

## FY 2022-23 Strategic Priorities

The following are initiatives OHFA has identified as being critical and achievable given the human and financial resources available this fiscal year. Many of these are ongoing from one year to the next as OHFA works towards its overarching goal of increasing affordable housing options across the state. Progress will be tracked on a quarterly and annual basis and measured through a combination of success and performance metrics.

### 1. AGENCY WIDE

#### 1.1 **Improve the customer experience through technological updates and personalized assistance.**

Through public-facing online tools, such as the Help Desk and the Housing Preservation Center, OHFA will continue to invest in efficient technology that reduces processing times and improves data quality.

Progress will be measured by:

- Average days to respond to/close Compliance Help Desk tickets
- Average days to respond to/close Resident Help Desk tickets
- Housing Preservation Center calls and emails answered

#### 1.2 **Promote awareness of affordable housing programs in Ohio through marketing, outreach efforts, and encouraged brand awareness.**

OHFA will remain committed to implementing a comprehensive public engagement strategy directed at partners, potential customers, and policy-makers throughout the state.

Progress will be measured by:

- Media spots
- Blogposts
- Legislative meetings
- Compliance advisory meetings
- Professional association meetings
- Partner luncheons

- Industry roundtables
- Outreach videos

### **1.3 Improve technical assistance to strengthen partnerships.**

OHFA will continue to invest in training, outreach, and communication with property owners, housing stakeholders, and partners to clarify mission, programs, and policies.

Progress will be measured by:

- Multifamily program compliance training attendance
- Events to promote homebuyer programs to housing stakeholders
- Mortgage lenders, real estate agents, and housing counselors attending promotional events for homebuyer programs

### **1.4 Focus on capacity-building partnerships and approaches to improve access and increase options for affordable housing.**

By leveraging collaboration and financing tools, OHFA will maintain its focus on expanding the availability of affordable housing to low- and moderate-income Ohioans, including for the most vulnerable populations.

Progress will be measured by:

- Partner Engagements

### **1.5 Prioritize and encourage fair housing practices.**

**\*\*HOUSING EQUITY FOCUSED\*\***

Using an equity lens, OHFA will continue to prioritize and encourage fair housing practices in both single and multifamily housing.

Progress will be measured by:

- Single-family fair housing trainings
- Multifamily fair housing trainings sponsored

### **1.6 Maintain support of emerging needs related to COVID-19.**

Through federal programs established by the American Rescue Plan Act—including the Save the Dream Ohio (Homeowner Assistance Fund or HAF) mortgage and utility assistance programs and the HOME-ARP permanent supportive housing program—OHFA will remain committed to addressing the housing needs of and providing assistance to households affected by the COVID-19 pandemic. OHFA will also aid partners whose operations may be affected.

Progress will be measured by:

- Affordable PSH rental units funded through HOME-ARP
- Volume of HOME-ARP funds allocated
- Households assisted through HAF programs
- Volume of assistance through HAF programs
- Share of HAF assistance to homeowners below area median income
- Average number of days to process HAF assistance from application to servicer receipt (MPA/RPA only)
- Average number of days from HAF application to funding (MPA/RPA only)

**1.7 Leverage a data-driven framework to fully inform programmatic and policy decisions.**

OHFA will continue to keep the general public informed of affordable housing issues as well as the Agency's impact, while also shaping public policy through research and assessment of Ohio's housing needs.

Progress will be measured by:

- Research requests processed
- Research reports published
- Infographic blogposts published

**1.8 Partner with academic institutions, other state agencies, and community-based organizations to promote affordable housing research and informed decision making.**

OHFA will remain focused on nurturing relationships with institutions of higher education and other state government research offices to ensure affordable housing data is available for academic research and longitudinal data analysis, while also helping to finance innovative studies and pilot programs that seek to improve housing outcomes for vulnerable Ohioans.

Progress will be measured by:

- Research partnerships

## **2. SINGLE FAMILY**

### **2.1 Encourage homeownership through increased loan volume and assistance for low-to-moderate-income Ohioans.**

OHFA will strive to expand affordable homeownership through new financing mechanisms and the development of products that support LMI homebuyers.

Progress will be measured by:

- Homebuyer loans approved
- Volume of homebuyer loans approved
- Mortgage Tax Credits approved
- Loans approved with down-payment assistance
- Grants for Grads loans approved
- Ohio Heroes loans approved
- Next Home loans approved
- Number of approved lenders

### **2.2 Maintain and strengthen the resource structures that allow OHFA to provide down payment assistance and increase access to homeownership.**

OHFA will continue to examine financing strategies that can provide the means by which to offer assistance to Ohio's homebuyers.

Progress will be measured by:

- Volume of bonds issued to support homebuyer programs

### **2.3 Encourage sustainable homeownership.**

OHFA will maintain focus on how products and programs such as homebuyer education and partnerships like the Power of Home can help Ohioans avoid negative homeownership outcomes.

Progress will be measured by:

- Homebuyer training events
- Homebuyers attending training events
- Homeowner referrals to housing counseling and legal aid

### **2.4 Promote racial equity and prioritize housing outcomes that benefit all Ohioans.**

**\*\*HOUSING EQUITY FOCUSED\*\***

OHFA will remain committed to working with partners in the housing industry to improve racial equity in lending, through increased outreach, education, and targeted products.

Progress will be measured by:

- Share of approved Black borrowers
- Targeted homebuyer training events for historically disadvantaged populations (e.g., Black homebuyers)

**2.5 Invest in and support pilot programs and initiatives that increase the supply of affordable homes for purchase by low-to-moderate income households.**

***\*\*HOUSING EQUITY FOCUSED\*\****

Through new programs and initiatives, OHFA will help to develop new affordable owner-occupied housing.

Progress will be measured by:

- New pilot programs or initiatives to develop affordable owner-occupied housing

### **3. MULTIFAMILY**

#### **3.1 Increase the availability of affordable housing through both the production of new affordable rental units and the preservation of existing affordable rental housing.**

OHFA will continue to use the Housing Tax Credit (HTC) program, the Housing Development Assistance Programs (HDAP), and other development tools, to fill critical housing needs across Ohio, while emphasizing the need for preserved affordability.

Progress will be measured by:

- Affordable rental units preserved or created
- Volume of HTCs allocated
- Volume of HDAP funds allocated
- Volume of Multifamily Bonds allocated
- Volume of Housing Development Loans allocated

#### **3.2 Promote and allocate new funding sources for the development of affordable rental housing.**

OHFA will expand the types of projects and populations served with new resources such as Community Development Block Grant Disaster Recovery (CDBG-DR), Multifamily Lending Program (MLP) Risk Share, and HUD 811 Project Rental Assistance.

Progress will be measured by:

- Volume of CDBG-DR funds allocated
- Volume of MLP Risk loans allocated
- Volume of MLP loans (non-risk Share) allocated
- Volume of HUD 811 funds allocated
- HUD 811 units leased up

#### **3.3 Work with partners to incorporate population-specific supports into OHFA-funded developments.**

##### ***\*\*HOUSING EQUITY FOCUSED\*\****

With the incorporation of population-specific supports into rental developments, OHFA will improve resident health and well-being, and enhance residents' ability to overcome obstacles.

Progress will be measured by:

- Affordable rental units funded in projects with a supportive service plan

**3.4 Develop a pathway for increased participation in OHFA’s multifamily funding programs.**

***\*\*HOUSING EQUITY FOCUSED\*\****

OHFA will strive to eliminate barriers to accessing resources for developers of affordable renting housing to help individuals or businesses that have historically been left out of the process due to size, lack of experience, race, or gender.

Progress will be measured by:

- Share of awards to projects with minority-owned development companies
- Share of awards to projects with woman-owned development companies
- Share of awards to projects with developers that are small businesses (i.e., fewer than 50 employees)
- Share of awards to projects with developers that are new to OHFA

**3.5 Administer funding programs in a manner that affirmatively furthers fair housing and promotes diverse and inclusive communities.**

***\*\*HOUSING EQUITY FOCUSED\*\****

OHFA will remain committed to encouraging housing choice and racial equity through development and preservation in a mix of revitalizing neighborhoods, historically disinvested communities, and high opportunity areas.

Progress will be measured by:

- Affordable rental units in areas of high or very high opportunity
- Affordable rental units in areas of slight, strong, or strongest growth
- Affordable rental units in HUD-designated Qualified Census Tracts

**3.6 Incentivize and require the inclusion of units available to extremely low-income households.**

***\*\*HOUSING EQUITY FOCUSED\*\****

Through competitive funding programs, OHFA will continue to encourage the development of rental housing specifically for renter households with incomes at or below the federal poverty level or 30% of area median income.

Progress will be measured by:

- Affordable rental units funded for households with income at or below the federal poverty level or 30% AMI, whichever is higher (i.e., extremely low-income)

**3.7 Support the development of multi-phase, transformative, or innovative affordable rental projects.**

Through rental projects as defined by the HUD Choice Neighborhoods Program, OHFA will provide ancillary benefits to the surrounding community, incorporate innovative partnerships, and leverage substantial resources to expand affordable housing across the state. Two key components include: having a multiphase or LIHTC investment greater than \$1.5 million and being part of a neighborhood revitalization effort that goes beyond housing.

Progress will be measured by:

- New multi-phase, transformative, or innovative projects

### **3.8 Strengthen the performance and financial condition of OHFA's rental housing portfolio through asset management.**

OHFA will remain committed to encouraging the maintenance of quality affordable rental housing by working with relevant stakeholders to improve the monitoring, management, maintenance, and repositioning of these assets.

Progress will be measured by:

- Change requests processed
- Average days to process change requests
- Financial reviews

### **3.9 Maintain high-quality affordable rental housing that is responsive to resident needs and program compliance requirements.**

By completing the IRS-required number of physical inspections and file reviews for Compliance Audit Reports, OHFA will continue to ensure that funded multifamily projects continue to provide affordable housing and meet the needs of the most vulnerable Ohioans.

Progress will be measured by:

- Completed reviews or inspections

### **3.10 Streamline the post-allocation processes to increase the efficiency, accountability, and impact of OHFA's multifamily programs.**

OHFA will maintain efforts towards ensuring that all parties involved with funded multifamily properties are aware of federal and state regulations by offering Compliance Next Steps (CNS) meetings.

Progress will be measured by:

- Compliance Next Steps meetings