



**OREGON HOUSING *and*
COMMUNITY SERVICES**

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November 21, 2025

Senator Jeff Golden, Co-Chair

Representative David Gomberg, Co-Chair

Joint Subcommittee on Transportation and Economic Development

900 Court Street NE

Salem, OR 97301

RE: Reduction Options Presentation

Co- Chairs Golden and Gomberg, Members of the Joint Subcommittee on Transportation and Economic Development,

We at Oregon Housing and Community Services (OHCS) are grateful for our continued partnership with the Oregon Legislature and your Committee as we work to provide stable and affordable housing. Thank you for your time and thoughtful questions during the Legislative Days committee meeting. While we were able to respond to most of your questions during the hearing, we wanted to provide additional information via written responses:

Representative Gomberg and Senator Golden inquired about the Manufactured Home Replacement Program reduction option.

Preserving and expanding manufactured homes is a priority at OHCS. The legislature requested that OHCS provide potential reduction options of 5%, which inherently is both necessary and challenging.

As we stated in the hearing, the desire to retain some program funds and staff for the manufactured home replacement program is to preserve the infrastructure of the program for the future. The funding that the agency would retain if the reduction option were adopted would allow the replacement of around five manufactured homes. By keeping staff capacity, if we were to receive federal funds or if the legislature wanted to fund the program in the future the agency would not have to stand it back up. It would roughly cost \$800,000 to hire staff and stand back up the program if it was fully closed.

Representative Skarlatos, Representative Cate, and Representative Nguyen expressed concerns about the decision to cut elderly rental assistance instead of shelter dollars.

The legislature has requested that state agencies propose 5% reduction options for their consideration. We appreciate the committees' care and concern for key programs, including shelters and those



expressly serving older adults. Ideally, these programs would be kept whole. However, the work incumbent on us is to provide the legislature with potential reduction options. We stand ready to support additional conversations and approaches beyond what we have already provided to the committee.

As stated in the committee, OHCS sought to minimize disruption to the everyday lives of Oregonians. As shelter dollars are already contracted and providing necessary operational support to hundreds of shelters across Oregon at this time, reducing these funds would cause direct harm to every community throughout the state. On top of this we have already received notices from a handful of communities that the funds that were provided are not enough to cover cost escalations.

As part of our reduction process, OHCS sought to make reductions to programs that are replicated in multiple agency programs. Currently, the Emergency Housing Account funding can be used to support elderly Oregonians for rental assistance. Both of these programs' funds go to the same grantees. But the Elderly Rental Assistance funding cannot be used for all things the Emergency Housing Account Fund is.

Representative Nguyen wants to see more about ways of reducing costs for shelter

OHCS deeply values the importance of ensuring all recipients of valuable taxpayer funds, including state government, non-profit providers, and other units of government continue to be good stewards of these resources. As stated in the response provided during the committee hearing, the legislature has already identified a specific course of action on this very topic. HB 5011 (2025) directs OHCS to analyze distribution of state resources and recommend strategies to increase financial stability and maximize direct assistance to Oregonians for shelters. More specifically OHCS will develop funding recommendations for a statewide shelter program using state funding and other resources, review shelter cost data, funding sources, and regional differences/equity impacts, and propose standards and funding methodologies that ensure a financially sustainable statewide shelter system. This report will be presented to this Subcommittee during the 2026 Legislative Session.

Senator McLane asked whether OHCS runs lean and for information about our staff training.

The state has yet to adopt a universal definition of “lean”. I presume the intention behind the query as to whether OHCS runs lean is seeking to understand if we are doing more with less. OHCS fulfills its mission, in service to the people of Oregon, by focusing on operational excellence and outcomes. In doing so, we regularly tend to actions that seek to reduce potential waste and redundancy without compromising the whole purpose of what people should expect from their government. As articulated during the committee hearing, OHCS runs at a level proportional to the investments made in the agency and the expectations placed upon it to deliver vital programs for Oregonians. As highlighted in the [OHCS Budget Hearing](#), the growth in work, funding, and staff caused OHCS leadership to take the time to analyze how to develop a comprehensive strategic plan focused on enhancing internal operations.



Staff Trainings

Required Trainings	Required Participants	Required By
Preventing Discrimination and Harassment	All Staff	DAS
EIS: Information Security Foundations	All Staff	DAS
Public Records	All Staff	DAS
AI for Public Professionals	All Staff	OHCS
Human Trafficking	HR Staff	DOJ
Conducting Discrimination & Harassment Investigations in the Workplace	HR Staff	DAS
Unconscious Bias	Interview Panel Members	OHCS
Introduction to Incident Command	Managers	DAS
Intimate Partner Violence	Managers & HR Staff	DAS
OHCS Equity and Racial Justice Leadership Cohort	Managers & HR Staff	OHCS
New Employee Orientation (DAS Suite)	New Employees	DAS & OHCS
OHCS New Employee Orientation (OHCS GE Suite)	New Employees	OHCS
OHCS New Employee Orientation (OHCS NGE Suite)	New Employees	DAS
PAF Modules (DAS Suite)	New Managers	DAS
Foundational Training for new Managers	New Managers	DAS
OHCS Position Descriptions	New Managers	OHCS
OHCS Recruitment	New Managers	OHCS

Representative Watanabe inquired about the decision to put the Senior Housing Initiative Development funding on the reduction list.

One of our main goals during this exercise was to minimize the disruption to the everyday lives of Oregonians. This caused OHCS to review newer programs from the 2025 legislative session that have yet to be stood up. Since the Senior Housing Initiative funding program has not been launched, there would be a minimal disruption to the development of Senior Housing.

Andrea Bell, Director
Oregon Housing and Community Services

