



STRATEGIC PLAN DELIVERABLES

one portfolio: Our real estate is stable for generations to come and meets the needs of the people and neighborhoods it serves.

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| <p>Initiative: Develop a housing strategy that informs how we acquire, rehab and develop new properties.</p> | |
| <ul style="list-style-type: none"> • Create a plan that illustrates housing type, location and population-based priorities, and allows for opportunity-driven pursuits, with the goal of adding 500 affordable housing units to Home Forward's portfolio by 2020. | <p>Deliverable and timeline: A written plan is adopted by the board in October 2016.</p> |
| <p>Initiative: Complete our 85 Stories initiative and convert our public housing portfolio to a Section 8-based subsidy stream, performing critical rehab where needed.</p> | |
| <ul style="list-style-type: none"> • Complete our first RAD subsidy conversion. | <p>Deliverable and timeline: The six identified properties in our RAD application have been successfully converted to Section 8 funding by September 2016.</p> |
| <ul style="list-style-type: none"> • Complete our second RAD and / or Section 18 conversion for the rest of our public housing properties. | <p>Deliverable and timeline: All remaining properties are converted by December 2020.</p> |
| <ul style="list-style-type: none"> • Complete or have work substantially underway to rehabilitate the remaining six public housing high rises in the 85 Stories initiative. | <p>Deliverable and timeline: Construction is completed or substantially underway by December 2020.</p> |
| <ul style="list-style-type: none"> • Six properties currently held in tax credit partnerships in our portfolio are transitioned to Home Forward ownership. | <p>Deliverable and timeline: All six properties are owned by Home Forward, and refinanced / recapitalized as needed by December 2020.</p> |
| <p>Initiative: Fully institute an asset management model for our entire real estate portfolio and develop shared performance measures for all our properties.</p> | |
| <ul style="list-style-type: none"> • An additional asset manager position will be added and all properties in the Home Forward portfolio will be assigned to an asset manager. | <p>Deliverables and timeline: The asset manager will be hired and property assignments made by September 2016.</p> |
| <ul style="list-style-type: none"> • Develop and implement performance standards and consistent practices for the entire portfolio. | <p>Deliverables and timeline: All properties will be evaluated and results reported annually, based on benchmark analyses, beginning in December 2016.</p> |

one resource: There are deeper connections and continuity between the types of housing assistance we provide that allow us to meet the evolving needs of the people we serve.

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| <p>Initiative: Make changes to the way we manage our waiting lists so we respond to the needs of the community in the current housing market.</p> | |
| <ul style="list-style-type: none"> • Create a system to allow Housing Choice Voucher applicants who were unable to lease up access to public housing and project-based voucher waiting lists. • Improve outreach to the community and restructure waiting list preferences to ensure program access mirrors the population and needs of people in poverty. | <p>Deliverable and timeline: <i>The new system is implemented and access is available to applicable voucher applicants by December 2017.</i></p> <p>Deliverable and timeline: <i>Waitlist preferences and outreach plan are implemented, and staff are cross-trained across all programs to answer basic questions about access to waiting lists by April 2017.</i></p> |
| <p>Initiative: Create new pathways that allow people to move between our housing assistance programs in ways that better meet their needs.</p> | |
| <ul style="list-style-type: none"> • Establish a policy that allows mobility between RAD project-based voucher sites and the Housing Choice Voucher programs. • Expand transfer options for domestic violence survivors who are living in subsidized units by creating a set-aside in the Housing Choice Voucher program. • Conduct an impact analysis of the RAD mobility policy (above) to determine the potential for expansion to include all Home Forward-owned project-based voucher sites. | <p>Deliverable and timeline: <i>The policy is implemented by September 2016.</i></p> <p>Deliverable and timeline: <i>Transfer options are available to all survivors regardless of the subsidy they receive by January 2017.</i></p> <p>Deliverable and timeline: <i>Impact analysis will be completed by January 2020, with a go / no-go recommendation to expand the mobility policy by March 2020.</i></p> |
| <p>Initiative: Explore a new model of service delivery that puts more of our staff in the neighborhoods we serve.</p> | |
| <ul style="list-style-type: none"> • Design a neighborhood-based service delivery model and pilot it at two locations. • Assess the success of the model and make a recommendation to continue as-is, expand to additional sites, or discontinue. | <p>Deliverables and timeline: <i>Model design will be completed by March 2017; the first site will be active by September 2017 and the second by April 2018.</i></p> <p>Deliverables and timeline: <i>Outcomes (to be determined) and survey results from staff and customers will be completed, and a recommendation made by December 2020.</i></p> |

one agency: We build our skills and work together in ways that help us constantly evolve and improve our ability to serve our community.

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| <p>Initiative: Proactively plan and prepare staff for the significant organizational implications of converting our public housing portfolio to a Section-8 based platform.</p> | |
| <ul style="list-style-type: none"> Define new requirements, create a specific training plan for departments impacted by the RAD conversions, and deliver the training. | <p>Deliverable and timeline: <i>Training plan and materials developed by August 2016; staff impacted by the first RAD conversion are trained by September 2016. Remaining staff will be trained four months prior to the second RAD conversion (timeline TBD).</i></p> |
| <p>Initiative: Deepen our communication efforts to better engage and inform our internal and external stakeholders.</p> | |
| <ul style="list-style-type: none"> Create and implement a values-based communications plan that addresses internal and external strategies. | <p>Deliverable and timeline: <i>A communications plan that has been informed by the Resident Advisory Committee, the board, partners and staff will be in place by January 2017.</i></p> |
| <ul style="list-style-type: none"> Develop a set of recommendations related to resource development, including proposed roles for current and former board members to assist in cultivating relationships and opportunities to bring resources to support the work of Home Forward. | <p>Deliverable and timeline: <i>Recommendations will be delivered to the board of commissioners by July 2016 and the board of directors for Home Forward Community Partnerships by August 2016. Next steps, deliverables and timelines will be further defined then.</i></p> |
| <ul style="list-style-type: none"> Increase the use of surveys, focus groups and other forms of outreach to get resident input on program development and feedback on our service delivery. | <p>Deliverable and timeline: <i>Priorities for input related to the strategic plan in year one and the methods to get it will be determined by August 2016.</i></p> |
| <p>Initiative: Train for and implement additional trauma-informed practices.</p> | |
| <ul style="list-style-type: none"> Conduct an assessment of current Home Forward practices (e.g, terminations, rent increases, inspections) to identify opportunities to integrate trauma-informed training and practices. | <p>Deliverables and timeline: <i>Specific practice(s) to be addressed initially will be identified by January 2017, with ongoing assessment and additional areas identified annually thereafter.</i></p> |
| <ul style="list-style-type: none"> Begin introductory training and program-specific training for staff. | <p>Deliverables and timeline: <i>Introductory training will begin in February 2017 and program-specific training will begin in July 2017.</i></p> |
| <p>Initiative: Increase hard skills training and leadership development for staff at all levels of the agency.</p> | |
| <ul style="list-style-type: none"> Create and implement need-based YARDI training throughout the agency. | <p>Deliverables and timeline: <i>Training will be developed and begin by April 2017.</i></p> |
| <ul style="list-style-type: none"> Conduct a needs assessment to determine critical needs by department and at the agency level. Develop a plan for trainings to roll out over the life of the strategic plan. | <p>Deliverables and timeline: <i>Assessment will be completed by September 2016. A calendar / plan for trainings through 2020 will be completed and the first trainings will begin by April 2017.</i></p> |
| <ul style="list-style-type: none"> Create a leadership development program that includes a supervisory training component. | <p>Deliverables and timeline: <i>The program will be developed and training will begin in January 2017.</i></p> |

one community: The people we serve, our partners and the public see us as open, supportive and responsive to their needs, even when our resources are constrained.

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| <p>Initiative: Define and implement our equity platform, with a particular emphasis on racial justice.</p> | |
| <ul style="list-style-type: none"> • Complete foundational work, including an agency definition and vision for the work, and an organizational assessment to identify key areas to prioritize. | <p>Deliverable and timeline: Foundational work completed by December 2016.</p> |
| <ul style="list-style-type: none"> • Identify equity-specific training needs and integrate them into the development of the agency-wide training calendar. | <p>Deliverable and timeline: A calendar / plan for trainings through 2020 will be completed and the first trainings will begin by April 2017.</p> |
| <ul style="list-style-type: none"> • Identify opportunities and set goals to increase participation of Minority, Women, Small and Emerging Businesses (MWESB) in our contracting processes. | <p>Deliverable and timeline: A strategy and goals will be developed by December 2016.</p> |
| <p>Initiative: Optimize our use of technology to increase the community's ability to interact and transact with us, and work to increase resident access to technology.</p> | |
| <ul style="list-style-type: none"> • Implement new / upgrade existing technologies that improve business operations. | <p>Deliverable and timeline: A schedule of technology rollouts will be completed in May 2016, beginning with the roll out of Windows 10 in August 2016.</p> |
| <ul style="list-style-type: none"> • Re-evaluate IT business practices and workflows to better customize tools and applications. | <p>Deliverable and timeline: A governance group will be created in August 2016, in order to identify cross-agency process and systems improvements. Next steps and timelines will be created then.</p> |
| <ul style="list-style-type: none"> • Develop web-based portals that allow landlords and participants to conduct business with us electronically. | <p>Deliverable and timeline: A landlord portal will go live in December 2017 and a participant portal will go live in December 2018.</p> |
| <ul style="list-style-type: none"> • Assess need and develop a plan to further address the digital divide for our participants. | <p>Deliverable and timeline: Conduct needs assessment by December 2016 and develop an action plan by June 2017.</p> |
| <p>Initiative: We will deepen our focus on supporting the needs of East County.</p> | |
| <ul style="list-style-type: none"> • Ensure that key strategic plan initiatives, such as the housing strategy, neighborhood-based service delivery pilots and equity planning all specifically speak to meeting the needs of East County. | <p>Deliverables and timeline: Plans and timelines as described in the specified initiative areas.</p> |
| <ul style="list-style-type: none"> • Pilot one or more rent assistance programs that support East County residents and further our systems alignment goals. | <p>Deliverables and timeline: A program will be in place to support families of the Earl Boyles Elementary School by September 2016 and an additional pilot program will be planned by December 2016.</p> |

one system: We leverage our role as the largest provider of affordable housing in Oregon to improve collaboration and efficacy between systems impacting people in poverty.

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| <p>Initiative: Fully support the A Home For Everyone effort to address homelessness.</p> | |
| <ul style="list-style-type: none"> • Continue full engagement in the Executive and Coordinating boards and fully implement Home Forward-specific commitments that are underway. • Develop a housing stability plan in collaboration with partners to better ensure ongoing success of people exiting homelessness with our housing resources. • Work with partners to identify ways to use our housing resources to support new Permanent Supportive Housing for people with severe and persistent mental illness. | <p>Deliverable and timeline: <i>Housing choice voucher preferences adopted to serve homeless populations will be extended and fully utilized by July 2017.</i></p> <p>Deliverable and timeline: <i>Plan and retention goals will be developed by July 2017.</i></p> <p>Deliverable and timeline: <i>Identify the resource commitments to support new Permanent Supportive Housing by July 2017.</i></p> |
| <p>Initiative: Strengthen our engagement with the education and health care systems.</p> | |
| <ul style="list-style-type: none"> • Develop a campaign to improve K-12 school attendance for Home Forward families. • Leverage Home Forward processes such as program briefings, as well as other strategic plan initiatives, such as neighborhood-based service delivery and rent assistance pilot programs, to advance educational partnerships, with an emphasis on connecting families to early childhood resources. • Develop partnerships that increase access to healthcare and related services, in coordination with other strategic plan efforts, including Permanent Supportive Housing, neighborhood service delivery model, and housing strategy. | <p>Deliverable and timeline: <i>Campaign will be launched in 2016 and assessed in July 2017, then every year thereafter, modifying based on lessons learned.</i></p> <p>Deliverable and timeline: <i>A suite of coordinated efforts will be in place by December 2017.</i></p> <p>Deliverable and timeline: <i>An update on health-related initiatives will be given to the board in July 2017.</i></p> |
| <p>Initiative: We will work tirelessly to add more affordable housing in our community, regardless of our role or ownership stake, in alignment with other systems of care.</p> | |
| <ul style="list-style-type: none"> • Continue to work with our jurisdictions, delegations and advocacy groups to shape policy and develop tools to create more affordable housing resources. | <p>Deliverables and timeline: <i>Periodic updates will be given to the Real Estate and Development Committee and the full board on our involvement and specific progress.</i></p> |