

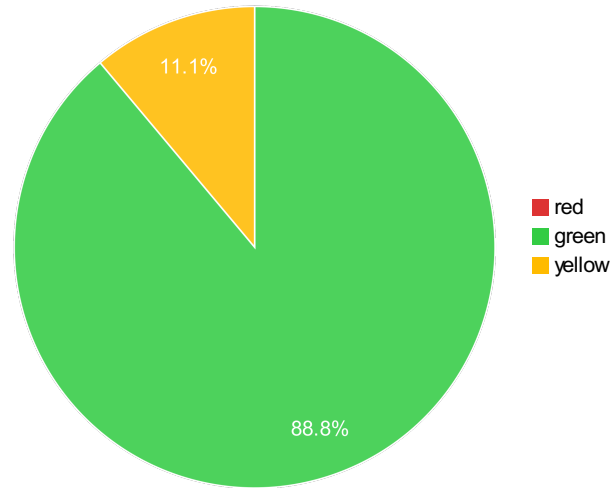
# Housing and Community Services

Annual Performance Progress Report

Reporting Year 2019

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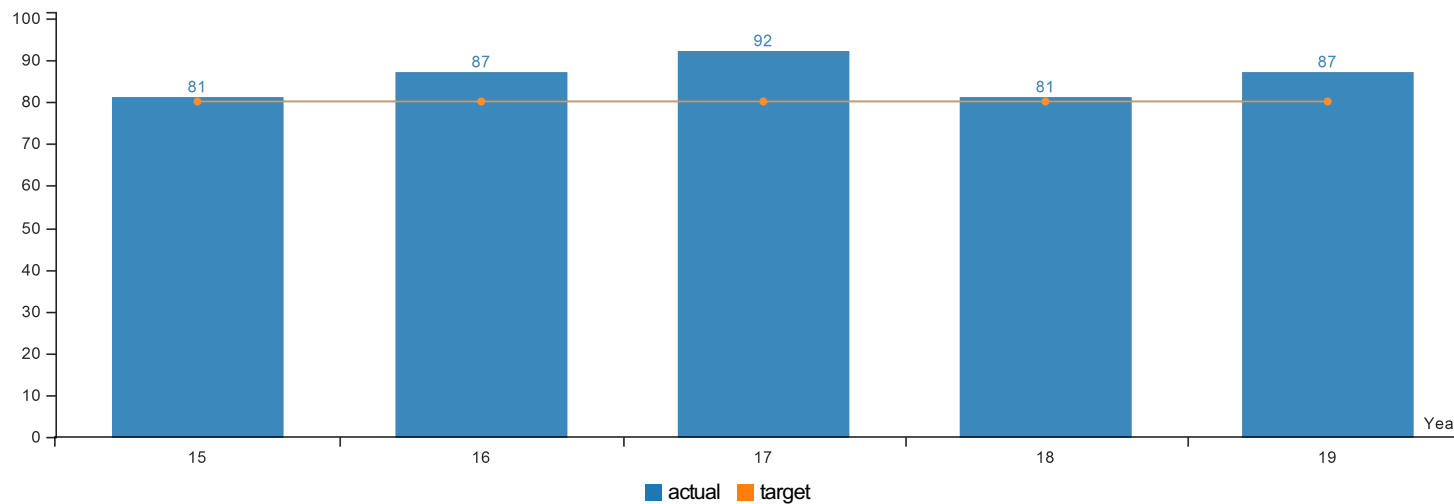
KPM #	Approved Key Performance Measures (KPMs)
1	Reducing Homelessness - Percentage of homeless households who exited into permanent housing and retained that housing for six months or longer.
2	Energy Assistance - Of all crisis energy payments, the percentage of payments made to prevent power disconnections. Crisis payments include those for preventing disconnection of service or restoring service which was shut off.
3	Affordable Rental Housing - Percentage of regulated multifamily housing units funded with grants, tax credits, and bonds, that will be affordable to households earning at or below 50% of the area median income.
4	Affordable Rental Housing for People with Disabilities - Percentage of affordable rental housing units funded that provide rental opportunities for low-income individuals with physical or mental disabilities.
5	Affordable Rental Housing (Construction Costs) - Construction costs per square foot for: newly constructed housing units developed through grant and tax credit programs; and construction costs per square foot for rehabilitated housing units developed through grant and tax credit programs, as compared to national RS Means data.
6	Affordable Rental Housing (Areas of Opportunity) - Percentage of affordable rental housing units funded with 9% Low Income Housing Tax Credits or HOME program funds that will be developed in high opportunity areas. High opportunity areas are defined as census tracts that meet two of the following three criteria: low poverty rate, below average unemployment rate, high ratio of jobs to labor force.
7	Homeownership - Percentage of households at or below the state's median household income served by our single family programs.
8	Homeownership (People of Color) - Percentage of OHCS residential loan program loans issued to people of color.
9	Agency Customer Service - Percentage of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall.



Performance Summary	Green	Yellow	Red
	= Target to -5%	= Target -5% to -15%	= Target > -15%
Summary Stats:	88.89%	11.11%	0%

KPM #1	Reducing Homelessness - Percentage of homeless households who exited into permanent housing and retained that housing for six months or longer.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
<b>Percentage of homeless Oregonians remaining in permanent housing six months or longer</b>					
Actual	81%	87%	92%	81%	87%
Target	80%	80%	80%	80%	80%

#### How Are We Doing

From July 1, 2018 through June 30, 2019, 2,534 people were contacted six months after receiving state homeless assistance funds and 87% of these people had retained their permanent housing. This meets the target of 80%. When looking specifically at veterans accessing state homeless assistance funds, we find that 87% of veterans who were contacted six months after receiving assistance had retained their permanent housing. This is above the target of 80%.

#### Factors Affecting Results

Shifting program attention from emergency shelters toward a "housing first" model, which prioritizes putting people into permanent housing immediately, has been ongoing for the past few years and may contribute to meeting this goal. Obstacles to meeting this goal include: difficult economic circumstances, high unemployment rates, a shortage of affordable housing units, low rental vacancy rates, and a lack of flexible rental assistance over the past several years.

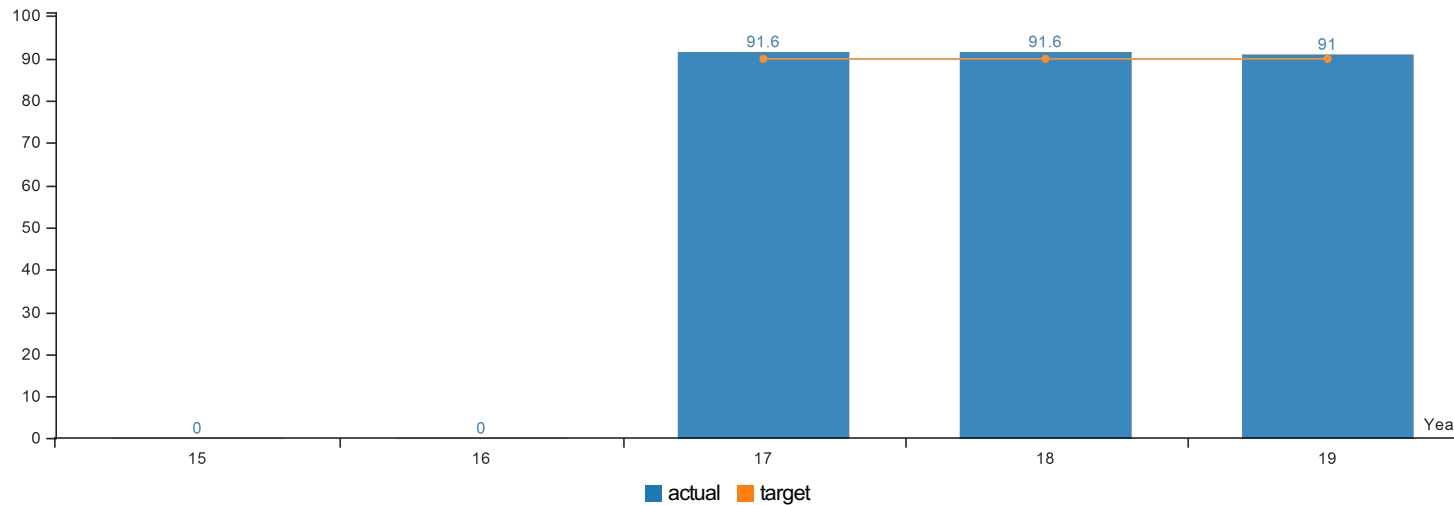
The report that is run for this KPM actually separates the results into two categories: people receiving homeless prevention services and people receiving Rapid Re-Housing services. For those receiving Rapid Re-Housing, 91% retained housing after six months and for those receiving homeless prevention services, 84% retained housing after six months. Among veterans, 87% of those receiving Rapid Re-Housing retained housing after six months and 87% receiving homeless prevention services retained housing after six months.

It is important to note that the denominator used in this calculation is the number of people successfully contacted after six months, not everyone who was due for a follow-up. It is difficult to know if those not contacted are still permanently housed or not, so they are excluded from the calculation. In fiscal year 2019, 86% of all people due for follow-up were successfully contacted and 76% of all veterans due for follow-up were successfully contacted. It is certainly possible that many of those unable to be contacted had not retained their permanent housing situation. Furthermore, due to the way the current report is written in the data system, not everyone due for a follow-up is being entered into the system and therefore it is highly probable that a large number of people due for follow-up are not being contacted. OHCS staff is currently working on addressing these issues and correcting the report. Once that happens, it is possible that the percentage of people successfully retaining housing for six months or longer may decrease and we may need to adjust our target to better reflect true housing retention.

Finally, there were four Community Action Agencies (CAAs) out of a total of 18 CAAs receiving Homeless Services funds that were unable to provide data this year, but OHCS is working with them on their data collection processes.

KPM #2	Energy Assistance - Of all crisis energy payments, the percentage of payments made to prevent power disconnections. Crisis payments include those for preventing disconnection of service or restoring service which was shut off.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
<b>Energy Assistance</b>					
Actual	No Data	No Data	91.60%	91.60%	91%
Target	TBD	TBD	90%	90%	90%

#### How Are We Doing

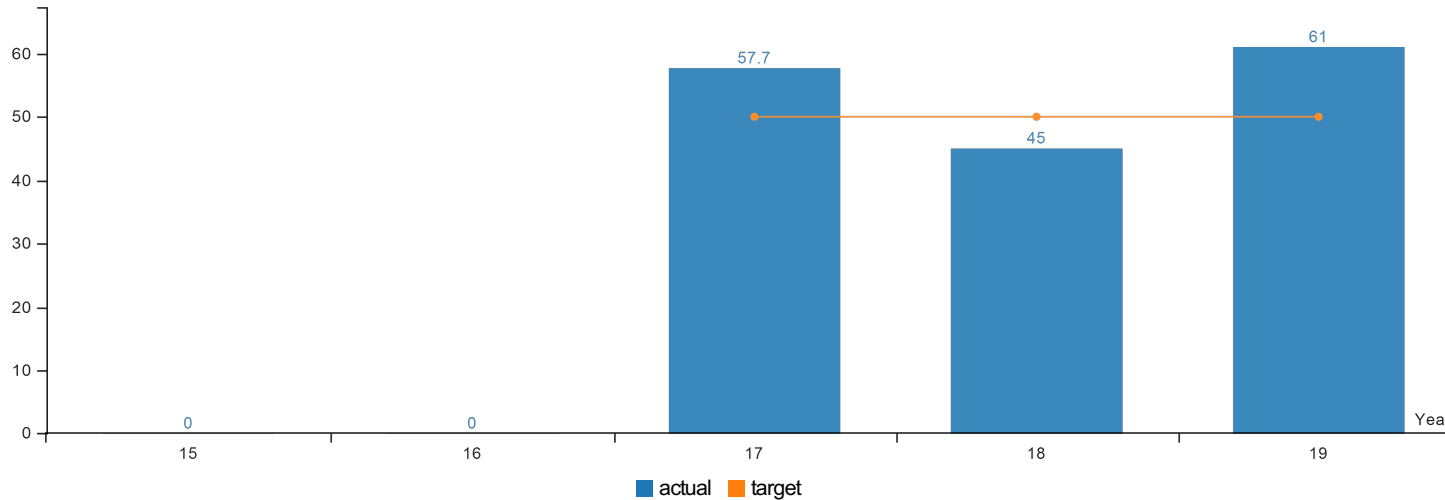
From July 1, 2018 through June 30, 2019, 91% of households receiving crisis energy assistance received payment for the prevention of power disconnections. This is above the target of 90%.

#### Factors Affecting Results

There has been a concerted effort by the state and our community action partners to get restoration numbers down and prevention numbers up – and in fact, they have gone from 82% of crisis payments in FY11 up to 91% in FY19. Measuring the prevention of disconnections compared to restorations is an established and well-researched method of understanding the effectiveness and efficiency of energy assistance programs. Disconnections are expensive for families, for utility companies, and it is expensive to restore services. Prevention is a much better strategy.

KPM #3	Affordable Rental Housing - Percentage of regulated multifamily housing units funded with grants, tax credits, and bonds, that will be affordable to households earning at or below 50% of the area median income.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
<b>Affordable Rental Housing</b>					
Actual	No Data	No Data	57.70%	45%	61%
Target	TBD	TBD	50%	50%	50%

#### How Are We Doing

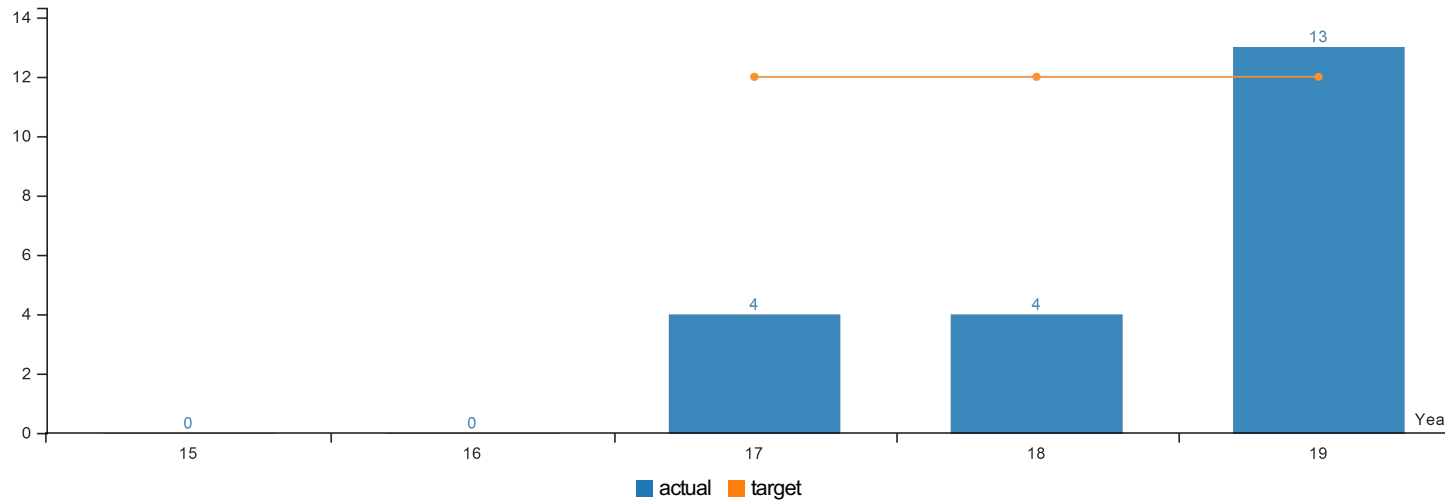
From July 1, 2018 through June 30, 2019, 61% of rental units approved for funding will be affordable to households with income at or below 50% of the area median income. This is above our goal of 50%.

#### Factors Affecting Results

The majority of our funding sources prioritize households earning at or below 60% of AMI, and in fiscal year 2019 we approved a number of very large projects that focused on housing for people with income at or below 50% of AMI. This included the rehabilitation and preservation of a number of public housing properties and the preservation or new construction of properties with project-based assistance, which ensure that households only pay 30% of their income towards rent. This fiscal year 42% of the units funded either preserved or created project-based assistance, which is an increase from 25% of units with project-based assistance last fiscal year.

KPM #4	Affordable Rental Housing for People with Disabilities - Percentage of affordable rental housing units funded that provide rental opportunities for low-income individuals with physical or mental disabilities.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
<b>Affordable Rental Housing</b>					
Actual	No Data	No Data	4%	4%	13%
Target	TBD	TBD	12%	12%	12%

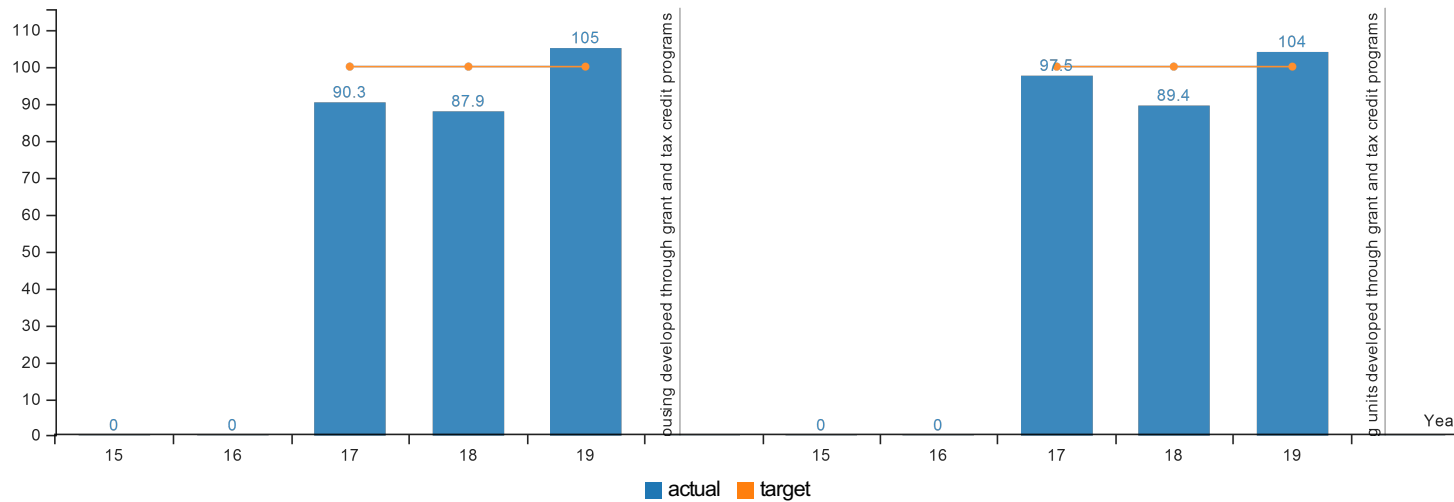
#### How Are We Doing

From July 1, 2018 through June 30, 2019, 13% of rental units approved for funding will be set-aside for individuals with physical, developmental, or mental disabilities. This is above our goal of 12%.

#### Factors Affecting Results

This is the first year since we've been tracking this KPM that we met our goal. There were several large properties approved this fiscal year that set-aside a large number of units for those with mental, developmental, or physical disabilities. Housing for those with disabilities often requires intensive services be provided in order to make the projects successful and ensure tenants remain stable within their housing. The lack of long-term commitment of funding for comprehensive service provision is often a barrier to create the service enriched housing required for many special needs populations. Without a specific dedicated funding source that can be used for long term supported services within housing, meeting this goal will continue to be a challenge. In addition, it is not the only priority of OHCS given parallel prioritization of family, senior, and workforce housing.

KPM #5	Affordable Rental Housing (Construction Costs) - Construction costs per square foot for: newly constructed housing units developed through grant and tax credit programs; and construction costs per square foot for rehabilitated housing units developed through grant and tax credit programs, as compared to national RS Means data.
	Data Collection Period: Jul 01 - Jun 30



Report Year	2015	2016	2017	2018	2019
<b>a. Cost per square foot of newly constructed housing developed through grant and tax credit programs</b>					
Actual	No Data	No Data	90.30%	87.90%	105%
Target	TBD	TBD	100%	100%	100%
<b>b. Cost per square foot for rehabilitated housing units developed through grant and tax credit programs</b>					
Actual	No Data	No Data	97.50%	89.40%	104%
Target	TBD	TBD	100%	100%	100%

### How Are We Doing

From July 1, 2018 through June 30, 2019, the average cost per square foot of new construction properties that completed construction during that period was \$208.37, or 105% of the combined 2018 and 2019 national average construction costs per square foot as reported by RS Means data (\$199.05). This is slightly above the target of 100%, which is a negative result. For properties that were preserved and went through significant rehabilitation, the average cost per square foot of that rehabilitation was \$111.29, which is 104% of the combined 2018 and 2019 national average rehabilitation costs per square foot as reported by RS Means data (\$107.50). This is slightly above the target of 100%, which is a negative result.

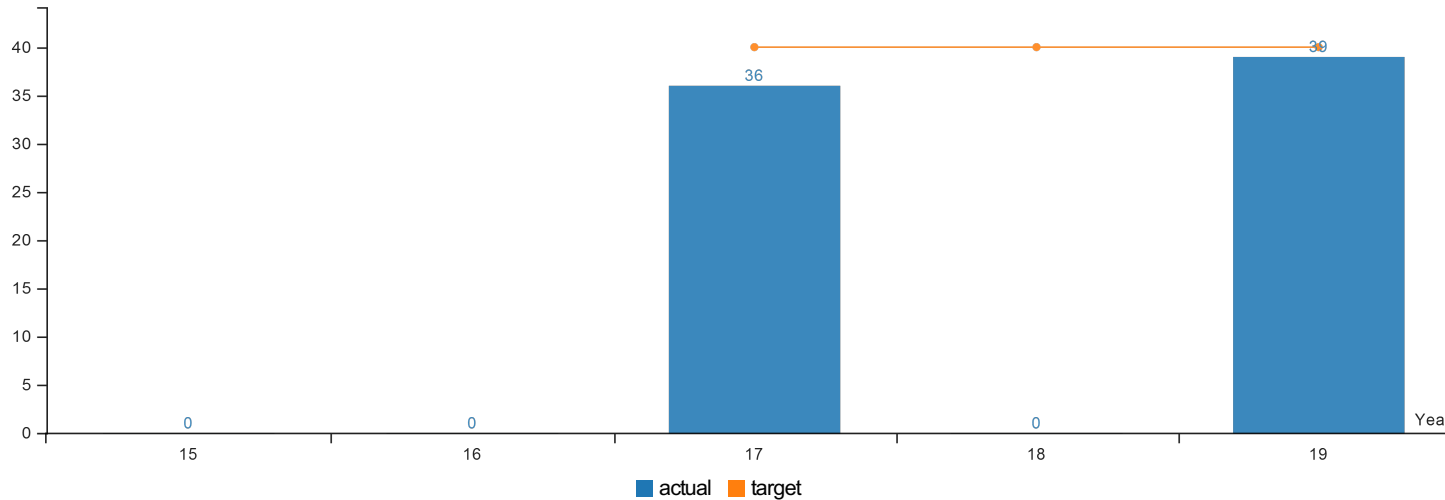
### Factors Affecting Results

Many requirements can increase costs in the development or rehabilitation of affordable housing, including but not limited to: paying workers prevailing wages, building to LEED standards, site work, and design standards. Furthermore, we are using national RS Means data because statewide data is not available, but Oregon construction costs tend to be higher than the national average.



KPM #6	Affordable Rental Housing (Areas of Opportunity) - Percentage of affordable rental housing units funded with 9% Low Income Housing Tax Credits or HOME program funds that will be developed in high opportunity areas. High opportunity areas are defined as census tracts that meet two of the following three criteria: low poverty rate, below average unemployment rate, high ratio of jobs to labor force.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
<b>Affordable Rental Housing</b>					
Actual	No Data	No Data	36%	0%	39%
Target	TBD	TBD	40%	40%	40%

#### How Are We Doing

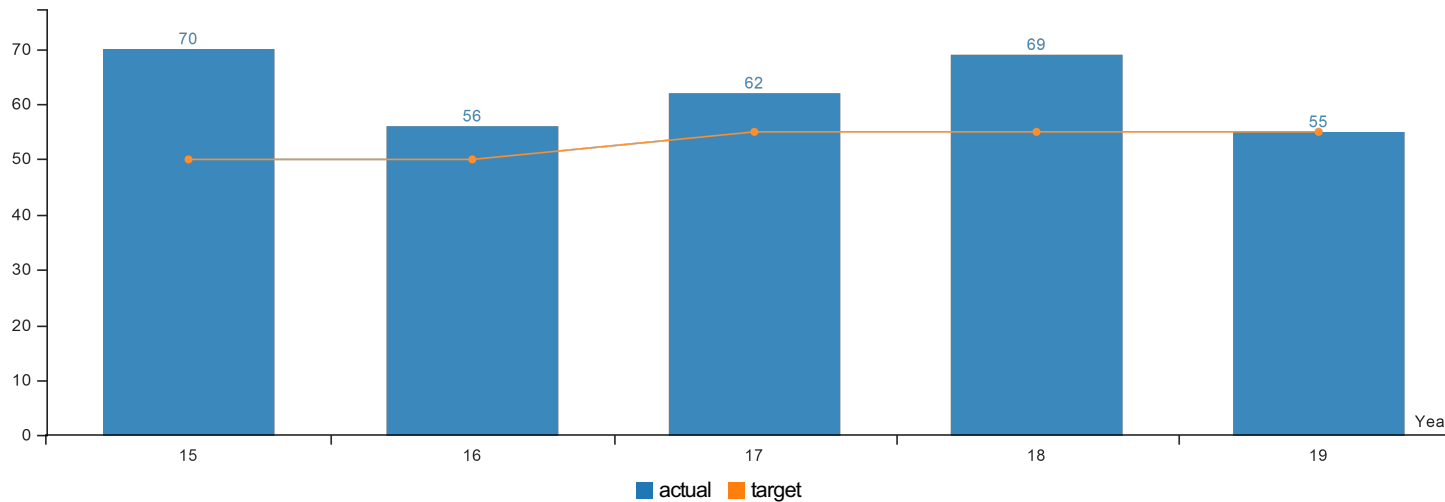
From July 1, 2018 through June 30, 2019, 39% of units funded with 9% Low Income Housing Tax Credits or HOME program funds will be developed in "high opportunity" census tracts according to the KPM definition of meeting two of three criteria. However, we do evaluate census tracts based on a total of 4 criteria, with the 4th being "high scoring schools". This factor is evaluated in a separate mapping tool from the other three. However, if the definition in the KPM language included all four of the criteria and looked at census tracts that met 2 out of the 4 criteria, then 51% of the units approved in fiscal year 2019 will be developed in "high opportunity" census tracts. Our current goal is 40%.

#### Factors Affecting Results

Beginning in 2016, we provided points to 9% LIHTC and HOME applications that showed that they would develop new units, or preserve existing units in high opportunity census tracts. This was done to encourage developers to create housing outside of high poverty census tracts, near employment opportunities, and near good schools. However, as required by the 9% LIHTC program, we also must provide points to applications for developments in qualified census tracts, which are higher poverty census tracts. These two competing priorities may influence or results on this KPM.

KPM #7	Homeownership - Percentage of households at or below the state's median household income served by our single family programs.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
<b>Percentage 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</b>					
Actual	70%	56%	62%	69%	55%
Target	50%	50%	55%	55%	55%

**How Are We Doing**

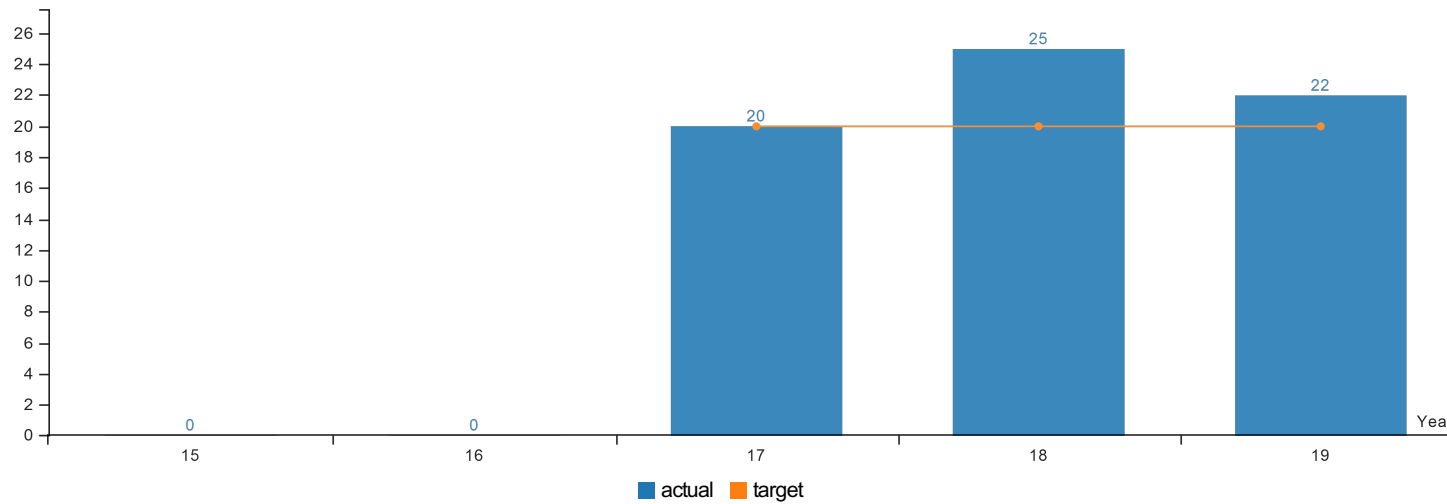
From July 1, 2018 through June 30, 2019, 55% of the loans made through the Oregon Bond Residential Loan Program went to households at or below the state median household income, as determined by HUD. This meets our goal of 55%.

**Factors Affecting Results**

While the KPM language indicates we would look at state household median income, the residential loan program uses state or county median family incomes to determine eligibility, so median family income is the more appropriate measure to use. If we had used state median family income, the result for this KPM would have been 73%. The lowest income limits we use for the residential loan program is 100% of statewide median family income. The highest limit for a larger size household is 140% of statewide MFI or 140% of county MFI, whichever is greater. It's also notable that from 2017 to 2018 the MHI increased but only by half (\$2,680 from \$57,532 to \$60,212) of what the MFI increased (\$5,300 from \$64,600 to \$69,900). Because of this, our service to households at or below MFI increased from 69% in 2017 to 73% in 2018, while service to households at or below MHI only increased from 54% in 2017 to 55% in 2018. It's significant that we made our target even as home prices continue to climb and MHI remains somewhat stagnant.

KPM #8	Homeownership (People of Color) - Percentage of OHCS residential loan program loans issued to people of color.
	Data Collection Period: Jul 01 - Jun 30

\* Upward Trend = positive result



Report Year	2015	2016	2017	2018	2019
<b>Homeownership</b>					
Actual	No Data	No Data	20%	25%	22%
Target	TBD	TBD	20%	20%	20%

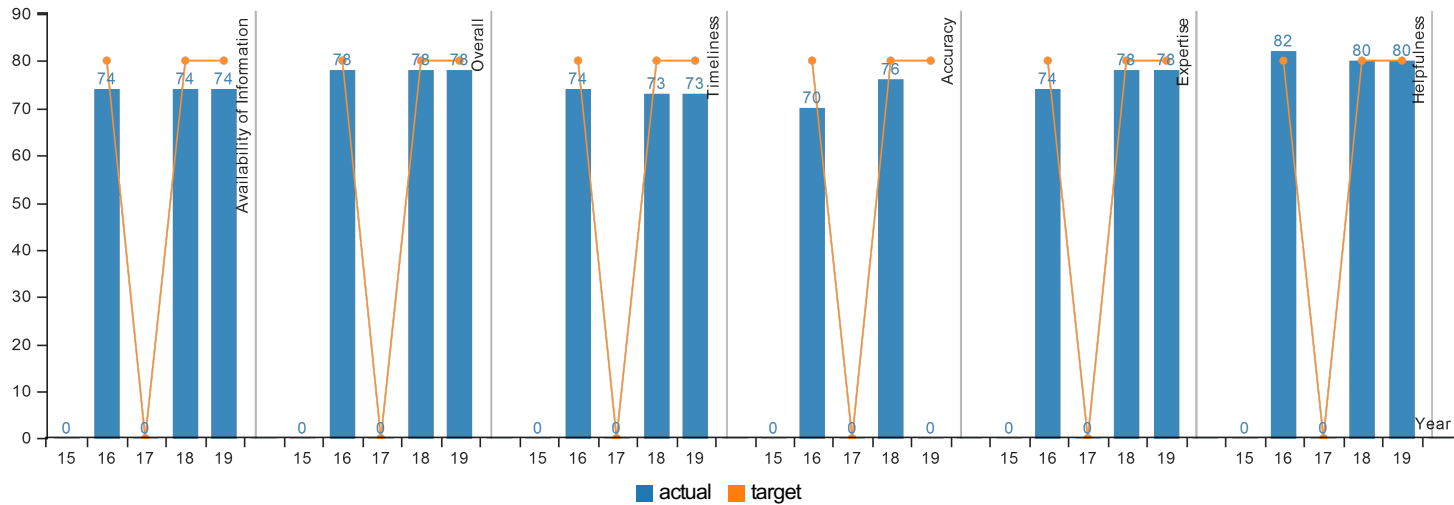
#### How Are We Doing

From July 1, 2018 through June 30, 2019, 22% of Oregon Bond Residential Loan Program loans where the borrower or co-borrower responded to questions on race and ethnicity, were issued to households with a borrower or co-borrower who identified as Non-White and/or Hispanic. This is above our goal of 20%.

#### Factors Affecting Results

OHCS has been working to ensure that lenders and partners are being more proactive in promoting the residential loan program to communities of color by encouraging partnerships with culturally-specific organizations and expanding outreach efforts. We also began collecting race and ethnicity data on co-borrowers, not just on borrowers two years ago. Finally, we will continue to work with lenders to encourage both borrower and co-borrowers to report race and ethnicity since 18% of borrowers did not report their race and/or ethnicity (this is an increase from 14% last year).

KPM #9 Agency Customer Service - Percentage of customers rating their satisfaction with the agency's customer service as "good" or "excellent": timeliness, accuracy, helpfulness, expertise, availability of information, overall.  
 Data Collection Period: Jan 01 - Dec 31



Report Year	2015	2016	2017	2018	2019
<b>Availability of Information</b>					
Actual	No Data	74%	0%	74%	74%
Target	TBD	80%	0%	80%	80%
<b>Overall</b>					
Actual	No Data	78%	0%	78%	78%
Target	TBD	80%	0%	80%	80%
<b>Timeliness</b>					
Actual	No Data	74%	0%	73%	73%
Target	TBD	80%	0%	80%	80%
<b>Accuracy</b>					
Actual	No Data	70%	0%	76%	No Data
Target	TBD	80%	0%	80%	80%
<b>Expertise</b>					
Actual	No Data	74%	0%	78%	78%
Target	TBD	80%	0%	80%	80%
<b>Helpfulness</b>					
Actual	No Data	82%	0%	80%	80%
Target	TBD	80%	0%	80%	80%

**How Are We Doing**

We performed our seventh customer service survey in 2018 and we received 213 responses. For comparison, we received 155 responses in 2016 and 122 responses in 2014. When asked to rate “the overall quality of service provided by OHCS”, 78% of respondents gave a positive answer (“Excellent” or “Good”). We conduct this survey every other year. This is just below our target of 80%.

**Factors Affecting Results**

The results of the 2018 Customer Service Survey are very similar to those from the 2016 Survey. Customers were asked to rate OHCS on six factors and a response of “Excellent” or “Good” is considered a positive rating. OHCS received its highest rating for “the helpfulness of OHCS employees”, with 80% of customers giving a positive rating on this factor. The factor which the agency needs to focus on improving the most is “the timeliness of the services provided by OHCS”, with 73% of respondents providing a positive rating. The biggest improvement from the 2016 survey was for “the ability of OHCS to provide services correctly the first time”, which 76% of customers responded positively to in 2018 compared to 70% in 2016.