



FISCAL YEAR 2020
ANNUAL PLAN

LETTER FROM THE EXECUTIVE DIRECTOR

I am pleased to present the Ohio Housing Finance Agency's (OHFA) Fiscal Year 2020 Annual Plan that addresses the shortage of safe, decent affordable housing opportunities many Ohioans face. Stable, affordable housing for all Ohio residents is a key component to building a healthier and more productive future. As the state's affordable housing agency, OHFA supports those most in need by providing tools, education and services that make the dream of homeownership possible, and by funding and monitoring safe rental housing. We are committed to overcoming challenges and creating solutions that address housing needs throughout the state.

The FY2020 plan provides a framework guiding the production of affordable housing, developing collaborative partnerships, and communicating the impact and need for affordable housing in our communities. The priorities outlined in this plan will guide OHFA's activities over the next year focusing on strategies that are driven by data, evidence-based practices and input from the public.

OHFA is in the last year of work on the following three-year priorities:

- Expand and preserve affordable housing opportunities through the continued development and administration of OHFA's core programs.
- Focus efforts on customer-driven, sustainable, multi-sector solutions to promote public health, welfare and prosperity of the people of the state through the production and preservation of affordable housing.
- Promote awareness of affordable housing programs in Ohio to external stakeholders and citizens.
- Strengthen OHFA's culture to encourage personal and professional growth, innovation and collaboration among all staff to advance OHFA's mission.

OHFA cannot meet these needs alone and values the continued collaboration with our private, nonprofit, and public housing partners. I greatly appreciate the OHFA Board and staff for their commitment to our mission and their efforts across the state. This document, in addition to the Ohio Housing Needs Assessment, was compiled by the Office of Housing Policy in collaboration with the Annual Plan Advisory Board, Annual Plan Committee of the OHFA Board and internal Annual Plan Workgroups. I am grateful for their efforts in helping OHFA create a valuable and strategic plan.

With the support of Governor Mike DeWine's administration, our stakeholders and our partners, the OHFA Board adopted the FY 2020 Annual Plan at the OHFA Board Meeting on June 19, 2019. The effective date of the plan is July 1, 2019.



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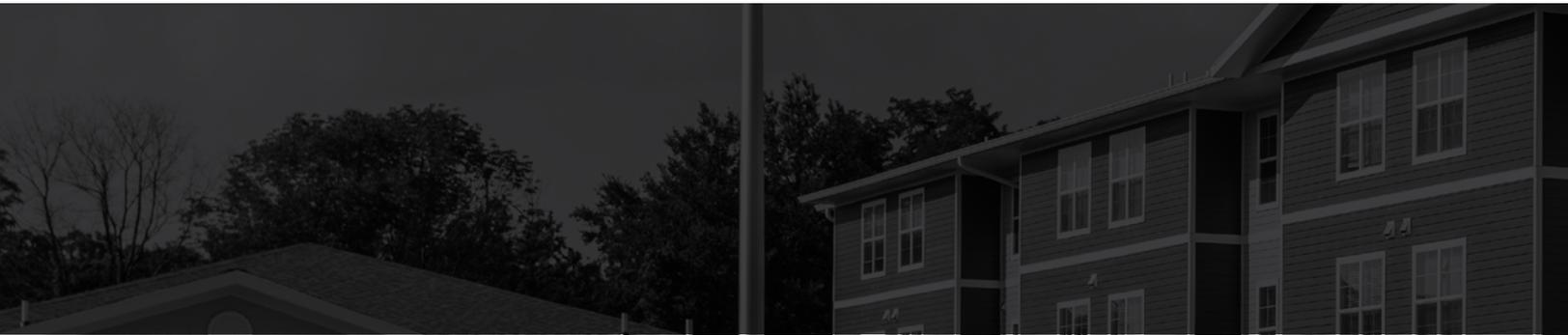
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ABOUT THE OHIO HOUSING FINANCE AGENCY

For more than 30 years, the Ohio Housing Finance Agency (OHFA) has served as the state's affordable housing leader, assuring that Ohioans with low- and moderate-incomes have access to safe, quality and affordable housing. OHFA uses federal and state resources to fund fixed-rate mortgage loans and provide financing for the development of affordable rental housing. The Agency relies on its partnerships with the private and public sectors and nonprofit organizations to serve homebuyers, renters and populations with special housing needs. Since 1983, OHFA has empowered over 168,200 households throughout Ohio to achieve the dream of homeownership. As the allocating agency for the federal Housing Tax Credit program, OHFA has assisted in the financing of more than 140,900 affordable rental housing units since 1987.

OUR MISSION

OHFA uses federal and state resources to finance housing opportunities for low- and moderate-income Ohioans through programs that develop, preserve and sustain affordable housing throughout the state. Our mission statement, "We open the doors to an affordable place to call home," provides focus for our daily work.

OUR VISION

We envision an Ohio where everyone has a safe, decent, and affordable place to call home.

OUR IMPACT

With more than three decades of service, OHFA has emerged as a respected and trusted leader in affordable housing finance. For more than 30 years, OHFA has helped finance innovative, inclusive, and sustainable housing solutions that provide a diverse set of renters and homebuyers affordable homes. We partner with public agencies and a broad group of organizations throughout Ohio to positively impact all communities

OHFA is a national leader in providing access to affordable housing for low- and moderate-income households, while maintaining high standards of customer service and technical expertise.



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ABOUT THE FISCAL YEAR 2020 ANNUAL PLAN

The Annual Plan addresses Ohio's housing needs each year, in compliance with Section 175.04 of the Ohio Revised Code. The Annual Planning process uses a Housing Needs Assessment, guidance from internal and external stakeholders, and public feedback to identify needs throughout the state and agency. In response to these needs, the Annual Plan outlines the strategic priorities and goals for OHFA's work.

The FY2020 Annual Plan is the third update year in the FY 2018 to FY 2020 Annual Plan period. The Annual Plan was adopted by the OHFA Board on Wednesday, June 19, 2019, and took effect on July 1, 2019.

Participants in the Fiscal Year 2020 Annual Planning Process

The Annual Plan is developed in collaboration with a broad range of internal and external stakeholders. Each stakeholder and partner helps identify housing needs and priorities in Ohio. Described below are the public meetings and outreach efforts OHFA conducted to develop the FY 2020 Annual Plan.

THE ANNUAL PLAN COMMITTEE consists of OHFA Board members who guide and review the Agency's prioritization of housing needs, development and evaluation of goals and strategies, and consideration of stakeholder feedback.

ANNUAL PLAN WORKGROUPS are comprised of OHFA staff from all functional levels and help set program goals and develop strategies to achieve Agency-wide priorities.

THE ANNUAL PLAN ADVISORY BOARD is comprised of public, private and non-profit sector community leaders who help OHFA better understand the full spectrum of housing challenges and opportunities throughout Ohio.

CARLETON REALTY

Bob and Diana Kutschbach

**CHURCH AND COMMUNITY
DEVELOPMENT FOR ALL PEOPLE**

John Edgar

CINCINNATI DEVELOPMENT FUND

Joseph Huber

CITY OF CLEVELAND

Michael Wacker

**COALITION ON HOMELESSNESS
AND HOUSING IN OHIO**

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COLUMBUS REALIST

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**CORPORATION FOR
SUPPORTIVE HOUSING**

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GREATER OHIO POLICY CENTER

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U.S. DEPARTMENT OF AGRICULTURE

Mark Gideon

**U.S. DEPARTMENT OF HOUSING
AND URBAN DEVELOPMENT**

Tom Leach

UNITED HEALTHCARE

Jeffrey Corzine

**WESTERN RESERVE LAND
CONSERVANCY**

Isaac Robb

WORKING IN NEIGHBORHOODS

Barbara Busch

YMCA

Sue Darby

PUBLIC COMMENTS were engaged through a Public Comment Period, during which the draft of the Annual Plan was circulated for feedback from public actors. OHFA accepted feedback between May 10, 2019 and June 10, 2019. A public hearing was held on May 15, 2019 to provide an opportunity for the public to voice opinion on OHFA's programs and affairs to OHFA staff and the Board.

FY 2020 RESPONSES TO KEY

OHFA IS EXPLORING OPTIONS FOR STREAMLINING POST-ALLOCATION PROCESSES with multifamily projects to increase efficiency, accountability and impact.

THE OFFICES OF MORTGAGE FUNDING, DEBT MANAGEMENT, HOMEOWNERSHIP, AND FINANCE FACE CHALLENGES TO MAINTAINING SUSTAINABLE FUNDING FOR THE HOMEBUYER PROGRAM'S DOWN PAYMENT ASSISTANCE. These offices remain focused on finding sources and options for funding that are economical to borrowers and the Agency.

AS SAVE THE DREAM OHIO WINDS DOWN, OHFA IS COLLABORATING WITH COUNSELING AGENCIES ACROSS THE STATE TO ENSURE THOSE IN NEED OF ASSISTANCE ARE HELPED. The Agency is also working to balance homeowner assistance and blight elimination within the Office of Homeownership Preservation.

GUIDANCE ON THE NEW OPPORTUNITY ZONE PROGRAM CREATED BY THE 2017 TAX CUTS AND JOBS ACT WILL POTENTIALLY CREATE NEW OPPORTUNITIES FOR INVESTMENT IN AFFORDABLE HOUSING.

The Office of Multifamily Housing will evaluate new investments in Qualified Opportunity Zones (QOZs) throughout Ohio, with specific attention to how OHFA can encourage parallel investment in affordable housing in these areas.

THE ROLL OUT OF THE FAIR HOUSING ACT 50 BUILDING OPPORTUNITY FUND (FHACT50) PILOT PROGRAM, IN HONOR OF THE 50TH ANNIVERSARY OF THE FAIR HOUSING ACT, CREATES A UNIQUE OPPORTUNITY TO MAINTAIN AFFORDABILITY IN SOME OF OHIO'S RAPIDLY CHANGING NEIGHBORHOODS.

OHFA is working with local partners in Columbus, Cleveland, and Cincinnati to encourage the creation of diverse, inclusive and mixed-income neighborhoods through investments in affordable housing.

OPPORTUNITIES AND CHALLENGES

COST CONTAINMENT AND THE RISING COSTS OF BUILDING REMAIN A CHALLENGE FOR ALL HOUSING-FOCUSED ORGANIZATIONS. The Agency will remain focused on balancing cost containment strategies with promoting the investment of affordable housing located in high opportunity communities.

NEW IRS COMPLIANCE MONITORING REQUIREMENTS WILL REQUIRE THE AGENCY TO PERFORM MORE PHYSICAL INSPECTIONS AND FILE AUDITS. The Office of Multifamily Training and Technical Assistance is developing staff capacity and training programs to handle the higher volume of physical inspections and file reviews required.

THE IMPACT OF TAX REFORM LEGISLATION ON AFFORDABLE HOUSING IS STILL UNFOLDING. OHFA remains engaged with partners to ensure investment in affordable housing across the state.

THOUSANDS OF UNITS OF AFFORDABLE HOUSING FUNDED USING HOUSING TAX CREDITS WILL ENTER EXTENDED USE IN THE COMING YEARS. The Office of Multifamily Investments and relevant stakeholders will explore ways to improve the monitoring and management of these assets.

INFANT MORTALITY AND ADVERSE HEALTH OUTCOMES RELATED TO HOUSING REMAIN SUBSTANTIAL PROBLEMS IN OHIO. OHFA remains committed to working with partners to address these issues through quality, accessible, affordable housing. OHFA has partnered with CelebrateOne's Healthy Beginning at Home pilot project to help provide rental subsidies and housing stabilization services to pregnant women experiencing housing instability and medical needs.

OHIO FACES INCREASING CHALLENGES OF EXTREMELY LOW-INCOME AND VULNERABLE PEOPLE IN NEED OF QUALITY, AFFORDABLE HOUSING. OHFA is reviewing applications submitted for financing under the new National Housing Trust Fund (NHTF) program. Twelve developments proposing 1,175 units were selected for NHTF support through January 11, 2019. These commitments total over \$8.3 million and are currently working their way through the board approval and funding agreement processes. OHFA continues to release the remaining program funds in addition to \$6.3 million in new Program Year 2019 awards.



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Toledo

Cleveland

Sandusky

Youngstown

Akron

Lima

Canton

Marion

O H I O

Springfield

Wheeling

Columbus

Dayton

Marietta

Hamilton

Cincinnati

Newport

Parkersb

Ohio

WEST V

Frankfort

Huntington

Lexington

Charles-

sville

ton Alleghen

OHIO HOUSING NEEDS ASSESSMENT: EXECUTIVE SUMMARY

As part of OHFA's Annual Plan, the Housing Needs Assessment (HNA) uses a wide range of state data to identify the scale and scope of the state's housing challenges. The Assessment evaluates Ohio's current housing landscape to gauge housing needs, identify gaps, and highlight key trends. Beyond its role in the Annual Plan, findings from the Housing Needs Assessment inform OHFA's programmatic and policy decisions throughout the year, such as the Qualified Allocation Plan (QAP), to ensure that every Ohioan has access to safe, affordable housing.

The following Executive Summary highlights the key trends occurring within Ohio related to affordable and accessible housing. The full Housing Needs Assessment is available online at ohiohome.org/research/housingneeds.aspx.

TERMINOLOGY GUIDE

AMI

Area Median Income is the midpoint of a region's income distribution – half of households in a region earn more than the median and half earn less. These local limits help identify eligibility and affordability based on specific regions.

ELI

Extremely Low-Income, earning at or below 30% of area median income (AMI)

Housing Cost Burden

Spending 30% or more of household income on housing and utilities

Severe Housing Cost Burden

Spending 50% or more of household income on housing and utilities

OHIO'S RENTERS ARE COST BURDENED.

Between 2013 and 2017, nearly half (46%) of Ohio's renters experienced housing cost burden, meaning they spent 30% or more of their household income on rent and utilities. Almost a quarter of all renter households (24%) experienced severe housing cost burden, meaning they spent 50% or more of their income on rent and utilities. When housing costs are at least 30% of a household's income, it limits the household's ability to afford other daily needs, such as transportation, healthcare, and any unscheduled expenditures.

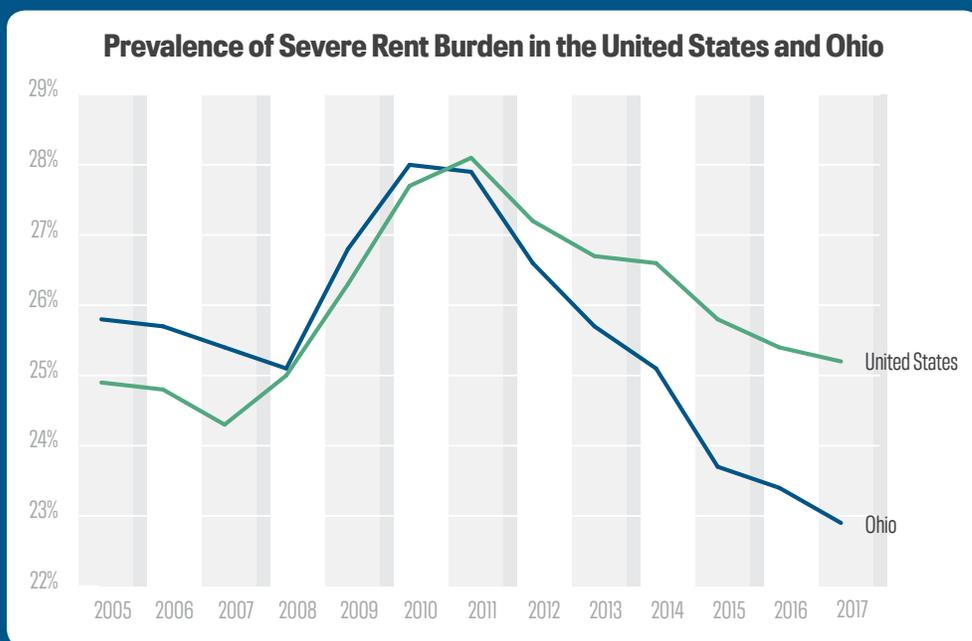
These challenges are not just seen in big cities, housing cost burden is a challenge throughout all of Ohio. In every county at least 1 in 8 renter households is severely cost burdened.

Some of this cost burden is related to rising rents. Adjusted for inflation, median gross rent increased by 5% from \$729 per month in the 2008–2012 five-year period to \$764 per month in 2013–2017. While incomes have been rising since the recession, growth in median income has yet to catch up with rent increases. Some of the largest rent increases are in the southeastern and northwestern regions of the state.

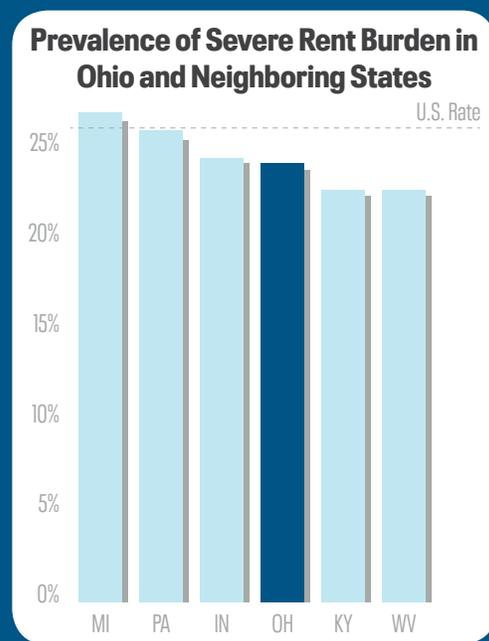


OHIO HAS SEEN A SLIGHT DECLINE IN SEVERE COST BURDEN, BUT LOW-INCOME RENTERS FACE A GROWING CHALLENGE.

Statewide, the share of Ohio renters who experienced severe housing cost burden declined from 2010 to 2017. This decline occurred at a faster rate than the nation as a whole. Similarly, Ohio had a smaller percentage of renters who were severely cost burdened than the national average and some neighboring states.



Source: American Community Survey One-Year Estimates, Tables B25070 and B25106



Source: 2017 American Community Survey One-Year Estimates, Tables B25070 and B25106



Despite this positive change, a different story emerges when looking at these trends by income group. Severe rent burden was concentrated among Ohio's low- and moderate-income renters.

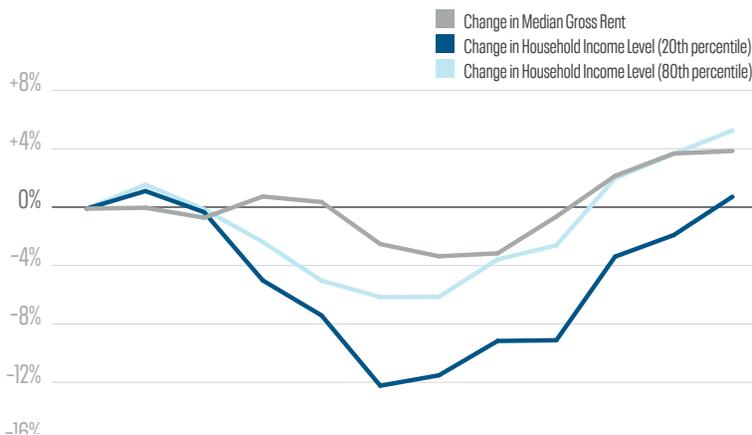
Prevalence and Severity of Rent Burden by Income

Household Income	Severe Burden Rate	Moderate Burden Rate	No Burden Rate	Change in # of renters with rent burden 2006–2010 to 2011–2015
30% AMI or less	71.2%	12.9%	15.9%	+ 15.40%
31% to 50% AMI	21.5%	51.5%	27.0%	+ 8.71%t
51% to 80% AMI	3.1%	28.7%	68.2%	- 3.65%
81% to 100% AMI	0.9%	6.9%	92.2%	- 7.83%
More than 100% AMI	0.5%	1.7%	97.8%	- 5.84%
All incomes	25.5%	20.6%	53.9%	+ 9.54%

Source: 2006–2010 and 2011–2015 Comprehensive Housing Affordability Strategy Data, Table 8

Seventy-one percent of ELI Ohioans and 21.5% of low-income Ohioans experienced severe housing cost burden, compared to <1% of Ohio's higher earners. Lower income Ohioans also experienced a large increase in cost burden (+15.4%), while higher income groups experienced a decline in cost burden.

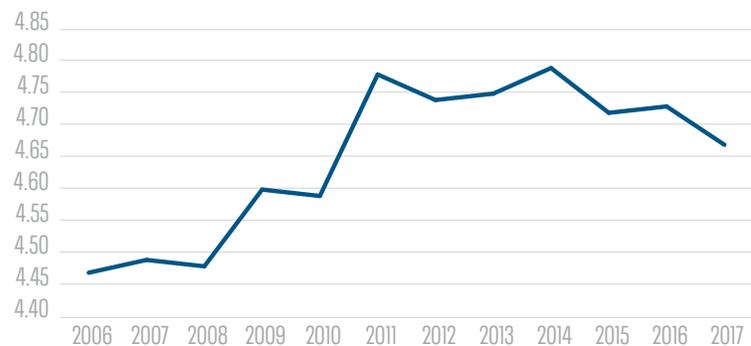
Change in Inflation-Adjusted Median Gross Rent and Selected Household Income Levels Since 2006



Source: American Community Survey One-Year Estimates, Tables B19080 and B25064

Some of this divergence in cost burden is due to income. Adjusted for inflation, the increase in income for the 80th percentile outpaced the increase in rents (+5.4% vs. +3.9%), but those incomes at the 20th percentile have lagged since 2008 (+0.8% vs. +3.9%).

Income Gap Ratio, 80th and 20th Percentiles

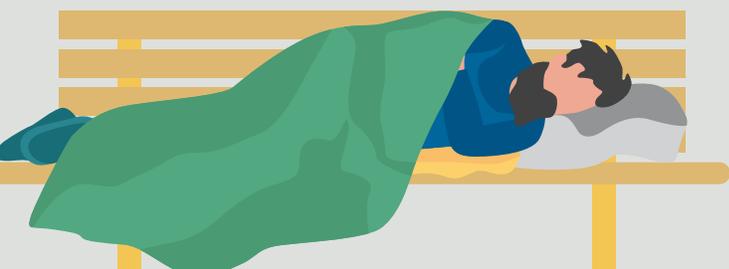
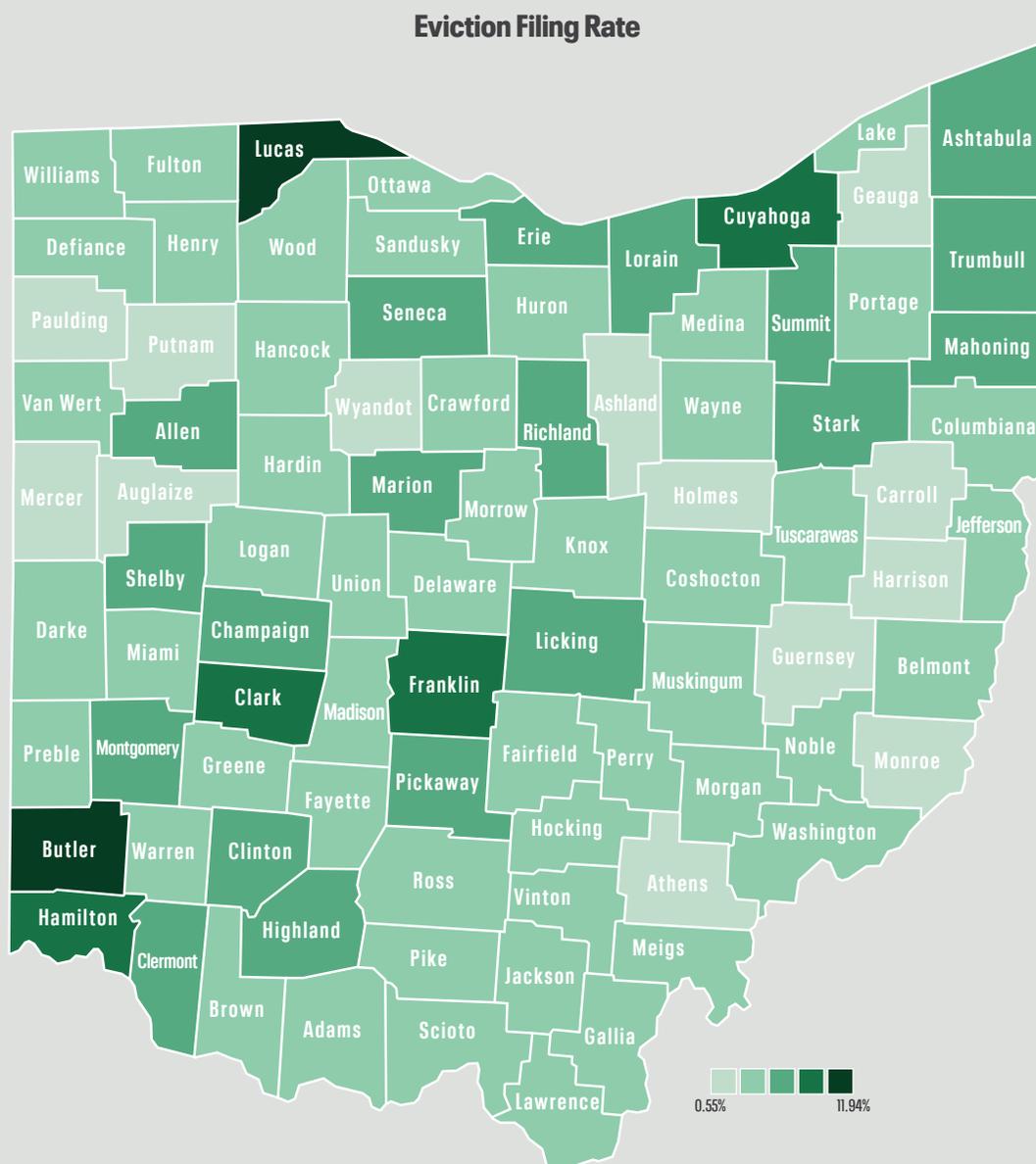


Source: American Community Survey One-Year Estimates, Tables B19080 and B25064

As a result, the income gap between the lowest quintile of earners and the highest quintile of earners also grew between 2009 and 2015. While the increase in the gap has leveled out, Ohio has a higher gap now than in 2006.

HOUSING INSECURITY IS INCREASING.

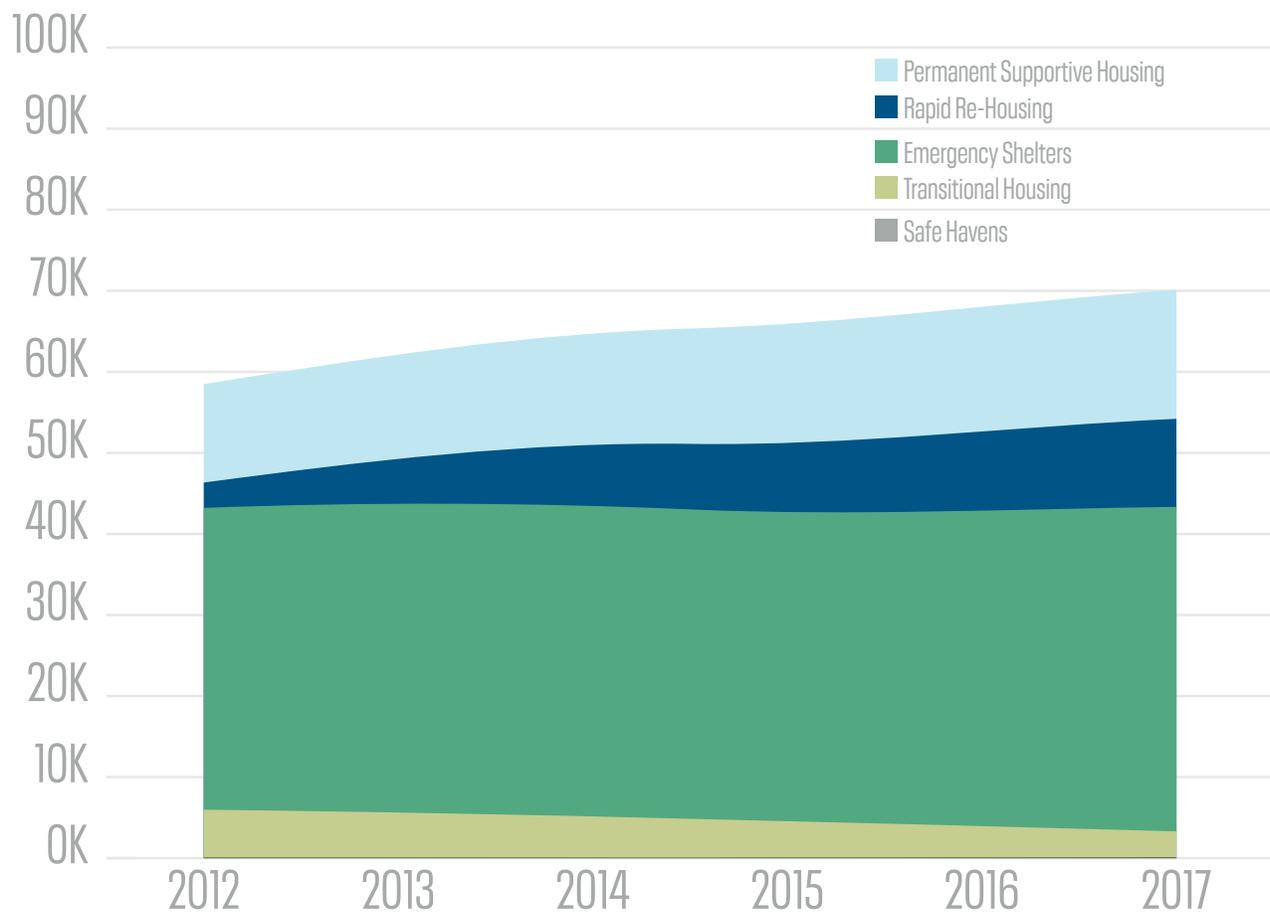
In 2017 there were 105,150 eviction filings statewide: 6.7% of all renter households. As of 2016, Ohio's eviction filing rate was slightly higher than the national average. At the county level, Butler, Clark, Cuyahoga, Franklin, Hamilton, Lucas, Marion, and Richland had the highest rates of eviction filings.



Source: 2017 Ohio Courts Statistical Report, The Supreme Court of Ohio and The Ohio Judicial System; 2013-2017 American Community Survey Five-Year Estimates, Table B25003

Households that devote a large share of their income to rent are at higher risk for eviction or loss of housing, since any destabilizing event could mean coming up short at the end of the month. Housing cost burden can result in many forms of housing insecurity, including eviction and/or homelessness.

Clients Accessing Homelessness Services by Project Type



Source: Ohio Human Services Data Warehouse

The 2018 Point in Time count found that on a single night in January 2018, 10,249 individuals were counted statewide as living in temporary housing for homeless persons—such as emergency shelters—or on the streets. However, data from the Ohio Human Services Data Warehouse found that the number of Ohioans accessing homelessness services is actually much larger and increasing; at least 70,000 Ohioans accessed homelessness services in 2017 from one of the state’s continuums of care. This represents a 20% increase from 2012.

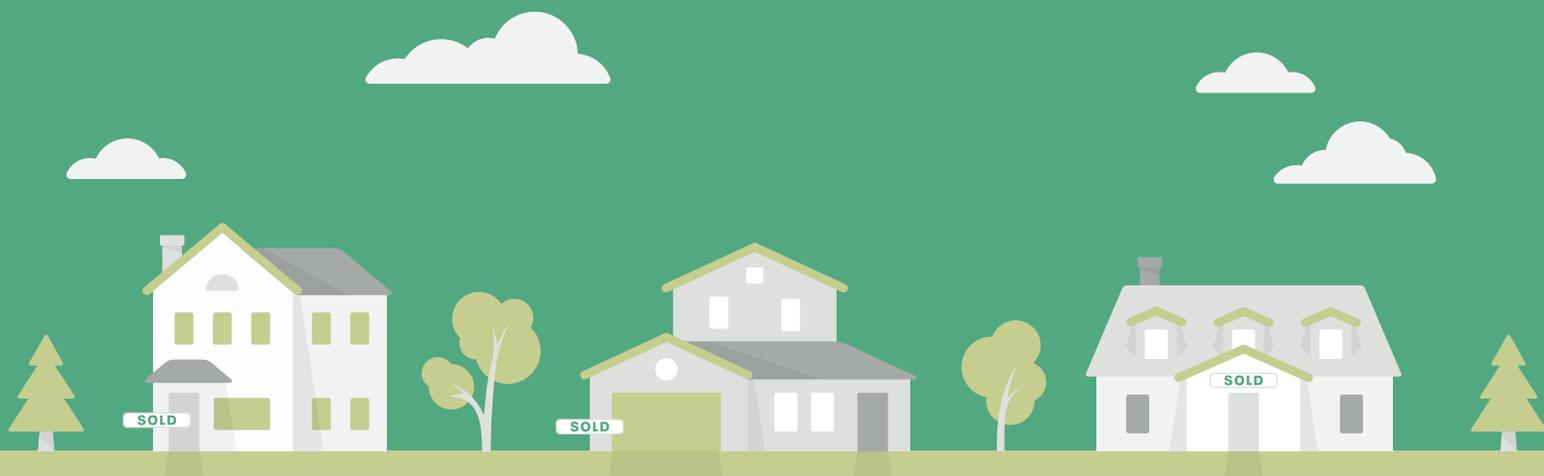
OHIO FACES A TIGHT HOUSING MARKET.

Over two-thirds of Ohio householders (67%) own their homes, which is above the national average of 64%. Homeownership fell in Ohio and the United States from 2005 to 2015, but has since stabilized, and appears to be on the rise. Ohio's foreclosure rate (0.7%), 90-day delinquency rate (2%) and negative equity share (5%) in December 2018 were all at record low levels, having fallen precipitously from the height of the recession.

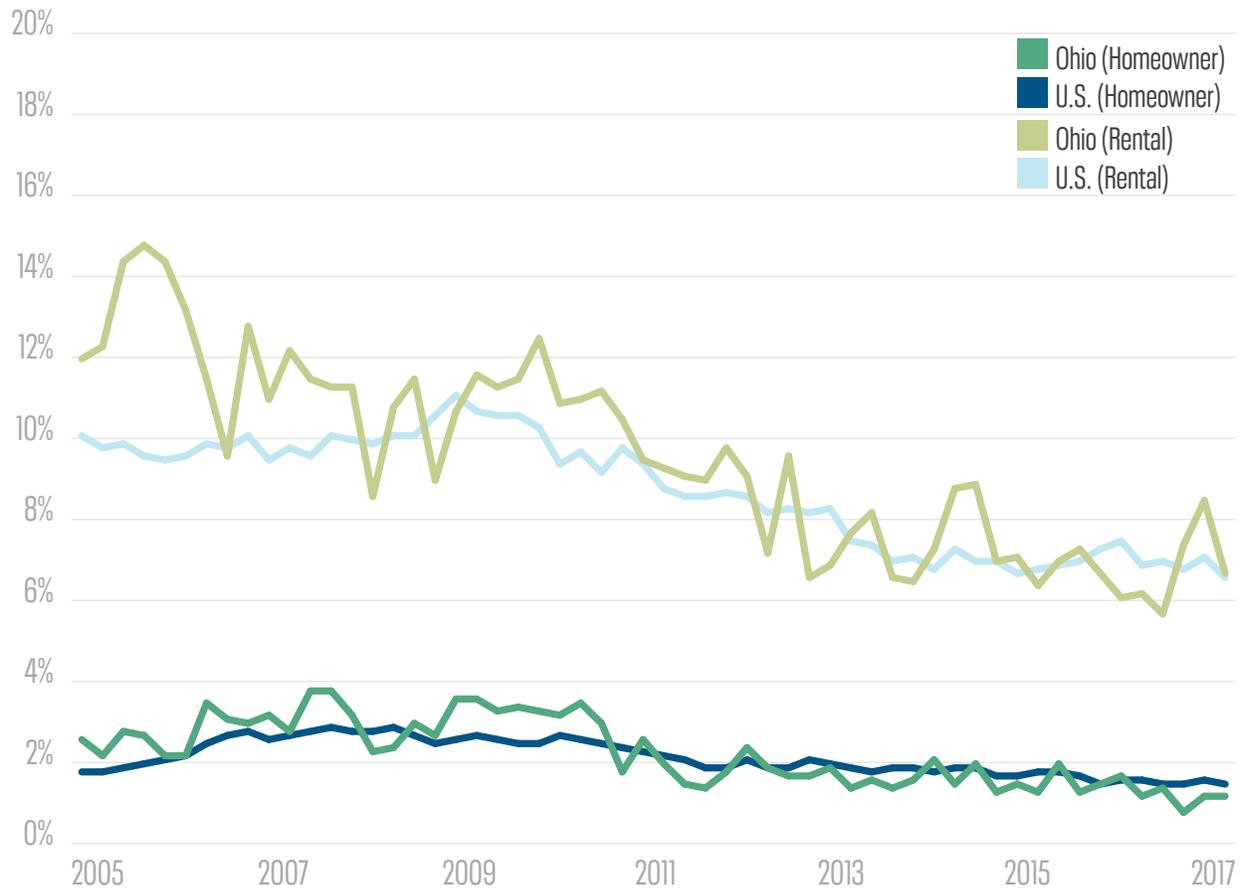
Yet, Ohio's housing market faces continued challenges of limited and aging stock, and low vacancy rates.

Since 2010 Ohio has added only 73,969 housing units, a net increase of 1.4%. Much of this growth has happened in suburban areas, while Ohio's urban cores have seen housing stock decline (-1.1%).

In addition, the housing stock is relatively old. Half of Ohio's housing units were built before 1965. Nearly one in four housing units in Ohio were built before 1940, including 30% of the state's vacant housing. While over 540,000 housing units in Ohio are vacant (10% of the state's housing stock), only 28% of them are available for sale or rent. Both homeowner and rental vacancy rates—1.7% and 5.8%, respectively—are at or near their lowest levels on record, indicating a very tight housing market.



Quarterly Vacancy Rates for the United States and Ohio by Tenure



Source: Housing Vacancy Survey, U.S. Census Bureau

OHIO'S HOMEOWNERS ALSO FACE CHALLENGES OF RISING COSTS

For homeowners with a mortgage, median monthly costs have fallen 6.8% from the 2008–2012 period, from \$1,337 (in real 2017 dollars) to \$1,247 in the 2013–2017 period.

Homeowner Costs as Share of Household Income by Mortgage Status

Homeowner Costs as Share of Household Income	Mortgage Holders		Homeowners Without a Mortgage	
	Number	Percent	Number	Percent
Less than 10.0%	159,606	8.18	463,485	41.80
10.0% to 14.9%	391,495	20.06	232,580	20.98
15.0% to 19.9%	433,817	22.23	135,743	12.24
20.0% to 24.9%	313,033	16.04	80,376	7.25
25.0% to 29.9%	191,999	9.84	48,661	4.39
30.0% to 34.9%	119,476	6.12	33,147	2.99
35.0% to 39.9%	76,886	3.94	21,686	1.96
40.0% to 49.9%	91,880	4.71	25,735	2.32
50.0% or more	166,180	8.51	54,160	4.88
Zero or negative income	7,385	0.38	13,143	1.19
All owner-occupied households	1,951,757	100.00	1,108,716	100.00

Source: 2013–2017 American Community Survey Five-Year Estimates, Table B25091

For those who do not yet own their homes, homeownership is becoming financially more challenging. Ohio's median home prices have risen since the housing crisis.

While median monthly costs have fallen overall, Ohio's lowest income homeowners face challenges of housing cost burden. Of Ohio's lowest income homeowners, 68.7% of these are severely cost burdened, compared with only 2.5% of those 81 to 100% AMI or 0.5% of those earning >100% AMI.

Prevalence and Severity of Housing Cost Burden for Owner Households by Income

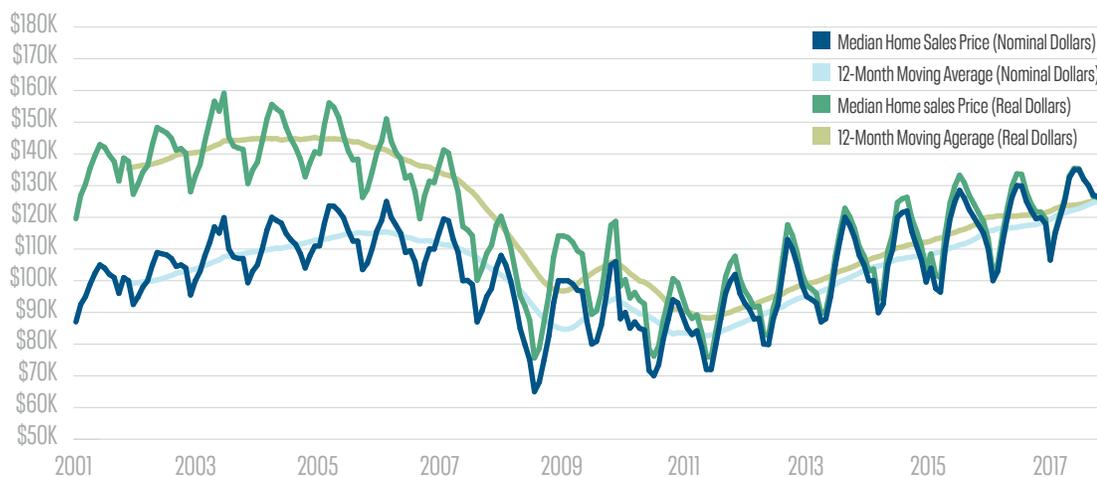
Household Income	Severe Cost Burden Rate	Moderate Cost Burden Rate	No Cost Burden Rate	All Owner Households
30% AMI or less	68.7%	17.9%	13.4%	183,680
31% to 50% AMI	25.3%	29.8%	44.9%	264,155
51% to 80% AMI	8.6%	26.7%	64.7%	479,070
81% to 100% AMI	2.5%	18.1%	79.4%	327,320
More than 100% AMI	0.5%	4.8%	94.7%	1,786,215
All incomes	8.3%	12.6%	79.1%	3,040,440

Source: 2011–2015 Comprehensive Housing Affordability Strategy Data, Table 8



For those who do not yet own their homes, homeownership is becoming financially more challenging. Ohio's median home prices have risen since the housing crisis. The median home price has risen since 2011, and by the end of 2018, the median home price in Ohio (\$125,767) was more than twice the median household income (\$54,077), making homeownership unaffordable to many prospective homebuyers.

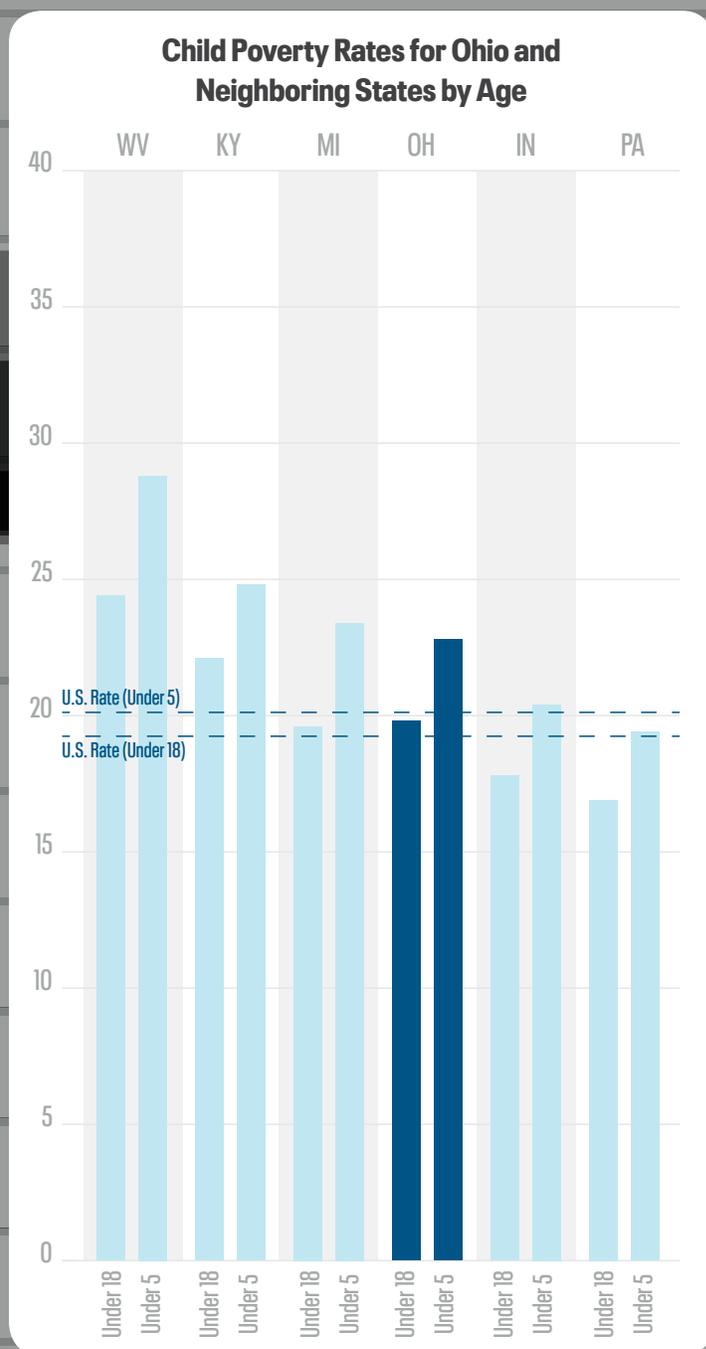
Monthly Median Home Sales Price



Source: Real Estate Analytics Suite, CoreLogic; Consumer Price Index for All Urban Consumers, U.S. Bureau of Labor Statistics

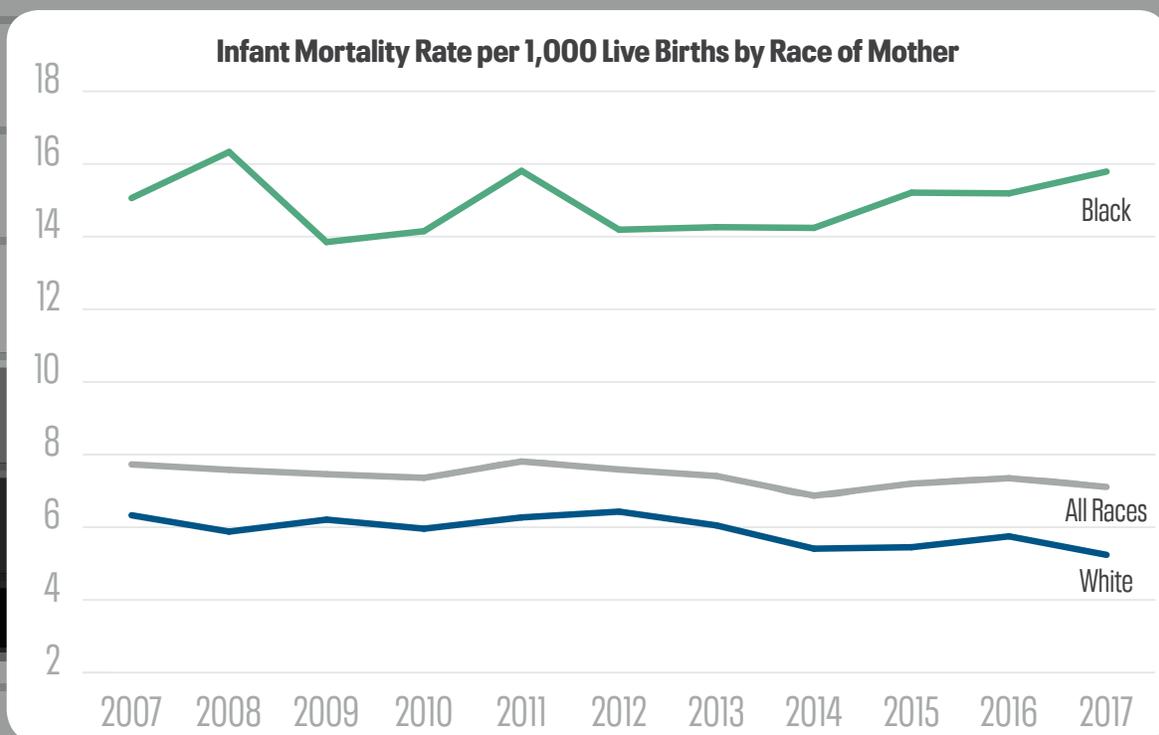
OHIO'S CHILDREN ARE HIGHLY AFFECTED BY HOUSING CHALLENGES.

Ohio's children are more likely than adults to experience poverty; 19.8% of children and 22.8% of children under 5 are living in households below the federal poverty level (FPL), compared to 13.9% overall.



Source: 2017 Small Area Income and Poverty Estimates, U.S. Census Bureau

Ohio's public and community schools reported that 23,398 students lack a fixed, regular and adequate nighttime residence during the 2017-18 school year.



Source: Ohio Infant Mortality Data, Ohio Department of Health

Infants are more susceptible to high mortality rates if they and their mothers experience low-quality or inconsistent housing. Seven out of every 1,000 children born in Ohio in 2016 died before their first birthday, the 8th highest rate in the United States. The racial gap in infant mortality has been steadily increasing. Children born to black mothers are three times more likely to die before their first birthday than those born to white mothers (15.8 and 5.2 deaths per 1,000 live births, respectively).

Young children are also susceptible to lead poisoning; more than two-thirds of Ohio homes were built before 1980, making them old enough to contain lead-based paint, including 425,235 homes with young children present.



OLDER ADULTS AND PEOPLE WITH DISABILITIES REMAIN VULNERABLE.

Ohio's aging adults are an increasingly critical population to focus on regarding housing. Ohio's share of older adults aged 55 and over is projected to increase from 30% (3.6 million) today to 32% (3.7 million) by 2030.

Older adults throughout the state are more likely to face challenges of high housing cost burden. 52% of renters and 24% of homeowners aged 65 or over were cost burdened, compared with 43% of younger renters and 17% of younger homeowners.



Many older adults live alone; one out of every nine Ohio households—or over half a million—houses a single adult aged 65 or over, which adds substantial challenges to maintaining the cost and upkeep of a home. As a result, older adults are increasingly accessing homelessness services throughout the state.

Wheelchair Inaccessibility for Ohio and Comparison States



Source: 2015 American Housing Survey, U.S. Census Bureau

Notes: Housing units can be entered by someone in a wheelchair if it is possible to enter from outside without climbing any steps or stairs.

Older adults are more likely to experience other challenges, like living with a disability, that make finding a safe and suitable housing unit more challenging. One in four adults aged 65 to 74 (25%) and nearly half of adults 75 and over (48%) live with a disability. Appalachian counties have an older median age and higher rates of disability than Ohio as a whole. Despite this large number, nearly two-thirds of homes in Ohio (63%) cannot be entered by someone in a wheelchair; a higher rate of inaccessibility than the national average (56%).

RACIAL INEQUALITIES CONTINUE IN HOUSING ACCESS AND AFFORDABILITY.

Racial inequality in housing persists in Ohio partly due to historic patterns of housing discrimination and segregation.

The median household income for black householders in Ohio is \$30,575, about half that of white householders of \$56,395.

White householders are more likely to be homeowners, and less likely to experience housing problems than other racial categories throughout the state. White householders have a substantially higher rate of homeownership than all other racial categories (71.5% compared to a state average of 66.1%). Black and Hispanic renters are more likely (33% and 31% respectively) to experience severe housing problems than their white counterparts (23%).

Race and Ethnicity of Householder by Tenure

Race or Ethnicity of Householder	Owner Householders	Renter Householders	Homeownership Rate
White	90.40%	70.28%	71.5%
Black or African American	6.76%	23.24%	36.1%
American Indian or Alaska Native	0.15%	0.31%	48.4%
Asian	1.31%	2.40%	51.6%
Native Hawaiian and Other Pacific Islander	0.01%	0.05%	29.2%
Some other race	0.39%	1.21%	38.5%
Two or more races	0.97%	2.51%	43.1%
Hispanic or Latino (of all races)	1.73%	4.21%	44.4%
White, not Hispanic or Latino	89.17%	67.75%	71.9%
All races and ethnicities	3,060,473	1,572,672	66.1%

Source: 2013-2017 American Community Survey Five-Year Estimates, Tables B25003A-I

STRATEGIC PRIORITIES

The following strategic priorities provide a framework for OHFA's ongoing performance management efforts in Fiscal Years 2018-2020. These priorities focus on collaborative efforts with our public, private and non-profit partners to promote availability of and access to quality affordable housing across the state. These priorities frame OHFA's efforts to address the shortage of safe, decent and affordable housing opportunities that many Ohioans face.



CORE

Expand and preserve affordable housing opportunities through the continued development and administration of OHFA's core programs.

MULTISECTOR

Focus efforts on customer-driven, sustainable multi-sector solutions to promote public health, welfare, and prosperity of the people of the state through the production and preservation of quality affordable housing.



AWARENESS

Promote awareness of affordable housing programs in Ohio to external stakeholders and citizens.

CULTURE

Strengthen OHFA's culture to encourage personal and professional growth, innovation, and collaboration among all staff to advance OHFA's mission.



FISCAL YEAR 2020 INITIATIVES

Expand and preserve affordable housing opportunities through the continued development and administration of OHFA's core programs.

OHFA's core programs – Housing Tax Credit, Homebuyer and foreclosure prevention – not only support the Agency financially, but also fill critical housing needs across the state. The continued success of these programs is essential to the development and preservation of affordable housing in Ohio. OHFA remains committed to programmatic excellence and exploration of ways to improve the delivery of financing tools and services to our housing partners.

1.1 CONTINUE THE PRODUCTION OF NEW AFFORDABLE RENTAL HOUSING UNITS.

OHFA will continue to produce new affordable housing rental units through the Housing Tax Credit program. The Agency will continue to maximize the impact of limited resources through the effective allocation of funding.

1.2 CONTINUE EFFORTS TO PRESERVE THE AFFORDABLE HOUSING STOCK IN WAYS THAT CONTRIBUTE TO A CONCERTED COMMUNITY REVITALIZATION PLAN.

OHFA will continue to emphasize the need for preservation of affordable housing developments in a way that contributes to concerted community revitalization plans by considering local economic context and the holistic improvement of regions.

1.3 INCREASE EFFORTS TO CONTAIN DEVELOPMENT COSTS AND MAXIMIZE THE IMPACT OF OHFA'S LIMITED RESOURCES.

OHFA has a fundamental obligation to monitor trends in construction and development costs, promote efficient utilization of resources, and reduce unnecessary expenses to extend the impact of our limited funding programs. OHFA will work to increase cost transparency and partner accountability to ensure that high quality, durable materials are used to protect long-term housing investments and meet the needs of property residents.

1.4 EXPLORE OBJECTIVE MEASURES OF PERFORMANCE FOR OHFA'S RENTAL HOUSING PORTFOLIO AND ENCOURAGE ACCOUNTABILITY THROUGH THE CLEAR COMMUNICATION OF EXPECTATIONS AND THE IMPROVEMENT OF ENFORCEMENT MECHANISMS.

Maintaining the condition of affordable housing is central to the mission of the Agency. OHFA continues to ensure that rental housing receiving Agency funds is safe, decent and affordable for the life of the project. OHFA continues to clarify and communicate expectations to all partners and train employees. OHFA also continues to develop consistent and fair enforcement mechanisms.

1.5 EXPAND RESOURCES AVAILABLE TO AND UTILIZATION OF THE MULTIFAMILY LENDING PROGRAM TO SUPPORT INVESTMENT IN AFFORDABLE HOUSING ACROSS THE STATE.

The Multifamily Lending Program (MLP) provides permanent financing to affordable housing developments. The expansion of this program will provide a cost-effective product to developers seeking funding opportunities that may not be available in the private market. MLP revenues allow OHFA to maintain the operation of mission-oriented programming.

1.6 STRENGTHEN THE FINANCIAL CONDITION OF OHFA'S RENTAL HOUSING PORTFOLIO THROUGH THE EXPANSION OF ASSET MANAGEMENT CAPACITY.

OHFA's Office of Multifamily Investments strives to encourage maintenance of quality housing for the entire life of an affordable housing project. In order to support the maintenance of assets, OHFA will continue to develop systems of early identification for challenged assets and will also standardize methods of intervention and support. Technological improvements, training and one-on-one communication with property owners will each play a role in the expansion of OHFA's asset management capabilities.

1.7 BUILD ON THE SUCCESS OF THE HOMEBUYER PROGRAM BY INCREASING CURRENT LOAN VOLUMES AND EXPANDING SERVICE TO OHIOANS INTERESTED IN PURCHASING HOMES FOR REHABILITATION.

The Office of Homeownership has experienced substantial growth in its Homebuyer Programs over the past several years. OHFA will continue to stimulate increased activity through exploration of new financing mechanisms, re-entry into the bond market and the introduction of a purchase-rehab mortgage product to expand the offerings and reach of OHFA's programs. Additionally, OHFA will explore strategies to sustainably support homebuyers with lower incomes through the potential development of financial coaching and homebuyer education.

1.8 MAINTAIN AND STRENGTHEN THE RESOURCE STRUCTURES THAT ALLOW OHFA TO PROVIDE DOWN PAYMENT ASSISTANCE AND INCREASE ACCESS TO HOMEOWNERSHIP.

Due to the renewed success of OHFA's Homebuyer Program, there is now a need to strengthen the resources that enable OHFA's mortgage programs to include down payment assistance. The Office of Mortgage Funding continues to examine financing strategies that will provide the means by which to continue offering this assistance to homebuyers throughout the state.

1.9 IMPROVE THE CUSTOMER EXPERIENCE OF HOMEBUYERS THROUGH TECHNOLOGICAL UPDATES THAT WILL IMPROVE PROGRAM PERFORMANCE.

The success of OHFA's Homebuyer Program has also highlighted the need to increase efficiency through improved technological integration. Specifically, the Office of Homeownership is exploring options that decrease loan processing times, increase customer online interaction, and improve quality data collection. The goal is to improve customer experience while operating within OHFA's current staffing capacity.

1.10 PROVIDE RESOURCES AND TOOLS THAT WILL CONTRIBUTE TO THE DECLINE OF FORECLOSURE RATES TO PROMOTE SUSTAINABLE HOMEOWNERSHIP AND FURTHER STRENGTHEN OHIO'S COMMUNITIES UNDER THE CURRENT HARDEST HIT FUND PROGRAM.

Although the housing market has improved in recent years, many homeowners and communities are still recovering from the housing crisis. OHFA continues to assist homeowners who are dealing with employment interruptions through the Save the Dream Ohio program, which includes homeowner programs and the Neighborhood Initiative Program. For communities still working to stabilize property values, the Neighborhood Initiative Program component of the Save the Dream program provides financial support to county land banks for blight elimination.

1.11 RESEARCH OPPORTUNITIES FOR DEVELOPMENT OF FORECLOSURE PREVENTION STRATEGIES BEYOND THE ADMINISTRATION OF HARDEST HIT FUND PROGRAMS.

Save the Dream Ohio has helped tens of thousands of Ohioans stay in their homes, and the Neighborhood Initiative Program has contributed to the stabilization of property values in neighborhoods all over the state. Now, as OHFA continues to administer Hardest Hit Fund programs, for which existing federal funding is due to expire in 2020, OHFA has begun to wind down the Hardest Hit Fund. OHFA continues to explore opportunities to provide foreclosure prevention once federal support has ended.

Focus efforts on customer-driven, sustainable multi-sector solutions to promote public health, welfare, and prosperity of the people of the state through the production and preservation of quality affordable housing.

Strong partnerships with state agencies and other organizations in non-housing sectors are vital to serving those most in need of affordable housing. These partnerships will improve OHFA's ability to positively affect economic, social and health outcomes of residents living in OHFA-funded multifamily units. In addition, vulnerable populations often need sustainable, customer-driven programing to complement affordable housing.

2.1 CREATE AND SUPPORT ACCESS TO AFFORDABLE HOUSING IN AREAS OF HIGH OPPORTUNITY TO EXPAND HOUSING CHOICES FOR LOW- AND MODERATE-INCOME PERSONS.

OHFA will seek to increase alignment with best practices and data-driven solutions to affirmatively further fair housing by encouraging development of affordable housing in areas that have strong, vibrant and healthy communities. OHFA will continue to partner with the Kirwan Institute for the Study of Race and Ethnicity at The Ohio State University on growing and refining the Opportunity Mapping Tool as well as other related initiatives.

2.2 ADVANCE LIVABILITY STANDARDS THAT PROMOTE A HEALTHY AND INCLUSIVE HOUSING ENVIRONMENT FOR ALL OHIOANS.

Demographic trends presented in the Housing Needs Assessment, as well as stakeholder feedback, affirm the need to create and preserve affordable housing that promotes the well-being and quality of life of residents. This includes populations such as Ohio's aging adults, Ohioans with disabilities, and low to moderate income Ohioans. Through the Qualified Allocation Plan (QAP) and Architectural Standards, OHFA will continue to develop standards and incentivize design features that meet the needs of Ohio's diverse population, by increasing the affordability of housing, encouraging accessible and sustainable design features, and other components that make homes safer and healthier.

2.3 CULTIVATE STRONG PARTNERSHIPS WITH ORGANIZATIONS INTERESTED IN LEVERAGING FUNDING AND SUPPORT FOR MULTI-SECTOR APPROACHES TO INCREASING ACCESS TO AFFORDABLE HOUSING.

OHFA will reach outside the housing sector to leverage available financing tools to further the development of housing solutions that lead to positive outcomes for vulnerable populations. Through these partnerships, OHFA will work toward increasing access to affordable housing for a variety of populations including, but not limited to, individuals with severe and persistent mental illness, individuals with developmental disabilities, individuals exiting institutional settings (e.g., nursing homes, prisons, etc.) and individuals in recovery.

2.4 CONTINUE EFFORTS TO REDUCE OHIO'S INFANT MORTALITY RATE BY MAKING STRATEGIC HOUSING INVESTMENTS THAT ASSIST IN ADDRESSING THE NEEDS OF VULNERABLE FAMILIES.

The Ohio Department of Health reported that 7.4 in every 1,000 infants died before their first birthday in 2016, a rate well above the national average. There is a stark racial disparity: Ohio's non-Hispanic black infant mortality rate was almost three times as high as the rate for white infants. OHFA will continue to contribute to efforts to improve low birth weight and reduce infant mortality rates in Ohio through strategic partnerships with CelebrateOne and other partners, with particular attention to equitable results.

2.5 CONTINUE TO SUPPORT THE EFFORTS OF THE OHIO DEPARTMENT OF HEALTH TO REDUCE THE INCIDENCE OF LEAD POISONING IN OUR STATE.

The presence of lead in older housing stock poses a severe risk to individuals living in such properties, particularly children. Through continued participation in the Ohio Lead Advisory Council, OHFA will work with the Ohio Department of Health and other relevant stakeholders to support efforts aimed at identifying lead-toxic environments and remediating hazards to ensure Ohioans have a safe home.

2.6 SUPPORT EFFORTS TO ADDRESS OHIO'S OPIOID AND ADDICTION CRISES BY MAKING STRATEGIC HOUSING INVESTMENTS THAT ADDRESS THE NEEDS OF RECOVERING INDIVIDUALS.

The Ohio Department of Health reported unintentional drug overdoses caused the deaths of 4,050 Ohioans in 2016, a 32.8 percent increase from 2015. OHFA responds to the evolving needs of those recovering from addiction through supportive housing opportunities offered through our multifamily programs. OHFA will align efforts and collaborate with other organizations, such as OhioMHAS and the Recovery Ohio Initiative, to craft innovative, housing-based solutions.

Promote awareness of affordable housing programs in Ohio to external stakeholders and citizens.

OHFA has worked since 1983 to meet the housing needs of hundreds of thousands of Ohioans, but there are still many families and individuals in all corners of the state in need. As part of this effort, OHFA continues to engage in productive public discourse – with industry stakeholders, public officials and Ohio taxpayers alike – about our programs and policies. OHFA will maintain its high standard of service for all customers who interact with the Agency and benefit from its programs.

3.1 EXPLORE STRATEGIES FOR IMPROVING COMMUNICATION WITH RESIDENTS TO ENCOURAGE HIGHER LEVELS OF PUBLIC ENGAGEMENT IN THE AFFORDABLE HOUSING POLICY AND IMPLEMENTATION PROCESS.

Although OHFA partners with many organizations, the residents of OHFA-funded rental properties are truly the focus of our mission and programming. OHFA continues to work with our industry partners to ensure the opinions and needs of our residents are considered in the development of allocation policies and throughout our day-to-day work.

3.2 EXPAND MARKETING AND OUTREACH EFFORTS TO RAISE BRAND AWARENESS ABOUT OHFA AND ITS CORE PROGRAMS WITH POTENTIAL CUSTOMERS.

By shifting to a year-round advertising approach, the Office of Communications and Marketing will implement a more comprehensive marketing strategy that will not only reach new and existing customers, but also highlight and outline the work of the Agency in outreach to the media and our partners. These efforts will expand to include publications and updates from all Agency program offices. Positive brand awareness will be achieved by consistently framing a more complete representation of the work accomplished and dollars spent helping Ohioans through OHFA programs.

3.3 CONTINUE TO CREATE AND IMPROVE TRAINING AND TECHNICAL ASSISTANCE TO STRENGTHEN MULTIFAMILY HOUSING INDUSTRY PARTNERSHIPS.

The Office of Multifamily Training and Technical Assistance will continue to provide training and support for internal staff and organizations that partner with OHFA in implementing multifamily programs. Training programs and other resources will establish clarity of mission and Agency expectations to improve outcomes for all parties. Assistance will focus on increasing awareness of federal and state regulations, compliance issues, and maintaining safe, high quality conditions for the property, and ensuring that programs are meeting the evolving needs of residents.

3.4 ENHANCE INTERNAL AND EXTERNAL CAPACITY TO RESPOND TO NEW IRS COMPLIANCE MONITORING REQUIREMENTS.

New IRS Compliance Monitoring Requirements will require the Agency to perform more physical inspections and file audits. Further development of staff capacity and training programs will enable the Agency's Office of Program Compliance, Office of Multifamily Training and Technical Assistance, and agency partners to handle the higher volume of physical inspections and file reviews efficiently and effectively.

3.5 CREATE NEW INTERACTIVE TRAINING FORMATS AND TOOLS TO IMPROVE STAFF AND INDUSTRY ACCESS TO GUIDANCE AND TECHNICAL ASSISTANCE ON COMPLIANCE AND POLICY MATTERS.

Training formats will include on-demand courses, a new in-person OHFA Compliance and Regulations Training session, webinars and mini and short videos (instructional or information). Training tools include a new Multifamily Training & Technical Assistance webpage, industry guides, a compliance handbook, and interactive and searchable FAQs.

Strengthen OHFA's culture to encourage personal and professional growth, innovation, and collaboration among all staff to advance OHFA's mission.

People are an organization's most important asset. Engaged employees have a positive attitude toward the organization and its values and are actively involved in advancing organizational goals. This strategic priority focuses on initiatives that drive a high level of employee engagement: encouraging personal and professional growth, setting goals aligned with the Agency's mission, meaningfully connecting with employees, promoting work and life balance, recognizing high performance, and encouraging new ideas.

4.1 IDENTIFY AND PROVIDE TRAINING AND DEVELOPMENT ALTERNATIVES THAT ARE TAILORED TO STRENGTHEN EMPLOYEE SKILLS AND ENCOURAGE PERSONAL AND PROFESSIONAL GROWTH.

OHFA recognizes the importance of creating opportunities for employees to excel and build new capabilities. In order to facilitate the building of these capabilities, OHFA will provide training and development alternatives tailored to the needs of Agency staff.

4.2 OPTIMIZE WORKFORCE PERFORMANCE TO DELIVER A HIGH LEVEL OF CUSTOMER SERVICE AND REQUESTED BUSINESS RESULTS.

Managers set goals aligned with the mission, meaningfully connect with employees, provide feedback, recognize employees for their talent and performance and encourage personal and professional growth. OHFA will provide managers with tools that help foster a high level of productivity and commitment to the Agency's customers and mission.

4.3 COMMUNICATE A CULTURE OF EMPLOYEE ENGAGEMENT.

OHFA will communicate the importance of maintaining a healthy workplace culture to its employees and candidates for positions by enhancing our onboarding experience and through the Culture and Leadership Committee.



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