



OHCS SUSTAINABILITY PLAN



2003 – 2005 Biennium



OHCS Now Located in the North Mall Office Building

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January 16, 2004

Governor's Sustainability Executive Team
State Capitol Rm 160
900 Court Street NE, Salem, Oregon

Dear Executive Team,

In accordance with the Governor's Executive Order on Sustainability, the Sustainability Act of 2003, and the Guidance Document provided by the Sustainability Executive Team, we have prepared our Department's 2003-05 Sustainability Plan.

The plan is intended to highlight our Department's major efforts in Sustainability over the next biennium. We have set challenging goals for the Department that will help us lead the way with our Partners and customers in furthering economic, environmental, and community Sustainability in Oregon. Some of our efforts, such as the initiative to bring high speed internet access to affordable housing, are also on the leading edge nationally.

Our Sustainability plan is a subset of our Department's Strategic Plan. The Strategic Plan encompasses all of the major priority goals of the Department for the biennium. OHCS has established a system of work teams throughout the Department that achieves employee involvement, performance measurement, and accountability for accomplishing goals and objectives. With the assistance of these work teams and the cooperation from our partners and other agencies, we are confident that our Sustainability goals will be met during the biennium.

Throughout the biennium, this plan will be adjusted and revised as necessary to include new initiatives and priorities, refine the targets and benchmarks established, and ensure that the plan reflects the best approach to meeting the Sustainability Goals the Governor has set. We look forward to giving periodic reports to the Executive Team on our progress in achieving the goals and objectives of our Sustainability Plan this biennium.

Sincerely,

Bob Repine,
Director

OHCS SUSTAINABILITY PLAN

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STATE OF OREGON SUSTAINABILITY INITIATIVES

What is Sustainability? – Sustainability means simultaneously meeting Oregon’s economic, environmental, and community needs in a way that preserves resources and enhances the quality of life of future generations. A central site for information on Sustainability in Oregon is provided on the Sustainable Oregon website at <http://sustainableoregon.net/>

The Oregon Sustainability Act (HB 3948) – The 2001 Legislature passed a bill creating a Sustainability Board and establishing Sustainability objectives for state agencies and communities. To view HB 3948, see http://sustainableoregon.net/sust_act/HB3948.cfm

Oregon Sustainability Board – The Governor has appointed a private / public leadership team to find solutions for government and private industry that enhance Oregon's practice and spirit of Sustainability. The team will make a biennial report to the Legislature on Sustainability progress in Oregon. The membership of the team can be viewed at <http://sustainableoregon.net/oregon/index.cfm>

Statewide Sustainability Objectives – The State is launching an ambitious Sustainability program as a way of gaining greater economic prosperity, more vital communities, and a healthier environment. The Governor has called for state agencies to do more than achieve marginal improvement. He has called for state agencies to take a leading role in promoting sustainable practices throughout the state. For further information on the State’s Sustainability Objectives as recommended by the Workgroup on Sustainability, see http://sustainableoregon.net/oregon/community_objectives.cfm

Governor’s Executive Order (EO-03-03) – Through this executive order an executive leadership team is created to support the Oregon Sustainability Board. This team is comprised of various Agency Directors along with other specialists. The executive order also requires 20 of the largest state agencies to prepare and implement a Sustainability Plan. To view the Executive Order, see <http://www.governor.state.or.us/pdf/ExecutiveOrder03-03.pdf>

Agency Plans – The 20 specified state agencies will be developing their own Department Sustainability Plans for the 2003-05 biennium. These plans will be submitted to the Sustainability Executive Leadership Team for review and revised as necessary throughout the year. Each plan is to contain performance measures on Sustainability. A report on agency Sustainability activities underway can be found at <http://sustainableoregon.net/govt/group.cfm>

The document that follows represents the OHCS Sustainability Plan for 2003-05. The plan is not meant to reflect all of the Department’s Sustainability efforts, but rather highlights important areas of emphasis during this next biennium.

Areas of Sustainability

- **Economic** – Economic well being of communities and organizations is strong now and in the future.
- **Environment** – World’s and state’s natural capital are used wisely – and preserved now and for future generations.
- **Community** – The basic needs of all individuals are met and the burdens, opportunities, and rewards of the community are fairly and justly distributed – providing a safe, healthy, and stable base for work and an enriched quality of life.

OHCS VISION

What we hope to accomplish – Our Department’s core mission deals with providing basic needs of housing, food, and security to Oregonians. Together with our many partners, we help low-income Oregonians have a stable, safe, and healthy foundation for their lives. As this foundation is provided, these individuals and their families are able to become more productive and the community benefits in many ways. In addition to the many personal and community economic benefits, this strong foundation will further community social equity, enhancing community stability for future generations. The most important Sustainability effort we can make as a Department is to continue our core mission. We can make a greater difference in the lives of Oregonians as we leverage resources, partner with private industry, make effective use of non-profit and volunteer organizations, secure federal funding, and more efficiently use our resources.

Basic Needs – Fundamentally, to be productive members of society, every Oregonian needs shelter, food, clothing and education. OHCS and our partners work to provide critical help to low-income and special needs populations that cannot otherwise support themselves. Through assisting Oregonians with housing and food needs, individuals are better able to pursue education, job training, and employment opportunities thereby supporting future productivity and self- sufficiency.

Approach – OHCS will be working on meeting these basic needs in many ways. OHCS envisions that Internet capacity in affordable housing will enable tenants to keep pace with technology and better prepare themselves for tomorrow’s workforce. In addition, they will be able to improve their education while saving resources. The Department will continue to support homeownership through downpayment assistance and other strategies. The Department will be working with partners to provide an adequate supply of affordable rental housing throughout the state. This entails new development, rehabilitation, and the preservation of existing affordable housing. The Department will continue to work with the Governor’s Office, other state agencies (through ICCH) and community-based partners, including faith based organizations to address the broader causes of hunger in Oregon. Issues to be addressed include family economic indicators, use of federal food programs, community assistance networks as well as emergency assistance.

All of these efforts will require the assistance of many organizations and volunteers in the housing and services industries. OHCS envisions using technology and inter-organizational teams to better mobilize the talents and resources in meeting Sustainability goals.

Our overall Sustainability Goal is to instill Sustainability values in our employees and partners, resulting in the sustainable development and placement of affordable housing projects, the maximization of programs furthering community and individual Sustainability, and the development of operational efficiencies internally and with our program partners. Achievement of this Goal will begin in 2003-05 with the completion of the Action Items and implementation of the Education Plan outlined in this Sustainability Plan.

PAST EFFORTS AND CURRENT ACTIONS UNDERWAY

What we have been doing – Through the Consolidated Funding Cycle prioritization process, the Department has encouraged Smart Growth project development that is proximate to employment, commercial and social services, and that is friendly to the environment. Many of these are in-fill projects that use existing infrastructure. These efforts promote environmental and economic Sustainability throughout the state.

The Department has utilized its leadership position on the Interagency Coordinating Council on Hunger to implement the recommendations of the Hunger Relief Task Force and ensure that state food and nutrition programs operate efficiently and effectively. OHCS also administers the USDA Commodity Supplemental Food Program, partners with the Oregon Food Bank, and contracts with the US Department of Agriculture to administer the Food Distribution Program on Indian Reservations.

The Department continues to work with many service providers to improve energy efficiency of individual and multi-family homes to provide weatherization and energy conservation services. Through these programs the Department assists thousands of households per year. Weatherization activities include adding insulation, reducing air leakage, and repairing heating systems. These improvements aid the economic well being of tenants while simultaneously using energy resources more efficiently. All of these programs provide critical personal and community Sustainability through meeting the basic food needs of vulnerable Oregonians.

OHCS provides outreach to local communities enabling them to better identify, prioritize and address critical community development activities. The Department provides assistance to communities in capacity building, financing of affordable housing developments, and provides information to local communities, governments, and decision-makers in gaining acceptance to the siting of affordable and special needs housing. As a result of this assistance, more communities are beginning to recognize the link between housing, economic development, infrastructure and community facilities.

What is left to accomplish – Oregon’s economy has struggled the past few years, resulting in high unemployment and low state revenues. The state is currently working through a recession and slow growth is projected for the years ahead. Currently, Oregon has a tremendous challenge in putting people back to work, feeding the hungry, and meeting the affordable housing needs of communities. Tough economic times present added pressure to convert federal rental assisted housing to market-rate housing. Once rental assisted units are converted, the federal rental subsidy is lost forever, placing a greater burden on state and local service providers.

Next Steps – OHCS will be supporting economic turnaround through the strategic placement of projects and services. While the economy is recovering, the challenge will be to help the groups most severely impacted find ways to adjust and re-integrate into society as productively as possible. OHCS will be focusing on those programs that have the most impact and greatest return in terms of reaching statewide goals. The combined efforts of state, federal, local, private, and not-for-profit organizations will be needed to make progress in providing affordable housing, eliminating hunger, and meeting statewide Sustainability goals. During the recession and the first few years of recovery may be the time when housing and community services can play the greatest role in helping communities become more sustainable.

BARRIERS

There are several serious challenges in achieving full Sustainability in our core mission areas. The biggest challenge may simply be the magnitude of the problems we face.

Low Income Oregonians – Economic and job growth is essential to our mission. Oregon has far more low-income individuals than we can help with assistance programs. Roughly one third of Oregonians are now “cost-burdened”, paying too much of their income for housing compared to federal standards (30% of median income). Furthermore, the trend is worsening. Each year, a greater number of renters and owners are becoming cost-burdened as their incomes cannot keep up with rising construction costs, inflation, and the costs of limited housing. Already, a greater percentage of Oregonians are cost-burdened than are burdened than in the nation as a whole, and the percentage of Oregon’s cost-burdened is growing faster than the national average.

Rising Housing Costs – Oregon’s housing costs have risen dramatically since 1990, far faster than the cost of homes nationally, and far outpacing Oregon incomes. The costs of housing have serious implications for families and individuals, as housing costs represent a large percentage of basic living expenses. As a greater percentage of income is required to cover basic housing needs, other areas suffer. During the strong economic years in the 1990’s, the high cost of housing limited progress in various key social areas.

Limited Resources – Federal funding for affordable housing has been relatively flat for the last 10 years. With the economic recession, state funding has not been able to keep pace with inflation and the growing number of families in need. Consequently, despite greater partnerships with private sector and not for profit organizations, we have seen the number of homeless increase and the number of cost burdened families increase in recent years.

Coordination – There are hundreds of federal, city, county, private, and non-profit organizations that work with affordable housing or provide key services to low-income individuals. As with any large multi-organizational effort, there are many challenges to overcome in helping the needy. Each organization has its individual funding, staffing, program requirements, jurisdictional limitations, professional expertise, strengths and weaknesses. Communication about existing and future needs must be shared. Available resources should be shared and leveraged to their best advantage. This includes working closely with volunteer and faith-based organizations.

Learning Curve – Sustainability education will be an ongoing effort for the Department. We are in the beginning stages of understanding the full economic impact of affordable housing, and how it contributes to individual and community Sustainability. We have much to learn about implementing sustainable practices in our operations. Our employees and partners will need Sustainability training. Policy makers also face a learning curve. Our challenge will be to help them in understanding the scope of the needs and surrounding hunger, affordable housing, and poverty. We need to work with them to find workable solutions and educate interest groups and the public in order that these solutions can be implemented.

2003-05 ACTION ITEMS

OHCS will continue carrying out its critical affordable housing and community services programs over the next biennium. These programs represent our greatest contribution to Sustainability throughout the state. To stretch further during the 2003-05 biennium, the Department has identified a few areas of focus that will be included in this initial Sustainability Plan. The following pages outline these Sustainability focus areas for the biennium. Other items will be added during the course of the biennium as the plan develops.

Action # 1 – INTERNET ACCESS IN AFFORDABLE HOUSING

OHCS is developing a plan to ensure new affordable housing units for high speed Internet connections during initial construction. Wiring them up front saves money compared to post-construction installation. The Department will develop partnerships for bulk computer purchases, making them more affordable for tenants. Having computer access will help low and moderate-income residents with education, job search, and other important areas. OHCS will work with private sector and non-profit partners, bankers, the Department of Education, the Department of Human Services, and DAS to move this project forward.

Affordable PCs – A national non-profit corporation, One Economy, is working to ensure that all affordable housing will be equipped with high-speed Internet access by having state and local housing finance agencies fund housing projects that provide this access. They provide technical assistance to sponsors and work with foundations and corporations to provide affordable PCs to low-income families. They also have a website, the Beehive, to provide low-income people with the information and resources they need to help them improve their lives and build assets. For more information on One Economy Corporation’s Internet access projects see <http://www.thebeehive.org/>

Public Housing Internet – This approach will work. A public housing development in Boston has installed wireless Internet access for its residents in order to help bridge the “digital divide” between those with easy access to technology and those without that access. This access allows residents to become more self-sufficient, including using the Internet to take classes, do homework, provide medical information, and enhance employment prospects. For more information on Boston’s project see

<http://www.cnn.com/2003/TECH/internet/02/24/housing.hotspot.ap/>

For more information on the “digital divide” from the U.S. Department of Commerce see <http://www.ntia.doc.gov/ntiahome/fttn99/>



Requiring Internet wiring in new affordable housing projects is a new initiative for the Department. As the Department determines the wiring specifications and plans necessary for new construction and rehabilitation projects and the accompanying requirements for state funded projects, they will be leading the way for other states and other housing authorities throughout the country.

Targets:

- 160 affordable housing projects with 5,000 units for 2003-05
- 80% of these units (4,000 units) will be built with high speed Internet access (compared to very few units in 2001-2003).

How this will help move OHCS and the State toward greater Sustainability

- Personal Sustainability for low-income Oregonians will be enhanced through:
 - Online assisted job search
 - Online training and education
 - Online communication with family, employers, social workers
 - Online medical and emergency information is available
 - Decreased transportation need as information, shopping can be done on-line
 - Children can better complete homework assignments
 - Gaining computer skills will have benefits in future jobs or in further educational pursuits
 - Disadvantaged individuals have more tools to overcome their circumstances
 - Quality of life is enhanced as individuals are able to become more aware of community resources
- Community Sustainability is enhanced as:
 - Individuals become more productive and qualify for higher skilled employment
 - Demand for social services and public subsidies is reduced
 - Future generations benefit as children are given the tools to compete in today's environment
- Sustainability of Natural Resources is enhanced as:
 - Transportation demand is reduced
 - Applications / communication can be done online rather than using paper

Who is Responsible

- Strategic Plan Goal 2 Team, Communications Division
Bill Carpenter – Contact

Communication and Education

- CFC Guidelines for Spring 2004 round includes requirement of Internet wiring on all new construction projects.
- CFC Training will outline Department expectations for the Internet Connections
- Additional training will be given to partners on how to use these computers effectively – including how to use the computer, where to find employment, how to find the right social service programs, location of essential community functions, etc. (With help from DHS, Education, and Internet Education via One Economy.)

Integration with Other Agencies / Partners

- Work with private enterprise to arrange for low cost computers for wired units
- Work with Department of Education to deliver training, software applications of value
- Coordinate with DHS to deliver other needed services via computer such as forms for applying for programs and services, location of training programs, availability of low-income housing, available counseling services, etc.
- Communicate new Internet Guidelines through application materials ,provide an overview of guidelines, and answer questions during program trainings to Partners.

Schedule for Implementation

- CFC requirements for Internet wiring will be included in the Spring 2004 CFC cycle instructions
- CFC training will be given in the Spring on specific Internet access expectations
- One Economy in cooperation with the Department will prepare information packets for partners and developers describing process for low cost computer acquisition and appropriate computer software by the end of 2004.
- Follow up training material will be developed by the end of 2004 for those who get computers

Action # 2 – WEATHERIZATION

The Department is raising the conservation targets on all of its energy savings and weatherization programs for low income Oregonians. We will work with community based partners to increase their capacity to deliver weatherization services. These programs provide important long-term financial relief to the needy and also conserve state energy resources. The Department will jointly develop and participate in effective residential conservation initiatives with the Oregon Department of Energy, the Energy Trust, and other partners to increase conservation and Sustainability efforts.

Energy Savings – The largest housing expense, other than the mortgage or rent payment, is heating costs. Training and capacity building for our service providers to provide effective services will continue to be a priority for the Department. Advances in technology and building science have enabled our network to apply the latest techniques in home energy conservation. Energy saving measures can significantly reduce housing costs, increase the dwelling's Sustainability while providing a healthier and safer environment. For more information on the Department's Energy Programs, see our website at

http://www.hcs.state.or.us/community_resources/energy_wx/index.html

Eligibility – Eligible households include any whose income is at or below 60 percent of Oregon's median income. These levels are based on household income and size. A qualifying household must apply through the local Community Action agency and be placed on a waiting list. The waiting period varies with each local agency based on the area need. Households with senior and disabled members, and households with children under six years of age are given priority.

Partners – OHCS uses a network of subgrantee agencies to determine applicant eligibility. Once a home is scheduled for weatherization, the applicant is contacted and an energy audit is scheduled. The energy audit determines the appropriate measures to be initiated based on the existing conditions of the home.



While these Weatherization programs are not new, we are setting goals to do more in these areas. The new annual targets for number of multi-family units weatherized are 55% higher than 2003 levels (653 compared to 422). Single family targets are 30% higher (2000 units compared to 1535 for 2003). Manufactured dwelling targets are 31% higher (1600 units compared to 1225). We plan to reach these higher targets by reviewing the spending of CAP agencies and reallocating unused allocations on a quarterly basis. In addition, training and technical assistance will be given to CAP agencies on how to leverage their dollars with other federal and private sector funds. Through these means, we plan to reduce carry-over funds, utilize resources more effectively, and reach higher targets than in previous years.

Targets: (More detail regarding these targets is given on the last page of this document.)

- Increase low-income weatherization from a biennial level of 6,386 units to 8,530 units for 2003-05 resulting in total energy cost reductions of \$1.62 million, saving 84,830 MBTUs of energy, for safe decent affordable housing.
- Implement a reallocation plan that encourages our housing partners and weatherization service providers to coordinate resources for more effective conservation and energy efficiency to increase the number of units weatherized statewide.
- Provide training to CAP agencies on how to leverage weatherization dollars. Leverage Housing Division weatherization dollars for the biennium by at least 15-1.

How this will help move OHCS and the State toward greater Sustainability

These weatherization efforts will help Oregonians achieve economic self-sufficiency, help Oregon preserve natural resources and preserve the environment, and will help partners and OHCS employees to become more conscious of Sustainability practices. More specifically:

Ratepayer benefits

- Weatherization lowers need for energy bill assistance
- Lower bad debt write-off
- Reduced carrying costs on arrearages
- Fewer shut-offs and reconnections for delinquencies
- Administrative cost reductions as fewer notices required and fewer customer calls received
- Reduced collections
- Secondary benefits include fewer emergency gas service calls, transmission and distribution loss reduction, and insurance savings.

Oregon Household Benefits

- Water and sewer savings
- Property value benefits
- Avoided shut-offs and reconnections
- Reduced mobility
- Reduced transaction costs
- Secondary benefits include fewer fires, fewer illnesses, improved comfort and heightened well-being.

General Benefits to Society

- Increased disposable income for low-income Oregonians
- Reduced energy demand
- Reduced pollutants emitted per unit of energy service delivered
- Secondary benefits: As low-income Oregonians are aided towards self-sufficiency there will be less demand on social programs, increased employment and economic benefits. Every dollar in energy costs saved is a dollar prevented from leaving the community.

Who is Responsible

- Strategic Plan Goal 4 Team, Richard Matthews Contact

Communication and Education

- RAD training – (twice a year)
- Partner certification – (ongoing monthly)
- Regional Workshops (minimum of 2 per year)
- CFC Guidelines
- CFC Training

Integration with Other Agencies / Partners

The Weatherization and Energy Assistance programs are coordinated with the help of many partner organizations including: Oregon Department of Energy, Energy Trust of Oregon, Environmental Protection Agency, Oregon Department of Human Services, Oregon Office of Public Health, Housing and Urban Development, Department of Energy, Oregon Energy Coordinators Association, Community Action Directors of Oregon, Bonneville Power Administration, Portland General Electric, Pacific Power and Light, Northwest Natural Gas, and Avista. OHCS will work with the Oregon Department of Energy and its partners coordinating, Business Energy Tax Credits, Consolidated Funding Cycle weatherization funding, program training and energy-efficient packages for projects. OHCS will also collaborate with the Energy Trust of Oregon to help and assist with implementation of ETO's projects that involve OHCS partners or award sub-grantees. Packaging and marketing of this process will also be designed. OHCS is partnering with the Oregon Energy Coordinators Association to develop certifications and training for contractors and staff experts to increase service delivery, efficiency, and new technologies. OHCS will also partner with Department of Human Services to develop a statewide lead policy, including training, public awareness, and SuperNofa development to aid DHS in its goal to eliminate lead by 2010. OHCS will use its partner network to help deliver this training and market these programs.

Schedule for Implementation

- Weatherization activities will be conducted throughout the entire biennium.

Action # 3 – GREENBUILDING

The Department is committed to furthering Greenbuilding practices of its partners and will provide training, incentives, and website resources that encourage the use of these practices. OHCS will emphasize the use of recycled building materials in our new construction and rehabilitation projects. As Greenbuilding can be completed in a cost-effective manner on affordable housing projects, developers and builders will learn how to implement such practices on all future developments throughout the State.

North Office Building – The Department recently moved into the North Mall Office Building along with the Parks and Recreation and Water Resources Departments. The building has many Greenbuilding features and serves as model for future state buildings. In similar fashion, future affordable projects supported by state funds will increasingly demonstrate sustainable building practices in their location, composition, and use in the community.

City of Portland / Other Partners – Many of our partners have adopted Sustainability practices. The City of Portland has established the Office of Sustainable Development with trained specialists in energy conservation, recycling, greenbuilding, and other sustainable technologies. OHCS must utilize the expertise of these trained partners to coordinate effective policies for Department programs and for housing and community services programs statewide. For more information on Portland’s Office of Sustainable Development, see <http://www.sustainableportland.org/>

Green Building Source Guide – OHCS is furthering green building awareness through publication of a resource guide on Greenbuilding. After making this guide available online the guide has become one of the most visited sections of the Department’s website. The guide provides helpful links to websites providing technical and philosophical information on Green building. A challenge will be to maintain this resource and expand the site to include additional Sustainability information over time as practices and technology in industry changes and improvements are made. Maintaining good communication with partners with specialized Greenbuilding and Sustainability expertise will be important in this effort. The Green Building Source Guide is available at <http://www.hcs.state.or.us/pdfs/greenbuilding%20source%20guide%20scr.pdf>



During the biennium, OHCS will work with consultants, Sustainability coordinators, and the Office of Sustainable Development to review current affordable housing practices to determine what other techniques could be encouraged. The Department will then work with partners to update and expand the Green Building Source Guide and will make the revision available online. The Department will also develop a catalogue of successful Greenbuilding practices done by community partners.

Targets:

- Inventory current affordable housing Guidelines, encourage cost effective Greenbuilding practices through the Consolidated Funding Cycle.
- Update and expand the Greenbuilding Source Guide on the Department website to provide a resource to partners in finding Greenbuilding consultants, best practices, and vendors for accomplishing Greenbuilding on their projects.

Note: During 2003-05, the Department will study feasibility of determining and tracking number of Greenbuilding practices actually used on state projects. Currently, this data does not exist, as there are numerous ways in which Greenbuilding may be used on different stages of a project

How this will help move OHCS and the State toward greater Sustainability

- As Greenbuilding techniques are implemented, the environment will be protected through the use of more sustainable materials and use of recycled materials. Economic Sustainability will be enhanced through the local purchase of labor and materials. The requirements will also send a message to builders throughout the state that Greenbuilding practices are important and will receive more attention in the future. This will begin to influence the building industry as a whole as businesses become more aware of sustainable practices and begin to make changes in the way they do business.
- Updating the Green Building Source Guide will provide an important resource for affordable housing developers. Although OHCS cannot become the expert in every aspect of Greenbuilding, the Department can identify trusted experts in the industry. Having a list of resources can simplify the task of finding information on building practices, consultants or organizations with Greenbuilding experience. As Greenbuilding practices evolve and are expanded, it is useful to facilitate ongoing dissemination of these ideas to our partners. The Department will need to work with consultants and partners to maintain and expand the Green Building Source Guide, enabling it to continue to be a useful reference for affordable housing developers. As the Guide is used, and as Greenbuilding practices are incorporated on projects, there will be corresponding benefits to the protection of natural resources, benefits from purchasing labor and materials locally, and benefits to future generations from building more sustainable projects.

Who is Responsible

- John Fletcher – Contact

Communication and Education

- Develop a catalogue of successful Greenbuilding practices done by community partners
- Updating and publication of the revised Green Building Source Guide
- Update the Agency Website to provide the revised Green Building Source Guide
- RAD Training on the revised Green Building Source Guide, and on Greenbuilding practices
- Preparation of several Clearinghouse Articles throughout the biennium highlighting the revised Green Building Source Guide and featuring select Greenbuilding practices
- Booths / materials at Sustainability Conferences making the revised Green Building Source Guide available

Integration with Other Agencies / Partners

Coordination with Sustainability Agencies and Coordinators to share best Greenbuilding practices.

Coordination with Portland Office of Sustainability on identifying most cost effective Greenbuilding practices and on updating and revising the Green Building Source Guide. Coordination with Greenbuilding Consultants on identifying most cost effective Greenbuilding Practices

Schedule for Implementation

- The Department met with consultants during the last quarter of 2003 to review an approach to revision of the Green Building Source Guide. Throughout 2004, the Department will be working with partners to expand Greenbuilding practices. The Greenbuilding Source Guide will be updated before the end of the 2003-05 biennium.

Action # 4 – HOUSING AS AN ECONOMIC STIMULUS

To optimize the economic benefit of housing development, OHCS will be strategic in the placement of future housing to take advantage of communities that are ready for development and have workforce housing needs. In addition, the Department will be completing studies of the economic impacts of affordable housing in Oregon. The studies may then be used as the basis for determining housing policy for cities, counties, and by State policymakers.

Impact Analysis – The economic impact of affordable housing will be studied from several perspectives. Three projects providing affordable housing that recently received funding from OHCS will be researched and analyzed to assess their economic impact on the local economy. Two existing methodologies for analyzing economic impacts – National Association of Home Builder’s Local Economic Impact of Home Building model and the IMPLAN model - will be evaluated. IMPLAN will be used to evaluate the impacts of the three projects as well as tested for use in evaluating state-wide impacts of the production of affordable housing in Oregon. These models are input-output models that predict the direct, indirect, and induced effects produced by the expenditures on affordable housing development. These expenditures have a multiplier effect on the economy and the amount of this effect will be estimated. A third approach will research the social and economic impacts on the residents of affordable housing projects by examining their situation before and after moving into a more affordable housing unit.

Housing Policy – The results from these studies will be helpful to policymakers in examining the role of affordable housing in strengthening their communities. The studies will show the economic and social benefits that accrue from different types of projects and the resulting income and jobs that are created. The information will provide a basis for sound housing policy decisions at the state, county, and local level.



This detailed quantification of economic benefits is a new approach to affordable housing for the Department. Instead of relying on national models or anecdotal data, the Department will have valid projections about the specific impacts of construction of affordable projects in Oregon. By becoming more familiar with the specific economic effects of affordable housing projects, and by coordinating more closely with other statewide economic development projects underway, the Department expects to achieve greater results from the housing and community services dollars available. More importantly, the studies will help state and local policymakers understand the direct and secondary economic benefits of affordable housing. This understanding can then serve as a foundation for determining the target levels of affordable housing that should be set in order to maximize economic Sustainability in communities throughout the state.

Targets: (Numerical targets in this area will be developed after the study has been completed.)

- Locate future housing projects in areas of greatest economic benefit based on housing, job development, and workforce needs where appropriate.
- Adapt the IMPLAN economic model for Oregon and project housing sector economic impacts
- Validate these results with the actual data gathered from a sample of recently completed housing projects
- Determine the statewide impacts of affordable housing – and the corresponding effects on Community and Economic Sustainability
- Finish the study and communicate results to key policymakers by the end of 2004.

How this will help move OHCS and the State toward greater Sustainability

- At this time of limited state financial resources, it is especially important to understand the underlying economic dynamics of affordable housing. This research will provide the fundamental data demonstrating how many dollars are spent locally on these projects, and the multiplier effect these dollars have throughout the region. With this information, policymakers will be able to understand the personal income, jobs, and tax revenue that will result from various affordable housing projects. This understanding will guide the proper allocation of resources to future affordable housing projects throughout the state.
- As policy decisions are made with more complete information, resources can be directed to the projects with the greatest economic and sustainable impact. To the extent that this research will bring about more affordable housing in communities, communities will experience economic gains from the initial affordable housing construction and from the resulting tax revenue generated. The low-income individuals served by these projects will experience personal Sustainability gains from lower housing costs. This support will aid these individuals in their educational and employment pursuits that will help strengthen the community and lessen the demand on other social programs.
- Finding the right balance of affordable housing will help ease the tax burden on Oregonians in the long run and help the state compete in the global marketplace as a greater percentage of the population becomes part of the contributing working class.

Who is Responsible

- Strategic Plan Goal 2 Team
Richard Bjelland – Contact

Communication and Education

- Advisory Team
- HLC Presentations
- GERT Presentations
- Legislative Leadership Presentations
- Legislative Outreach Presentations
- Clearinghouse Articles

Integration with Other Agencies / Partners

- Work with pilot projects in Portland, Eugene and Rural areas to capture actual project costs and array financial data into categories that match the IMPLAN model. Discuss the projects with key community and industry leaders to identify the difference the projects have made economically and have made to special target populations.
- Work with Advisory team economists to establish reasonable scenarios that could be assumed for different levels of affordable housing. Determine the associated impacts on housing, state revenues, and employment for these scenarios and frame these results in the form of policy options.
- Communication of model results and policy options to key policymakers, housing authorities, housing partners, and other interested industry parties prior to the beginning of the 2005 Legislative session.

Schedule for Implementation

- Plans for the study were formulated during the 4th Quarter of 2003. Economists for the advisory team were also selected during this time.
- The IMPLAN economic model was purchased during the 4th Quarter of 2003. During the 1st Quarter of 2004, staff will be trained on the model.
- Data collection for the IMPLAN model and data collection on test projects will be gathered during the 1st Quarter of 2004.
- During the 2nd Quarter of 2004, the IMPLAN model results will be compared to the pilot project results. Once the economic multipliers have been determined, various scenarios at different levels of funding will be projected.
- During the 3rd Quarter of 2004, a write up of the model methodology and results will be completed. During the 4th Quarter of 2004, findings will be presented to key policymakers and partners.
- During the 1st Quarter of 2005, assuming successful completion of the study, additional numerical targets will be developed relating to the location of projects and the projected economic impact of planned projects.

Action # 5 – VISITABILITY

This important initiative for the senior and disabled is moving from the conceptual to the implementation phase. With the help of many partners, OHCS will be developing rules and new policy that will govern future projects funded with state managed grants and tax incentives and serve as a model for all new residential construction development Oregon. We must assist partners to the extent possible in implementing the requirements outlined in the new Visitability law passed by the Legislature.

SB 833 – People with disabilities and senior citizens over 85 years of age are the fastest growing population in Oregon. The second fastest growing population in Oregon are the members of the massive baby boom generation, who will, as they age, demand services and accommodations at an unprecedented rate. SB 833 was passed by the Oregon Legislature to encourage the design and construction of dwellings that enable easy access by individuals with mobility impairments and that are adaptable to allow continued use by aging occupants.

Visitable homes are defined as having at least one entrance with no steps, 32 inches clear passage through all interior doors, including bathrooms, and at least a half bath on the main floor. Benefits of such construction include increased mobility for guests using wheel chairs or walkers, accommodation of a family member should a disability occur, enhanced sale and re-sale and lower costs in building visitability features during initial construction when compared to a remodel at a later date. SB 833 requires most new rental housing construction, receiving specific Department resources, to include specific design features that enable easy access by individuals with a mobility impairment. To read SB 833, see http://pub.das.state.or.us/LEG_BILLS/PDFs/ESB833.pdf

Implementation – SB 833 requires newly constructed rental housing, receiving specified Department funding, to be visitable beginning July 1, 2004. Certain exceptions are granted in statute and other considerations are allowed as determined by rules established by OHCS. The Department must develop fair and consistent rules covering future projects that will implement the requirements of the new Visitability law. Close cooperation with social service and developer partners will be needed to provide for the new visitability provisions in a way that minimizes the cost of projects.



The development of visitability rules is a new directive that has been given to OHCS. Successful completion of this directive will require the participation of many partners in a fairly short time frame. Visitability rulemaking is included in this Sustainability plan, as it will affect all of our new affordable housing projected and will improve the quality of life of present and future disabled individuals and their families.

Targets: (further numerical measurements will be developed after the first year of experience.)

- Work with Housing Development and social services partners to develop Agency Rules on implementing SB 833 by July 1, 2004.
- Submit and establish the Agency Visitability Rules.
- Communicate these rules and ensure that 100% future projects implement the new standards for Visitability.
- The # of exemptions granted per year will be tracked, once the Agency Rules have been adopted.

How this will help move OHCS and the State toward greater Sustainability

- Even with the American Disability Act requirements that have made great improvements, there are many remaining barriers for persons with disabilities. With the new legislation, together with the implementation rules, a greater level of Sustainability will be provided to the disabled as they will be able to move freely through state assisted housing. Current restrictions surrounding the external entrance, hallways, or bathrooms will be greatly improved. The rulemaking will address problems associated with excessive developer costs, existing project designs, and unique site locations in a way that will maximize the goals of visitability while supporting the widespread development of affordable housing.
- As more units become visitable, individual Sustainability is enhanced for the disabled as their quality of life is enhanced. In these units, disabled and senior individuals will be able to visit family or friends – or have family or friends visit them. This connects them more fully with the community and provides them with a greater measure of productivity and dignity.
- The Visitability requirements on state-assisted housing also provide an example for the rest of the building community. As designs are developed and cost effective visitable projects completed on state projects, there will be a smaller learning curve for other housing developers. Design standards will begin to move towards a greater social consciousness. In time, visitability can become the expected level of service on all new construction. This will not happen if our affordable housing projects are not successful. Careful rulemaking that considers the various problems of both developers and the disabled will be key in developing a standard of success for the future.

Who is Responsible

- Bob Gillespie, John Fletcher – Contacts

Communication and Education

- Oregon Bulletin
- Agency Website
- Clearinghouse Articles
- Presentation to HSCO

Integration with Other Agencies / Partners

- Work with disability advocates to determine common problems in design, reasonable availability of community rooms, appropriate penalties for non-compliance, and other issues.
- Work with housing builders and developers to determine the correct building specifications for bathroom and hallway width, technical specifications of ramps and handrails, costs of various visitability requirements, and other considerations affecting their ability to provide affordable housing.
- Communication of rules to affordable housing partners and advocates representing seniors and persons with disabilities.

Schedule for Implementation

- A rulemaking advisory team was formed during the 4th Quarter of 2003. This team is comprised of persons with disabilities representatives as well as the building community. The advisory team will work with the Department through the 1st Quarter of 2004 in solving technical issues relating to the implementation of visitability.
- During the 2nd Quarter of 2004 the Department will draft rules, communicate the proposed rules to interested parties, and hold public hearings.
- Final rules will be adopted by July 1, 2004.
- Communication of the finalized rules will be made to the disabled community and to our building partners throughout the year.
- The Department will continue its role in reviewing and granting exceptions to visitability requirements as appropriate in the years ahead.

Action # 6 – INTERNAL EFFICIENCIES

As part of a continuous improvement effort, the Department will examine internal operations to identify ways to use our resources more efficiently. Activities will include developing more efficient business practices, eliminating duplicate processes, cutting energy requirements, reducing travel, streamlining work, and other efficiency measures.

Regulatory Streamlining – As part of the Department’s Strategic Plan, a work team has been assigned to identify procedures, regulations, and practices of the Department where efficiency gains may be found. Through simplification and the use of computerized forms and information, these practices will become more effective and will save time and effort for our customers and partners, thereby enhancing their productivity, maximizing revenue and asset building, as well as reducing resource consumption. One important initiative in this area will be the implementation of our OPUS network, centralizing data collection from our local service providers.

Review of Practices – A systematic review of office product purchases will be made to identify possible ways to use more sustainable products (products using sustainable materials, products produced locally, etc.). The Department will work closely with DAS and other agency Sustainability Coordinators to identify and implement other Sustainability practices in purchasing, energy usage, recycling, travel, and other areas.

Old Computers – The Department is operating under a memorandum of understanding with our partners to "loan out" old Department computers when computers are upgraded. This enables our partners and customers to benefit from these resources at no additional cost and reduces waste volume.

Other Activities – OHCS is going beyond the typical paper, cardboard, metal and glass recycling program by recycling light tubes, computer components, styrofoam, batteries and toner cartridges. Since the energy crisis of early 2001, OHCS has been involved with implementing energy efficiencies throughout its facilities involving reduced lighting, temperature controls, and the closing of blinds. With the move to the new building, employees are even emptying their own garbage and recycling baskets.

Some of these improvements are new, and others are improvements over past practices. There are many more possible improvements in the future as business ideas for achieving greater efficiencies will be facilitated through the Department’s Sustainability Education Plan.



Targets:

- Develop more efficient and understandable grant and tax credit final documents as measured by a survey of our partners.
- Implement use of pocket PCs for standardizing monitoring on 50% of evaluations
- Implement financial mechanisms that provide construction or long term rehabilitation financing at minimal cost to the borrower in an effort to create 1,788 units of affordable housing for 2003-05 compared to 1,007 units for 2001-03.
- Completion of the product purchase review by the end of 2004.
- Establish new baseline measures for energy usage in the new North Office Building by July 1, 2005.
- Create an employee involvement plan to generate new innovations and efficiency improvement measures. The number of suggestions from each Division will be measured with a minimum initial target of 5 suggested innovations per Division for the 2005-07 Sustainability Plan.

How this will help move OHCS and the State toward greater Sustainability

- The implementation of these various measures will help improve the efficiency of the Department. In streamlining business practices or saving energy, and in managing facilities more effectively, the Department will be using fewer resources. This helps the state economically, and helps preserve our natural resources as well.
- Regulatory streamlining saves the time and resources of our business partners, allowing them to optimize service delivery efforts. This adds to their personal Sustainability and productivity and helps community Sustainability as well.
- When developed and operating effectively, the employee involvement plan will lead to a better use of resources and further efficiencies. As a team, employees will be able to implement sustainable practices and will bring new ideas to light better practice in the future. As employees incorporate Sustainability as a way of thinking, they will be able to bring that philosophy forward in our programs and with our Partners and help efficiencies in our partner organizations. To the extent that Sustainability becomes widespread, greater efficiencies will be obtained and resources will be preserved, benefiting Oregonians as a whole.

Who is Responsible

- Improved grant and credit final documents – Betty Markey, Dawn Voelker Contacts
- Pocket PCs – Dawn Voelker
- Regulatory Streamlining – David Foster Contact
- Review of Product Purchases – Sandy McDonnell Contact
- Use of Old Computers – Bill Carpenter Contact
- Other Efficiencies/ Facilities – Sandy McDonnell Contact
- Employee Involvement Plan – John Fletcher, Sandy McDonnell Contacts

Communication and Education

- Update efficiency items through the Strategic Plan process
- Clearinghouse Articles
- Training for Manager/ Administrators and for Employees
- Ongoing Sustainability Training

Integration with Other Agencies / Partners

- Adopt DAS purchasing requirements to implement sustainable practices into all contracts.
- Work with partners on use of old computers to provide access to the Department's OPUS applications and other business uses.
- Work with DAS and the sustainability coordinators to share / use best practices for operational efficiency and human development.
-
- Survey customer (housing grant applicants, consultants, non-profit partners, CDC and CAP agencies) satisfaction with the Consolidated Funding Cycle.

Schedule for Implementation

- Work with AG in 2004 for review of improved grant and credit final documents, completion by June 2005.
- Issue IPACs and Train users on pocket PCs by June 2004
- Development of Sustainability Training during Second Quarter of 2004.
- Initial Sustainability Training for Manager/ Administrators and for Employees Presentations throughout 3rd Quarter 2004.
- Ongoing Sustainability Training on key subjects through email and workshops on selected topics as necessary throughout 2004-2005.

OTHER EFFORTS

Other Activities – The Department is involved in many other activities that relate to Sustainability and will continue to expand its Sustainability activities throughout the biennium. While a full description is not given here, there are a few other important activities worth mentioning among our high priorities. Planning for these items is in the early stages. When the activities and timelines become clearer, these items will be incorporated into the Sustainability Plan with performance measures and work team assignments.

Hunger Relief and Food Security – The United States Department of Agriculture has ranked Oregon "The Hungriest State in the Nation" for the last several years. OHCS heads an interagency council on hunger and provides administrative support for the Oregon Hunger Relief Task Force. Additionally, the interagency council has been tasked by the Governor's office to help develop the Governor's strategic plan to end hunger in Oregon. OHCS works with community-based partners, including the Oregon Food Bank, the regional coordinating agencies, community action agencies, and faith-based organizations for example, to eliminate hunger in Oregon. In 2003-05, OHCS will expand the Commodity Supplemental Food Program serving children and seniors.

First Time Homebuyers – Homeownership activities are a key part of OHCS's Sustainability efforts. Helping low income and ethnically diverse people become homeowners not only strengthens families emotionally and financially, but it also stabilizes neighborhoods and strengthens communities. Homeowners are more likely to make home improvements and play an important role in sustaining neighborhoods. The homeownership industry is a powerful economic force responsible for creating jobs, stimulating home improvement spending, and increasing property tax revenues to support counties, cities, and public schools. Innovations in the homebuilding and rehabilitation industries are also making significant progress in minimizing its environmental impact by increasing energy efficiency, reducing waste, diverting run-off, reusing materials, and improving air quality. To further leverage homeownerhip investments, the Department will continue to examine how it can further leverage its homeownership resources and partners to help make Oregon "sustainable".

Recycled Building Materials – Rather than simply demolish housing or commercial projects, the Department is encouraging the recycling and reuse of existing materials in projects that use multi-family loans, grants or credits. In future funding cycles, we will be strengthening the Consolidated Funding Process to educate and further encourage the use of recycled materials. Many partners are setting up recyclable building material sites to provide once-used building materials for reapplication.



How this will help move OHCS and the State toward greater Sustainability

- When a basic need such as food is not being met, it is a catalyst for many more things to go wrong in families and communities. Our education system has more demands on it because children do not learn as well and do not behave as well. Our health system has more demands on it because people get sick more often and use health services more frequently. Business suffers because people do not contribute what they might have as workers – they are home sick more frequently, they are distracted by the stresses of not being able to pay bills, their attention is diminished because they do not feel well in general, they need to leave work more frequently to deal with the ongoing crisis in their lives caused by not having enough income.
- Community Food Systems strengthen local communities to better support efforts that will end hunger and food insecurity. As OHCS works with partners to meet the hunger needs of the state, many benefits will be generated. Individuals will have greater security for themselves and their families. They will be in a better position to improve their own productivity and contribute to their community. Social and economic benefits will follow each time an individual is able to stand on their own feet. Food programs help those in crisis get through their immediate difficulties, thereby enabling them to work through their long term problems and establish a better foundation for going forward productively in society.
- The First Time Homebuyer program also helps families and individuals meet their basic shelter needs. Owning a home helps a family's stability and corresponding benefits come to the family and the community. Children do better in their studies at school when they are in a stable environment. Local businesses prosper when the local population is stable. Neighborhoods, schools, churches, and communities all benefit from this stability. Ultimately, stronger communities will also benefit future generations.
- The use of recycled building materials will preserve existing resources and help protect the environment of communities and will bring greater Sustainability consciousness to our partners and to our employees.

Who is Responsible

- Hunger - ICCH/ Hunger Relief Task Force 15 year Strategic Plan. Contact: Jeanne Arana
CSFP Expansion (Strategic Plan Goal 1). Contact: Linda Hammond
- 1st Time Homebuyer – Strategic Plan Goal 6 Team
Jon Gail – Contact
- Recycled Building Materials – Bob Gillespie Contact

Communication and Education

- ICCH/OHRTF will report to the Governor's Office
- Work groups will report on action items within the Department's Strategic Plan process
- In addition, Clearinghouse Articles will be published on the Hunger and 1st Time Homebuyer plans.
- Internal Manager/ Administrator Presentations will be given as plans for these areas are developed.

Integration with Other Agencies / Partners

- Coordinate with other agencies to integrate food insecurity and hunger relief efforts at the agency level into the Governor's 5 year plan to end hunger. Efforts will involve finding root causes, prioritizing efforts, and identifying those who can best implement the plan. The 5 year plan is scheduled for completion by April 2004.
- Work with other agencies on recycling of building materials efforts to identify barriers to recycling, best practices to partners, and possible ways of encouraging/ incenting use of recycling.

Schedule for Implementation

- Timelines for these areas are unknown as the plans are in the early stages of development.
- Performance measures for these areas will be developed at a later date when strategies for these areas are more definite.

SUSTAINABILITY AND THE OHCS STRATEGIC PLAN

Development of the Strategic Plan – The administrators worked with the Director and Deputy Director to brainstorm about the most important program efforts that should be undertaken this biennium. A larger work team was then assembled to verify the main focus areas and begin discussing the action items needed. Work teams were assigned to complete the Strategic Plan detail for each focus area, including identification of the action items, performance measures, persons responsible, and timelines.

Development of the Sustainability Plan – The Sustainability Coordinator worked with the Director and the Deputy Director to discuss the current state of Sustainability in the Department. The various focus areas from the Department's Strategic Plan were reviewed from a Sustainability perspective. Action items for further progress in Sustainability were identified from the Strategic Plan. Additional areas were also discussed in the Sustainability Plan relating to the Sustainability efforts the Department plans to make this biennium. The action areas were discussed with program administrators and key staff technical experts to arrive at the final write up of the Sustainability Plan.

Review of Performance / Updating Measures – All performance measures are reviewed by the Deputy Director and Director to ensure that the objectives are effective, that relate to the Department's mission and the Oregon Benchmarks, and that the right teams are assigned to each area. Where possible, quantifiable outcome based objectives were used. In other cases, less quantifiable objectives will be set at the outset while baseline measures are developed. There are some measures that were not as quantifiable that were included to bring focus and emphasis to their respective areas.

The work teams responsible for performance will be required to report on their respective measures each quarter to the Department's Executive Steering Committee (comprised of the Director, Deputy Director and key Department Division Administrators). Progress towards goals will be discussed and objectives and tasks will be modified as necessary. The Department communicates the success of the various work teams through worksheets posted on shared drives and through public display of results on posters hung in highly visible areas throughout the OHCS building.

Ongoing Updating of the Sustainability Plan – Every 2 years, the Strategic Plan process will begin again. The focus areas for the Strategic Plan will be developed with the help of the managers throughout the Department. As part of this process, every 2 years, the Strategic Plan will be again reviewed to identify the major strategies and activities that will be needed to move the Department, our partners, and the state as a whole towards greater Sustainability. During the 2003-05 biennium, as important strategies and activities (such as Hunger Relief) are planned in more depth, they will be added to the Sustainability Plan with their accompanying performance measures and work team assignments. In a similar fashion, in future biennia, as important focus areas are planned after the biennium Sustainability Plan has been developed, they will be incorporated into these future plans as appropriate. Performance measures will also be adjusted as necessary to provide meaningful performance targets.

INTERNAL COMMUNICATION AND EDUCATION PROGRAM

2003-05 Education Efforts

- Education Plan begins with the completion of this 2003-05 Sustainability Plan. The plan will be reviewed by the Sustainability Board, and changes will be accordingly. The plan will be re-submitted to the Board, and the plan should be approved and finalized by the end of February, 2004.
- The plan will then be posted on the agency's website and distributed to partners and interested parties. The Regional Advisors to the Director (RADs) will also be trained on the Sustainability Plan and given copies to distribute to their contacts in the field.
- A presentation will be made to OHCS Managers and Administrators on the Sustainability Plan and corresponding presentations will be made to individual Divisions and work groups throughout the Department during the 2nd Quarter of 2004.
- Follow up discussions will be scheduled with each Division on their Sustainability progress each Quarter. As appropriate, work teams will be formed to work on developing strategies for greater efficiencies in Sustainability areas.
- Other training workshops will be scheduled throughout the biennium for our partners. Specialized target areas include:
 - Packaging and utilization of the Business Energy Tax Credit in connection with affordable housing weatherization
 - New Greenbuilding practices
 - New Visitability requirements
 - New Internet Wiring requirements
 - Recycled Building Materials practices

Ongoing Education

- The Executive Team and the Sustainability Coordinator will attend Sustainability Workshops and complete training as necessary to stay current in Sustainability areas. As appropriate, consultants will be used to expedite changes in technical specialty areas.
- The Department will utilize the best practices from other state agencies in operational areas. Where appropriate, specialists from these Departments will be invited to make presentations to work groups in the Department.

ACCOUNTABILITY

How this relates to the Strategic Plan – The OHCS Strategic Plan establishes the Department’s major goals for the biennium. Many of the Strategic Plan goals are directly connected to Sustainability efforts. The goals in the strategic plan will be achieved by the various Department work teams assigned to each respective goal. Team leaders help their teams establish key objectives, tasks, performance measures, and timetables for meeting their goal. The Strategic Plan for 2003-05 will soon be available on the Department’s website at <http://www.hcs.state.or.us/> In a similar fashion, work teams will be established for achieving the goals listed in this Sustainability Plan. In many cases, the work teams will be the same teams working on the Strategic Plan.

Action Plans / Reporting – Action plans summarize the various deliverables, and timetables for each objective and task in the Strategic Plan. A consistent format has been developed that tracks the progress of each work team throughout the biennium. Progress is reported regularly to the OHCS Executive Steering Committee that provides direction and support as needed to keep the goals on track. At the end of each biennium, a final report of the Strategic Plan progress is made and communicated to the Department, to our partners, and to the Legislature.

Accountability – This formalized Strategic Plan process has been useful in helping the Department stretch in new areas. Establishing accountability to the Executive Steering Committee and the Director has helped to ensure that the Strategic Plan goals are given high priority by the work teams.

The process has also been helpful in quantifying outcome measures of performance for these key areas. Having these measurable objectives has been helpful in providing information to policy makers about the success of our programs, especially as state budgets have been under sharp review with the state’s current economic condition.

Sustainability Reporting – In addition to reporting through the Strategic Plan, the Department will prepare a separate Sustainability Report summarizing the accomplishments of the Department each year. The report will be given to the Sustainability Leadership Team, the Sustainability Board, and will also be provided to our partners and the public.

WORK TEAMS

Executive Leadership – The Director of Oregon Housing and Community Services serves on various statewide teams that work on Sustainability issues. The Director is a member of the Sustainability Leadership Team that will be reviewing the Sustainability Plans of each state agency. The Director is also a member of the Governor’s Economic Development Work Group Economic Revitalization Team that will be championing economic Sustainability in the state. The Director will be on Portland’s Blue Ribbon Commission on Housing. The Director is helping to meet the personal Sustainability needs of Oregonians through serving on the Farmworker Housing Facilitation Team and chairing the Interagency Coordinating Council on Hunger. To preserve state resources, the Director also serves on the Statewide Internal Audit Advisory Committee and the Advisory Committee on Government Performance and Accountability.

Division Administrators – Department Division Administrators are responsible for carrying out the Department’s programs and overseeing the progress of work teams. They will regularly meet to review progress on the Strategic Plan and Sustainability Plan throughout the biennium.

Inter-agency Teams – OHCS managers and administrators participate with other agencies on a variety of inter-agency teams at the state, local, and federal levels. The Governor’s Hunger Task Force is one of these important teams. The Department will also be working closely with the Department of Economic Development to find ways to maximize the economic benefits of housing and community service programs. The Department works closely with other development agencies on the Economic Revitalization Team. OHCS will continue to strengthen alliances with other federal and local agencies in furthering Sustainability. The Department will also be an active participant with other state Sustainability Coordinators in finding best practices, improving efficiency, and saving resources.

Private Sector Partnerships – To accomplish its 2003-05 OHCS Sustainability goals, the Department will be working with many partners in private industry as well as with not-for-profit and volunteer organizations. The input and direction of these partners helps the agency in many areas including design standards, identification of service needs, pooling of resources, quantification of successes, and establishment of targets. This Sustainability Plan will be distributed to our partners and their ideas for improving the plan will be encouraged.

Work Teams	
Bob Repine – Director	(503) 986-2005
Jack Kenny – Deputy Director	(503) 986-2056
Sustainability Coordinator – John Fletcher	(503) 986-6721
Internet Access In Affordable Housing –	Strategic Plan Goal 2 Team Bill Carpenter – Contact
Weatherization –	Strategic Plan Goal 4 Team Richard Mathews – Contact
Greenbuilding -	John Fletcher – Contact
Housing as an Economic Stimulus -	Strategic Plan Goal 2 Team Richard Bjelland - Contact
Visitability -	Bob Gillespie – Contact
Internal Efficiencies -	Strategic Plan Goal 3 Team David Foster – Contact
Other Activities	
Hunger	Strategic Plan Goal 1 Team Linda Hammond – Contact
1 st Time Homebuyer	Strategic Plan Goal 6 Team Jon Gail – Contact
Recycled Building Materials	John Fletcher – Contact

LONG TERM OBJECTIVES

Achieving Total Sustainability – In the short run, the Department will be distributing this Sustainability Plan to partners and introducing Sustainability practices into our guidelines over time. This Sustainability Plan will be the first step in a long process of achieving a Sustainability focused culture. We realize that there are many areas where the Department can further Sustainability, both internally and externally. During this biennium, OHCS will be developing a comprehensive plan to move toward full Sustainability by 2014.

Education – In the short run, the Department will be distributing this Sustainability Plan to partners and introducing Sustainability practices into our guidelines over time. The Department is currently working with a consultant to develop an ongoing Sustainability Education Plan for its top managers and executives. The plan will help to keep the Department aware of ways it can assist partners and other agencies in meeting the statewide Sustainability goals. A broader communication plan for educating partners and the public will be needed to mobilize all of the state's resources in addressing the critical problems of providing adequate shelter, food, education, and clothing for all Oregonians.

Inter-Agency cooperation – OHCS will be working towards developing an integrated network of state, local, and federal agencies that share information and resources in meeting Sustainability goals. The Department's OPUS network and Housing Supply Models are new applications that have promising potential in providing client, financial, and needs information to partners throughout the state. As more of these resources are developed, agencies will become more efficient, saving state resources – and more effective in reaching state Sustainability goals. OHCS will continue to work with federal, local, and community housing and services providers to find more streamlined ways to operate that save resources and provide better service to our customers.

Industry improvements – The Sustainability changes implemented by the Department will encourage similar changes throughout private industry. Advances in visitability, in feeding the hungry, in providing Internet access, and locating developments using Smart Growth strategies are concepts that apply on a wide scale. In the long-term, these practices should become normal practice and become the industry standard. The Department will be working with partners and other state agencies to see that Sustainability practices become more widespread throughout the state.

Social Sustainability – OHCS stands strongly with other organizations in its commitment to eliminate hunger and fight poverty in Oregon. There are many agencies and individuals that will be involved in these efforts. OHCS will be a willing partner and will provide leadership where appropriate to bring the collective efforts of federal, state, local government, non-profit partners, and private industry together to help address these critical issues.

Impacts on Oregonians – As these Sustainability objectives are met, there will be tremendous benefits in the lives of many Oregonians. Personal Sustainability will be enhanced and the resulting productivity will aid communities economically and socially.

OTHER AREAS FOR INTEGRATION WITH PARTNERS

There are several Sustainability areas that will need particular coordination with other state agencies and other organizations.

The completion and approval of the individual agency Sustainability Plans will aid in the identification of common Sustainability areas. Regular meetings with the Sustainability Coordinators will also facilitate the sharing of ideas. The Department will be trying to emulate the best practices from these plans over time.

OHCS recognizes that opportunities for integration of practices hold potential for efficiencies in the following areas (Lead agencies listed in parenthesis):

- Purchasing – (DAS)
- Materials use (DAS)
- Greenbuilding (DAS, Office of Sustainable Development - Portland)
- Energy use (ODOE, DAS)
- Building and Facilities (DAS)
- Employee Development (DHS, DAS)

As Sustainability Planning develops in these areas, corresponding Sustainability Action Items will be incorporated into the OHCS Sustainability Plan throughout the biennium.

For more information about the Sustainability efforts at OHCS, contact:

John Fletcher
OHCS Sustainability Coordinator
john.fletcher@ohcs.state.or.us
(503) 986-6721

*Visit the Oregon Housing and Community Services Website,
A central site for additional information on:*

Sustainability
Greenbuilding
Hunger Programs
OHCS Operations
First Time Homebuyer Program
Energy and Weatherization Programs

See: <http://www.hcs.state.or.us/>

WEATHERIZATION TARGETS – ADDITIONAL DETAIL

The following table lists the 2003-05 targets for Weatherization* along with the corresponding MBTU and dollar savings.

Actuals for 2003 are listed for comparison purposes. The 2002 Actuals are not listed as the year did not represent a full year of weatherization activity. (Weatherization dollars from Public Purpose Funds began in March, 2002.) 2003 was the first full year of funding that included Public Purpose Funds. Consequently, 2003 was used to calculate a biennial equivalent for comparisons to the 2003-05 biennial targets.

(For additional discussion of Weatherization Action Items – see pages 7-8 of this document.)

	<u>Multi-Family</u>	<u>Single Family</u>	<u>Manufactured Dwelling</u>	<u>Shelter</u>	<u>Total</u>
2003 Annual Weatherized Units (Actuals)	422	1,535	1,225	11	3,193
Biennial Equivalent	844	3,070	2,450	22	6,368
2003-05 Annual Weatherized Units (Targets)	653	2,000	1,600	12	4,265
2003-05 Biennial Total Units	1,306	4,000	3,200	24	8,530
MBTU Annual Savings/ Unit	6.36	10.60	10.60	8.48	9.94
MBTU Annual Savings - Total	4,153	21,200	16,960	102	42,415
Annual \$ Savings/ Unit*	\$121.50	\$202.50	\$202.50	\$164.25	\$189.88
Annual \$ Savings - Total	\$79,340	\$405,000	\$324,000	\$1,971	\$810,311
MBTU Biennial Savings/ Unit	12.72	21.2	21.2	16.96	19.88
MBTU Biennial Savings - Total	8,306	42,400	33,920	204	84,830
Biennial \$ Savings/ Unit	\$243.00	\$405.00	\$405.00	\$328.50	\$379.76
Biennial \$ Savings - Total	\$158,679	\$810,000	\$648,000	\$3,942	\$1,620,621

* Assumes that Manufactured Dwelling potential savings are only 60% of Single Family. Also, potential savings of Manufactured Dwelling units are on par with Single Family. Assumed that Shelters have 80% of the potential savings of single family. Assumed fuel usage 60% electric, 20% gas, 20% other. MBTU = Millions of BTUs (British Thermal Units).