areas most in need. The Department includes its measurements related to housing development in applications for the Consolidated Funding Cycle. This communicates the Department's expectations to potential developers.

STAFF TRAINING - What training has staff had in the past year on the practical value and use of performance measures? The Department has put specific managers and/or staff in charge of each of the OHCS Performance Measures. Managers provide information and education to staff on the results of the performance measures.

COMMUNICATING RESULTS - How does the agency communicate performance results to each of the following audiences and for what purpose? Staff: Every employee is provided a copy of this annual report to see how their programs performed. Elected Officials: Information is provided through the department's web site and in our budget document. Stakeholders: Information is provided through the department's web site. Citizens: Information is provided through the department's web site.

KPM #1	Affordable Home Ownership Percent of households at or below the state's median income served by our single family programs matches or exceeds Oregon's households at or below median income.	2001
Goal	Homeownership: Increase homeownership opportunities for low-income Oregonians.	
Oregon Context	OBM #73 Homeownership: Percent of households that are owner occupied.	
Data Source	OHCS Loan Information Processing System	
Owner	Single Family Section Manager Kim Freeman 503.986.6732	



1. OUR STRATEGY

OHCS's strategy is to provide homeownership opportunities to individuals that are at 100% of state median income and below with a heavy emphasis on those that are at 80% and below. The Department works with approximately 30 banks that assist in marketing the program and origination loans.

2. ABOUT THE TARGETS

The target is to always provide 100% of these loans to Oregonians who are at 100% of the state median income or below. OHCS continues to focus on targeting those people who are at 80% state median income and below. A higher result on this measure is better, as that indicates that a higher percentage of the people served by the program are those with incomes below median income for the state.

3. HOW WE ARE DOING

In FY 2014, we substantially exceeded the target. This means that we served relatively more families at or below Oregon's median income. The trend has been for the measure to be on target or better.

4. HOW WE COMPARE

OHCS is similar to other state Housing Finance Agencies around the nation.

5. FACTORS AFFECTING RESULTS

The number of single family loans financed by the department remains low compared to the historical average. This is due to low mortgage interest rates, uncertainty in the housing market, and decreased availability of funds for lending.

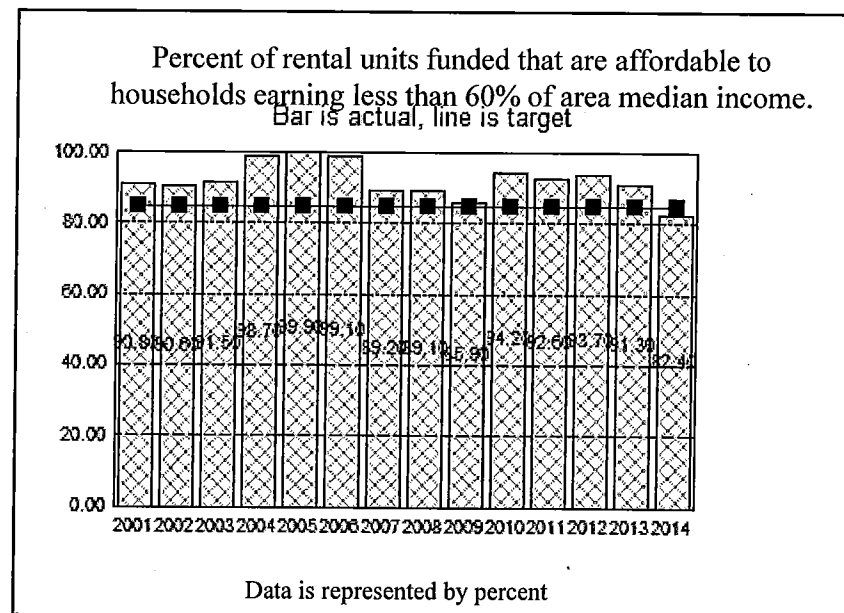
6. WHAT NEEDS TO BE DONE

OHCS will need to identify resources that increase down payment assistance in order to make home loans affordable to the lowest income Oregonians. Without this subsidy, homeownership will continue to be out of reach for many low-income Oregonians.

7. ABOUT THE DATA

Data is provided for the fiscal year from the Department's Loan Information Processing System. This data is very reliable as it is reconciled with bank servicers on a monthly basis.

KPM #2	Affordable Rental Housing through Bonds, Grants, and Tax Credits – Percent of housing units funded with grants, tax credits, and bonds, excluding market rate housing units, will be affordable to households earning less than 60% of the area median	2001
Goal	Housing Insecurity And Homelessness: Reduce housing insecurity and homelessness in Oregon.	
Oregon Context	OBM #74a - Affordable Housing: Percent of Oregon households below median income spending 30% or more of their income on housing (including utilities) a. renters.	
Data Source	OHCS Department Information System for Housing	
Owner	Multifamily Housing Section Manager Heather Pate (503) 986-6757	



1. OUR STRATEGY

OHCS's strategy is to provide affordable rental housing opportunities for individuals at 60% area median income and below. The Department works with a

variety of affordable housing developers to create affordable housing projects across Oregon. These developers include housing authorities, community development corporations, non-profits organizations, and private housing developers.

2. ABOUT THE TARGETS

The target is to provide 85% of the units developed in the Department's bonds, grants, and tax credits programs for individuals at or below 60% area median income. People making below median income for their area are those most in need of affordable housing. A higher result for this measure is better, as it indicates that more of the units developed by the department are targeted towards those most in need.

3. HOW WE ARE DOING

In 2014, the percent of units developed through the OHCS bonds, grants, and tax credits programs for low-income Oregonians at or below 60% area median income was 82.4%. This is the first time the measure has been even slightly below the 85% target.

4. HOW WE COMPARE

OHCS is on track in comparison to other Housing Finance Agencies around the nation.

5. FACTORS AFFECTING RESULTS

The agency places a high priority on developing projects targeted for the Oregonians most in need of affordable housing. The timing of the release of the annual NOFA changed this year. As a result, none of the most recent projects are represented in these numbers. We expect results to look more typical in the 2015 report, which will include projects financed this year.

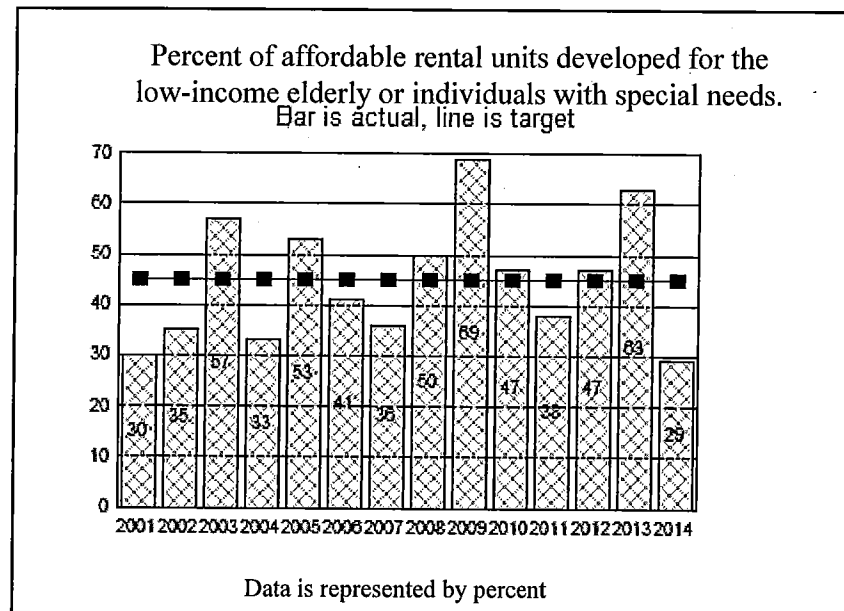
6. WHAT NEEDS TO BE DONE

Based on the trend shown in the reported data, OHCS will focus on providing affordable housing for people with income less than 60% of the area median income.

7. ABOUT THE DATA

Data is provided on a fiscal year basis from the database. This data is very reliable as it is reconciled with an additional data captured in Excel spreadsheets.

KPM #3	Increasing Housing for Special Needs Individuals – Percent of affordable rental housing units developed that provide rental opportunities for the low-income elderly or individuals with special needs compared to the percent of the state's population that are low-income elderly or individuals with special needs.	2001
Goal	Self-Sufficiency: Increase self-sufficiency among low-income Oregonians	
Oregon Context	OBM #74a - Affordable Housing: Percent of Oregon households below median income spending 30% or more of their income on housing (including utilities) a. renters.	
Data Source	OHCS Loan Information Processing System and Data Information System for Housing	
Owner	Multifamily Housing Section Manager Heather Pate (503) 986-6757	



1. OUR STRATEGY

OHCS's strategy is to provide affordable housing opportunities for individuals with special needs. These include, but are not limited to: elderly, frail elderly, disabled, chronically mentally ill, released offenders, farm workers, and people rehabilitating from drugs or alcohol. This type of housing is typically designed for individuals with very low-income and requires the necessary services to meet the needs of the residents.

2. ABOUT THE TARGETS

The target is for 45% of all affordable units developed through OHCS funding for multifamily projects to be for individuals with special needs.

3. HOW WE ARE DOING

The Department's success in this measure has generally been good, but erratic due to the varied nature of housing projects proposed for funding. In fiscal year 2014, 29% of all multifamily units developed were targeted for people with special needs.

4. HOW WE COMPARE

There is no comparable data for this measure. Typically housing finance agencies set the target for these types of populations annually based on known needs and policy priorities.

5. FACTORS AFFECTING RESULTS

Special needs housing often requires intensive services to be provided in order to make the project successful. Many of the barriers that have been associated with creating special needs housing are due to the lack of funding available for services. The approach to funding the smaller special needs projects was shifted; the timing of the new multi-family and special needs NOFAs were later than in prior years. As a result, none of those recent projects are represented in these numbers. We expect results to look more typical in the 2015 report, which will include projects financed this year.

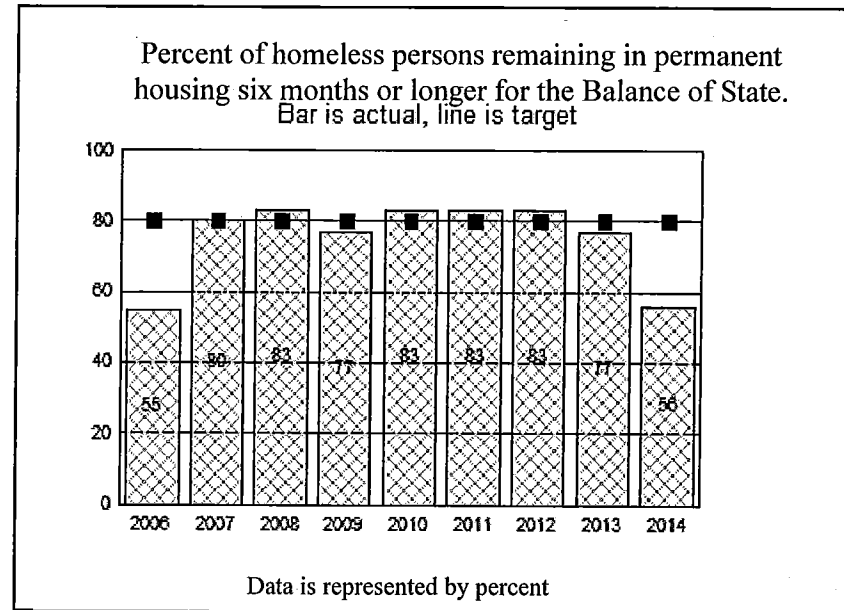
6. WHAT NEEDS TO BE DONE

OHCS will prioritize funding projects for vulnerable populations.

7. ABOUT THE DATA

Data is provided on a fiscal year basis from the Department's Data Information System for Housing. The data is very reliable and is verified with staff spreadsheets of funding awards to ensure accuracy.

KPM #4	Reducing Homelessness – Percent of homeless persons entering permanent housing with stays of six months or longer. .	2001
Goal	Housing Insecurity And Homelessness: Reduce housing insecurity and homelessness in Oregon.	
Oregon Context	OBM #56 Homelessness: Number of Oregonians that are homeless on any given night (per 10,000).	
Data Source	The Service Point length of stay report and the Annual Homeless Statistical Report	
Owner	Marilyn Miller, Lead Policy Program Specialist, 503-986-0971	



1. OUR STRATEGY

OHCS's strategy is to ensure that homeless households that exit a homelessness program achieve at least six months of stable housing. Studies have shown that people who are able to maintain stable housing for at least six months are most likely to have long-term success.

2. ABOUT THE TARGETS

A higher number is better as it indicates that more people who have exited the homelessness programs are able to stay in their housing for at least six months.

3. HOW WE ARE DOING

In FY 2013-14, 56% of people entering permanent housing stay at least six months; this is below the target of 80%.

4. HOW WE COMPARE

OHCS's progress on this measure appears consistent with those other states that also follow an intensive permanent housing strategy for the homeless.

5. FACTORS AFFECTING RESULTS

Shifting program attention from emergency shelters towards the housing-first model has been ongoing for the last few years. Difficult economic circumstances and high unemployment rates of the last several years have proven to be obstacles.

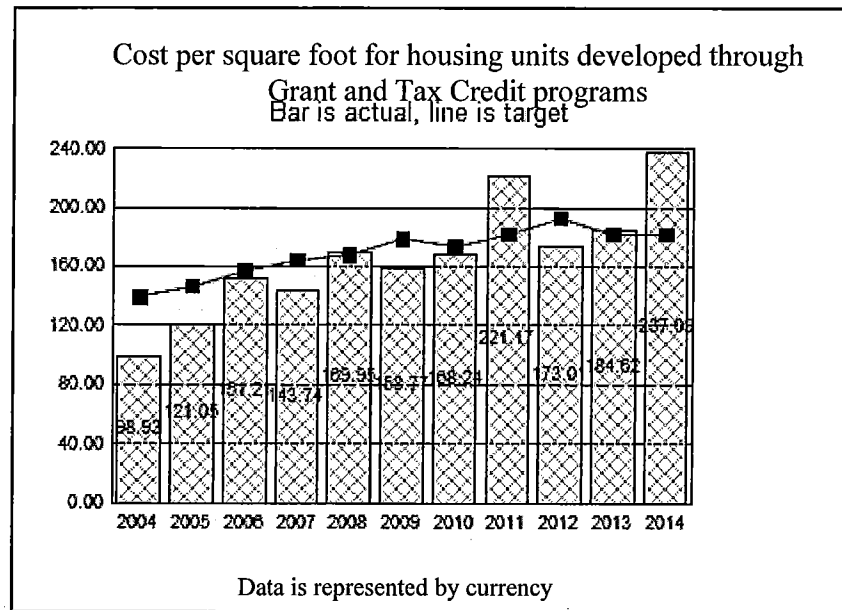
6. WHAT NEEDS TO BE DONE

Continued focus on the housing-first model as the goal of programs intended to prevent and end homelessness in Oregon.

7. ABOUT THE DATA

Data is collected over the calendar year through the Homelessness Management Information System by local agencies and reported to OHCS.

KPM #5	Construction Costs – Cost per square foot for housing units developed through Grant and Tax Credit programs.	2008
Goal	Maintain a cost per square foot that is no more than 5% above the RSMeans average.	
Oregon Context	N/A	
Data Source	OHCS Data Information System for Housing application and current RSMeans data. RSMeans is an industry-standard supplier of construction cost information.	
Owner	Multifamily Housing Section Manager Heather Pate (503) 986-6757	



1. OUR STRATEGY

The Department’s strategy is to work with its partners to address the costs of construction and keep them in line with national averages.

2. ABOUT THE TARGETS

For units built through the Department's Grant and Tax Credit programs (Consolidated Funding Cycle), the target is to ensure that our construction cost per square foot is no more than 5% over that of RSMeans.

3. HOW WE ARE DOING

This measure was requested by the Legislature in a budget note to our 2007-09 budget. In general, the department's cost per square foot has tracked the RSMeans average. Fiscal Year 2014 construction costs were essentially unchanged - the RSMeans measure is \$181.67, only two cents higher than the Fiscal Year 2013 cost. The department's costs increased significantly, to \$237.09 per square foot, exceeding the performance measure target.

4. HOW WE COMPARE

This measure is unique to Oregon.

5. FACTORS AFFECTING RESULTS

The 2007-09 recession, coupled with reduced construction activity, had a moderating impact on construction costs. Simultaneously, it restricted investment dollars which has raised OHCS costs for funding projects. OHCS's 2014 costs are based on only 14 projects, making the average cost subject to more variation than in prior years. This is because the release of the annual NOFA was changed to a later date. As a result, the full pool of projects are not represented in these numbers. We expect results to look more typical in 2015.

6. WHAT NEEDS TO BE DONE

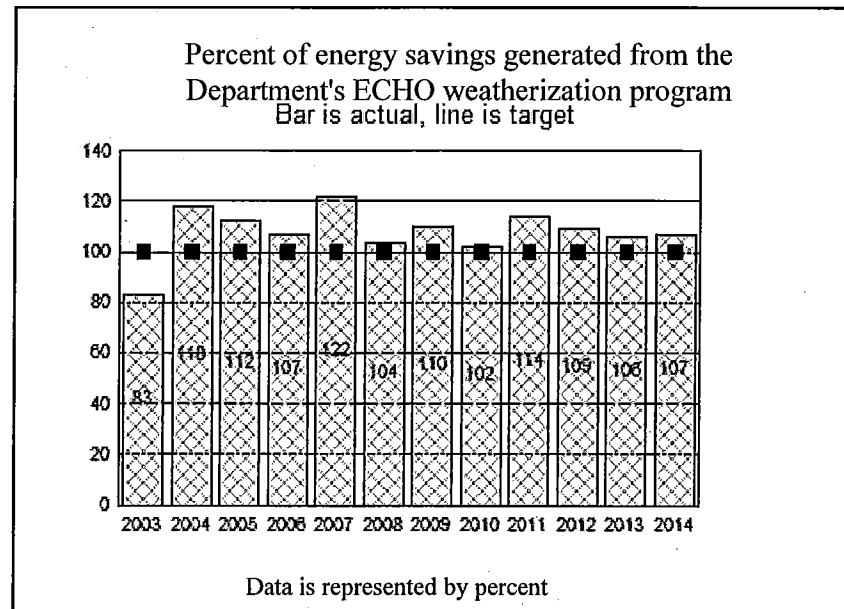
OHCS will need to continue to work with its partners to keep construction costs for housing units controlled. OHCS is working with the Meyer Memorial Trust's cost containment initiative to address these issues.

7. ABOUT THE DATA

OHCS cost per square foot data comes from our Data Information System for Housing. RSMeans is North America's leading supplier of construction cost information. A product line of Reed Construction Data, RSMeans provides accurate and up-to-date cost information that helps owners, developers, architects,

engineers, contractors and others to carefully and precisely project and control the cost of both new building construction and renovation projects. (See: [http://www.rsmeans.com/.](http://www.rsmeans.com/))

KPM #6	Increasing Energy Savings – For all funds invested, the percent of energy savings generated from the Department’s Energy Conservation Helping Oregonians (ECHO) weatherization program.	2003
Goal	Self-Sufficiency: Increase self-sufficiency among low-income Oregonians	
Oregon Context	No Specific State Benchmark Agency Goal: To increase energy savings in Oregon	
Data Source	Quarterly Community Action Agency Reports and the Economics of Energy Calculator	
Owner	Tim Zimmer, Weatherization Policy and Program Analyst, 503-986-2067	



1. OUR STRATEGY

OHCS's strategy is to create energy savings in low-income Oregonians' homes to enable them to become more self-sufficient, and have more funds to meet other basic needs (food, medical, etc).

2. ABOUT THE TARGETS

The target is to create \$1 in energy savings for every \$1 of state investment from the OHCS Energy Conservation Helping Oregonians program. This is represented as 100% of the amounts expended as an energy savings.

3. HOW WE ARE DOING

The Department continues to be successful in the results of this program, achieving a return of 107% in 2014. This program has consistently exceeded the 100% savings target every year.

4. HOW WE COMPARE

This target is consistent with benchmark expectations in other states.

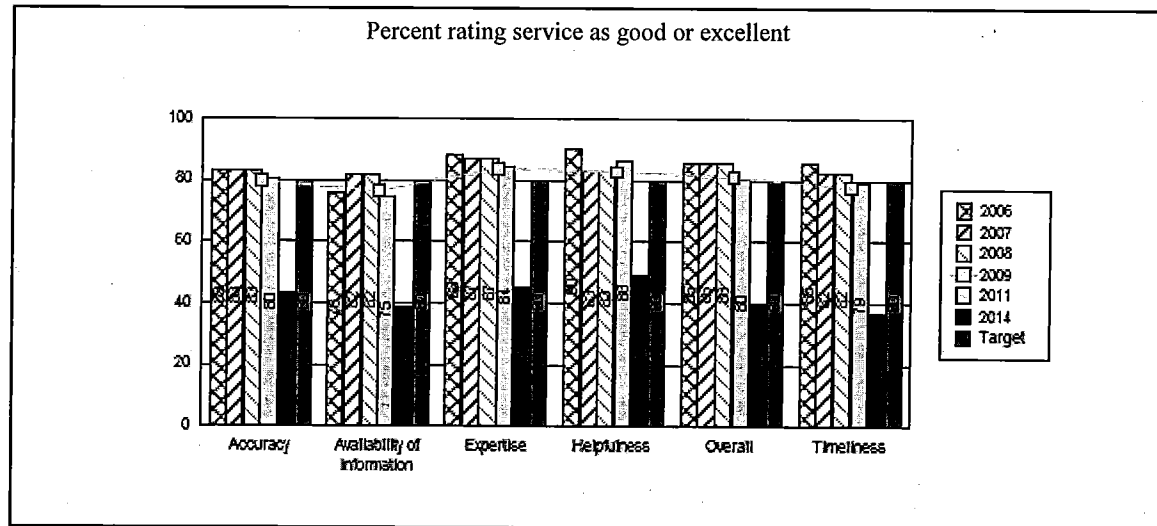
5. FACTORS AFFECTING RESULTS**6. WHAT NEEDS TO BE DONE**

OHCS will continue providing technical assistance to its partners in an effort to improve efficiency and reduce the costs of weatherization. In addition, new techniques for weatherization will be researched, and where appropriate, implemented to create more energy savings.

7. ABOUT THE DATA

Data is provided on a quarterly basis from Community Action Agencies. The energy savings is reported in kilowatts which is then converted to savings through the use of a nationally recognized Economics of Energy Calculator.

KPM #7	Agency Customer Service – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: timeliness, accuracy, helpfulness, expertise, availability of information, overall.	2006
Goal	Provide our customers with great customer service.	
Oregon Context	No specific benchmark. Established through the standards provided by the Oregon Progress Board	
Data Source	Biennial External Customer Service Survey	
Owner	Bill Carpenter, IT Manager, Business Operations Division, 503-986-2128	



1. OUR STRATEGY

OHCS's strategy is to provide good to excellent customer service in the areas of timeliness, accuracy, helpfulness, expertise, and availability of information leading to good to excellent customer service for our overall performance.

2. ABOUT THE TARGETS

The target is to ensure that 80% of the respondents to the Department's customer service survey rate the agency as either good or excellent in overall performance, timeliness, accuracy, helpfulness, expertise, and availability of information.

3. HOW WE ARE DOING

In 2014, we did our fifth customer service survey. The Department did not meet its 80% goal for any of the five survey questions, probably because of recent and extensive organizational changes and transition planning. This survey is done biennially; the next OHCS customer survey will be conducted in 2016.

4. HOW WE COMPARE

In comparison to our previous results, OHCS is now below the average quality of customer service.

5. FACTORS AFFECTING RESULTS

For the 2014 survey we increased the number of people contacted for the survey from 2011. The response rate was lower for 2014 than in 2011. This may be due to the extraordinary outreach effort by the department in 2013 to discuss the OHCS Transition Plan. This has provided many opportunities for our partners to share feedback and ideas with the agency about all of its programs. Given this level of outreach and involvement by our partners and citizens, an additional feedback opportunity through this survey may have created "survey fatigue" among our partners.

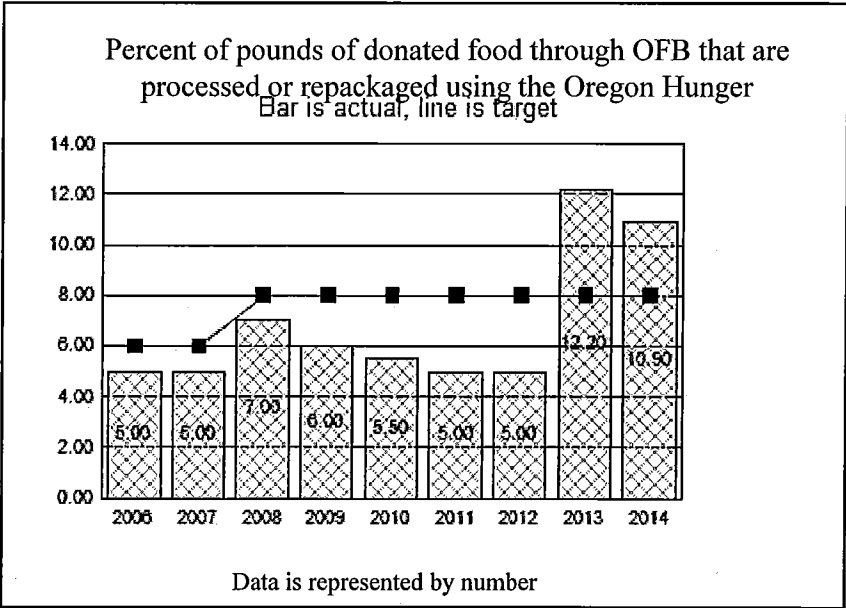
6. WHAT NEEDS TO BE DONE

OHCS continues to work to improve our customers' satisfaction with our services. Our goal is offer very good customer service in all categories.

7. ABOUT THE DATA

This data is collected through an external survey administered on a biennial basis of OHCS's partners and key stakeholders.

KPM #8	General Fund Food Program - Percent of pounds in donated food distributed through Oregon Food Bank that are processed or repackaged bulk food purchased through the General Fund Food Program.	2006
Goal	Self-Sufficiency: Increase self-sufficiency among low-income Oregonians	
Oregon Context	OBM #58 Hunger: As a percent of the U.S., percent of Oregon households with limited or uncertain access to enough food for all household members to live a healthy and active life: a. food insecurity with hunger; b. food insecurity.	
Data Source	Oregon Food Bank	
Owner	Marilyn Miller, Lead Policy Program Specialist, 503-986-0971	



1. OUR STRATEGY

The Department's strategy is to work with its Oregon Food Bank partner and other partners to address the composition of emergency food boxes and provide

households with greater access to healthy and nutritional food.

2. ABOUT THE TARGETS

Through the use of the Department's Oregon Hunger Response Fund, the target is to ensure that 8% of the processed or repackaged food distributed through the Oregon Food Bank is linked specifically to the General Fund contribution.

3. HOW WE ARE DOING

For 2014, the Oregon Hunger Response Fund contributed 10.9% to the total food that was processed or repackaged through the Oregon Food Bank. This is above the target.

4. HOW WE COMPARE

This measurement is unique to Oregon. Not all states contribute state support to hunger relief efforts.

5. FACTORS AFFECTING RESULTS

This measure is really comparing the contribution of the General Fund dollars to the Oregon Food Bank as compared to their total food donations. Results can be affected both by changes in the amount of General Fund allocated to this program and the total outside donations made to the Oregon Food Bank. Failure to meet the target, therefore, could be due to negative factors, such as insufficient General Funding, or positive factors, such as increased private contributions to the Oregon Food Bank. Similarly, meeting the target could be due to positive factors, such as sufficient General Funding, or negative factors, such as decreased private contributions to the Oregon Food Bank.

6. WHAT NEEDS TO BE DONE

OHCS will need to place an emphasis within its existing program on healthy nutritious food and maximizing its funding to meet the target established. In addition, the Department will need to seek increased funding to support this effort.

7. ABOUT THE DATA

Data is provided on a calendar year basis from the Oregon Food Bank that reports the total amount of processed or repackaged food. In addition, OHCS receives an annual report from the Oregon Food Bank that shows the total pounds of repackaged or processed food that is purchased with the Oregon Hunger Response Fund. Both sources of data are very reliable due to the Oregon Food Banks data system for tracking donated food.

Agency Mission: Provide leadership that enables Oregonians to gain housing, become self-sufficient, and achieve prosperity.

Contact: Bill Carpenter, IT Manager

Contact Phone: 503-986-2128

Alternate: Natasha Detweiler, Research Analyst

Alternate Phone: 503-508-3824

The following questions indicate how performance measures and data are used for management and accountability purposes.

<p>1. INCLUSIVITY</p>	<p>* Staff : Program staff and managers helped in the development of each measurement for their program.</p> <p>* Elected Officials: These measures are reviewed and approved by the Oregon Legislature. There was no additional elected official involvement in the development of these measures.</p> <p>* Stakeholders: During the most recent reevaluation of the agency's performance measures many outside stakeholders were included in the process of critically reviewing the old measures and drafting new ones. In addition, other stakeholders were extensively involved in our transition planning efforts, which included a review of our performance measures.</p> <p>* Citizens: There was no citizen involvement in the development of these measures.</p>
<p>2 MANAGING FOR RESULTS</p>	<p>With the measurements that have been established, the Department is able to make decisions about specific program focus. As necessary, management can make adjustments to how resources are used to impact those areas most in need.</p>
<p>3 STAFF TRAINING</p>	<p>The Department has put specific managers and/or staff in charge of each of the OHCS Performance Measures. Managers provide information and education to staff on the results of the performance measures.</p>
<p>4 COMMUNICATING RESULTS</p>	<p>* Staff : Every employee is provided a copy of this annual report to see how their programs performed.</p> <p>* Elected Officials: Information is provided through the department's web site and in our budget document.</p> <p>* Stakeholders: Information is provided through the department's web site.</p> <p>* Citizens: Information is provided through the department's web site.</p>

Agency Management Report

KPMs For Reporting Year 2014

Finalize Date: 9/23/2014

Agency: HOUSING and COMMUNITY SERVICES, OREGON

	Green = Target to -5%	Yellow = Target -6% to -15%	Red = Target > -15%	Pending	Exception Can not calculate status (zero entered for either Actual or Target)
Summary Stats:	50.00%	0.00%	50.00%	0.00%	0.00%

Detailed Report:

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
1 - Affordable Home Ownership Percent of households at or below the state's median income served by our single family programs matches or exceeds Oregon's households at or below median income.	1.40	1.00	Green	2014	
2 - Affordable Rental Housing through Bonds, Grants, and Tax Credits – Percent of housing units funded with grants, tax credits, and bonds, excluding market rate housing units, will be affordable to households earning less than 60% of the area median income.	82.40	85.00	Green	2014	The timing of the release of the annual NOFA changed this year. As a result, none of the most recent projects are represented in these numbers. We expect results to look more typical in the 2015 reports, which will include projects financed this year.
3 - Increasing Housing for Special Needs Individuals – Percent of affordable rental housing units developed that provide rental opportunities for the low-income elderly or individuals with special needs compared to the percent of the state's population that are low-income elderly or individuals with special needs.	29	45	Red	2014	The timing of the release of the annual NOFA changed this year. As a result, none of the most recent projects are represented in these numbers. We expect results to look more typical in the 2015 reports, which will include projects financed this year.
4 - Reducing Homelessness – Percent of homeless persons entering permanent housing with stays of six months or longer.	56	80	Red	2014	A change in the underlying data bases has impacted this result. Current year data reflects statewide reporting, and thus will set a new benchmark going forward. Prior data (2006-2013) was from just 28 counties comprising the Rural Oregon Continuum of Care.

Agency Management Report

KPMs For Reporting Year 2014

Finalize Date: 9/23/2014

KPMs	Actual	Target	Status	Most Recent Year	Management Comments
5 - Construction Costs – Cost per square foot for housing units developed through Grant and Tax Credit programs.	237.09	181.67	Red	2014	The 2014 costs are calculated based on a smaller number of projects (14) that happened to be more costly than prior years because of changes in the timing of the annual NOFA process. We expect results to look more typical going forward, if this KPM is retained.
6 - Increasing Energy Savings – For all funds invested, the percent of energy savings generated from the Department’s Energy Conservation Helping Oregonians (ECHO) weatherization program.	107	100	Green	2014	
7 - Agency Customer Service – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”; timeliness, accuracy, helpfulness, expertise, availability of information, overall.	40.00	80.00	Red	2014	Overall the Department posted disappointing results, due at least in part to confusion and impatience associated with transition planning, as well as a somewhat outdated survey instrument and mailing lists. Going forward, a more strategic survey will be developed and outreach to customers and stakeholders will be more thoughtful to attempt to garner meaningful service feedback to influence agency activities and communications.
8 - General Fund Food Program - Percent of pounds in donated food distributed through Oregon Food Bank that are processed or repackaged bulk food purchased through the General Fund Food Program.	10.90	8.00	Green	2014	

This report provides high-level performance information which may not be sufficient to fully explain the complexities associated with some of the reported measurement results. Please reference the agency's most recent Annual Performance Progress Report to better understand a measure's intent, performance history, factors impacting performance and data gather and calculation methodology.

Legislatively Approved 2013-2015 Key Performance Measures

Agency: HOUSING and COMMUNITY SERVICES, OREGON

Mission: Provide leadership that enables Oregonians to gain housing, become self-sufficient, and achieve prosperity.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2014	Target 2015
1 - Affordable Home Ownership Percent of households at or below the state's median income served by our single family programs matches or exceeds Oregon's households at or below median income.		Approved KPM	1.40	1.00	
2 - Affordable Rental Housing through Bonds, Grants, and Tax Credits – Percent of housing units funded with grants, tax credits, and bonds, excluding market rate housing units, will be affordable to households earning less than 60% of the area median income.		Approved KPM	82.40	85.00	
3 - Increasing Housing for Special Needs Individuals – Percent of affordable rental housing units developed that provide rental opportunities for the low-income elderly or individuals with special needs compared to the percent of the state's population that are low-income elderly or individuals with special needs.		Approved KPM	29.00	45.00	
4 - Reducing Homelessness – Percent of homeless persons entering permanent housing with stays of six months or longer.		Approved KPM	56.00	80.00	
5 - Construction Costs – Cost per square foot for housing units developed through Grant and Tax Credit programs.		Approved KPM	237.09	181.67	
6 - Increasing Energy Savings – For all funds invested, the percent of energy savings generated from the Department's Energy Conservation Helping Oregonians (ECHO) weatherization program.		Approved KPM	107.00	100.00	
7 - Agency Customer Service – Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall.	Accuracy	Approved KPM	43.00	80.00	80.00
7 - Agency Customer Service – Percent of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall.	Availability of Information	Approved KPM	39.00	80.00	80.00

Agency: FYSING and COMMUNITY SERVICES, OREGON

Mission: Provide leadership that enables Oregonians to gain housing, become self-sufficient, and achieve prosperity.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2014	Target 2015
7 - Agency Customer Service – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: timeliness, accuracy, helpfulness, expertise, availability of information, overall.	Expertise	Approved KPM	45.00	80.00	80.00
7 - Agency Customer Service – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: timeliness, accuracy, helpfulness, expertise, availability of information, overall.	Helpfulness	Approved KPM	49.00	80.00	80.00
7 - Agency Customer Service – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: timeliness, accuracy, helpfulness, expertise, availability of information, overall.	Overall	Approved KPM	40.00	80.00	80.00
7 - Agency Customer Service – Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: timeliness, accuracy, helpfulness, expertise, availability of information, overall.	Timeliness	Approved KPM	37.00	80.00	80.00
8 - General Fund Food Program - Percent of pounds in donated food distributed through Oregon Food Bank that are processed or repackaged bulk food purchased through the General Fund Food Program.		Approved KPM	10.90	8.00	
1 a - Affordable Home Ownership Percent of residential loans closed that provide homeownership to individuals at A) 100% applicable median income and below.		Legislative Delete	99.40		
1 b - Affordable Home Ownership – Percent of residential loans closed that provide homeownership to individuals at B) 90% applicable median income and below.		Legislative Delete	94.20		
1 c - Affordable Home Ownership – Percent of residential loans closed that provide homeownership to individuals at C) 80% applicable median income and below.		Legislative Delete	88.90		
3 - Reducing Homelessness – Percent of households that entered a housing program in either a homeless or at-risk status that exited to a stable housing situation.		Legislative Delete	37.10		

Agency: FUSING and COMMUNITY SERVICES, OREGON

Mission: Provide leadership that enables Oregonians to gain housing, become self-sufficient, and achieve prosperity.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2014	Target 2015
4 - Affordable Rental Housing through Bonds – Percent of housing units developed through the issuance of tax-exempt bonds that provide affordable rental opportunities for individuals at 60% or below area median income.		Legislative Delete	99.50		
5 a - Affordable Rental Housing through Grants – Percent of housing units developed through the Department’s Consolidated Funding Cycle and other processes that provide affordable rental opportunities for individuals at A) 60% area median income and below.		Legislative Delete	86.20		
5 b - Affordable Rental Housing through Grants – Percent of housing units developed through the Department’s Consolidated Funding Cycle and other processes that provide affordable rental opportunities for individuals at B) 50% area median income and below.		Legislative Delete	33.60		
5 c - Affordable Rental Housing through Grants – Percent of housing units developed through the Department’s Consolidated Funding Cycle and other processes that provide affordable rental opportunities for individuals at C) 40% area median income and below.		Legislative Delete	15.20		
5 d - Affordable Rental Housing through Grants – Percent of housing units developed through the Department’s Consolidated Funding Cycle and other processes that provide affordable rental opportunities for individuals at D) 30% area median income and below.		Legislative Delete	12.50		
7 - Increasing Housing for Special Needs Individuals – Percent of housing units developed that provide rental opportunities for the elderly and individuals with special needs.		Legislative Delete	51.20		

LFO Recommendation:

The Legislative Fiscal Office recommends that Housing and Community Services propose new performance measures for any programs that remain within a state agency, pursuant to Housing's February 2014 report to the Legislature on alternative service delivery options.

Sub-Committee Action:

Approve the LFO recommendation that the Housing and Community Services Department propose new performance measures for any programs administered by a state agency, pursuant to Housing's February 2014 report to the Legislature on alternative service delivery options.