



STRATEGIC PLAN INITIATIVES AND ACTIVITIES

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

Initiative: Convert our public housing portfolio to a Section 8-based subsidy stream, performing critical rehab where needed.	
Complete all RAD and Section 18 subsidy conversions.	December 2020
Complete rehab on all converted properties as needed.	December 2022
Transition six properties currently held in tax credit portfolios to Home Forward ownership, with refinance / recapitalization as needed.	December 2020
Initiative: Improve our emergency and disaster preparedness.	
Update our Business Continuity Plan.	September 2019
Develop protocols that match with jurisdictional disaster response plans.	December 2019
Develop and implement property-level emergency response protocols.	December 2019
Initiative: Enhance policies and procedures to ensure safety for our residents, employees and assets.	
Review, update and develop safety trainings for staff.	October 2019
Review, update and develop safety monitoring programs.	December 2020
Review, update and develop technologies to reduce risk to assets.	December 2020
Initiative: Develop and acquire at least 500 additional affordable apartments in the Home Forward portfolio, in alignment with our board-adopted housing strategy.	
Complete development of the property at NE Grand and Hassalo.	October 2019
Complete the redevelopment of the property at NE Baldwin.	December 2020
Acquire or develop new affordable housing in East County.	December 2020

- ✓ **Completed initiative:** Developed a housing strategy that informs how we acquire, rehab and develop new properties. The housing strategy was adopted by our board in December 2017.
- ✓ **Completed initiative:** Fully instituted an asset management model for our entire real estate portfolio and develop shared performance measures for all our properties. The administrative transition was completed in spring 2017.
- ✓ **Key milestone achieved:** Completed the first RAD transaction.
- ✓ **Key milestone achieved:** Began construction on the property at NE Grand and Hassalo.

ORGANIZATIONAL VALUE: Housing is at the core of what we do and people are the reason it matters.

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 community.

Initiative: Improve our ability to respond to the housing and service needs of the community as local conditions evolve.	
Establish different income eligibility limits for certain populations, such as survivors of domestic violence.	January 2019
Increase services available to people on our subsidized program waitlists, including the ability to opt in to other housing opportunities.	December 2020
Initiative: Manage our waiting lists in ways that allow us to better respond to the needs of the community as local conditions evolve.	
Implement a newly designed system that allows Housing Choice Voucher applicants who are unable to lease up to join RAD and project-based voucher waiting lists.	December 2019
Explore a redesign of the traditional Housing Choice Voucher waiting list that reduces multi-year waits.	June 2019
Assess project-based voucher mobility policy.	December 2020
Initiative: Design and implement a model of delivering community services that is client-directed and provides better access to Housing Choice Voucher participants.	
Complete a planning process to redesign how services are delivered by and through Home Forward.	December 2018
Implement a crisis-response team to deal with traumatic events and emergencies.	February 2019
Explore the potential benefits of geographically-based caseloads in the Housing Choice Voucher program.	June 2019

- ✓ **Key milestone achieved:** Established a policy that allows mobility between RAD sites and the Housing Choice Voucher program in December 2016.

ORGANIZATIONAL VALUE: We are stewards of public resources and champions for those who need them.

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

Initiative: Prepare the agency and community for the significant implications of converting our public housing portfolio to a Section 8-based platform.	
Develop a suite of communication tools to inform residents, staff, board and community about RAD progress.	May 2018
Continue preparatory trainings in advance of each public housing conversion.	January 2019
Provide technical trainings needed for post-conversion operations.	December 2020
Initiative: Train for and implement additional trauma-informed practices.	
Provide additional supervisory training, including specific practices and expectations to be implemented.	December 2018
Develop and implement departmental and team-specific plans.	December 2018
Initiative: Increase hard skills training and leadership development for staff at all levels of the agency.	
Provide need-based YARDI training throughout the agency.	September 2019
Develop and implement an onboarding plan and training calendar that meet agency and department-level needs.	April 2018
Create a leadership development program that includes a supervisory training component.	August 2019
Assess individual employee needs and provide support for technical and professional development.	August 2019
Initiative: Enhance tools and procedures to help staff work efficiently and stay informed.	
Develop and implement plan to improve communications with employees.	July 2019
Upgrade YARDI enterprise software system.	October 2019

- ✓ **Key milestone achieved:** New requirements for the RAD program were defined, a training plan was developed, and initial trainings have been piloted.
- ✓ **Key milestone achieved:** Resource development recommendations were delivered to the Home Forward board of commissioners and the HFCP board.
- ✓ **Key milestone achieved:** Agency assessment of trauma-informed practices was completed, initial staff and supervisory trainings were completed.
- ✓ **Key milestone achieved:** Agency and department training needs assessments have been completed. A new staff orientation was designed and implemented.

ORGANIZATIONAL VALUE: We are a team of many teams, striving together for excellence.

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.

Initiative: Define and implement our equity agenda, with a particular emphasis on racial justice.	
Integrate the work of the Equity Council into the agency.	June 2019
Adopt recommendations from the cross-agency workgroup on organizational values related to racial and social justice, in coordination with the Equity Council.	June 2019
Implement equity and racial justice trainings.	June 2019
Integrate equity-based goals into the housing strategy and the service delivery design efforts.	June 2019
Design a leadership development training program.	August 2019
Initiative: Optimize our use of technology to increase the community's ability to interact and transact with us, and increase resident access to technology.	
Fully implement a landlord-based portal that allows landlords to conduct business with us electronically.	June 2018
Develop a tenant-based portal that allows participants to conduct more business with us electronically.	December 2019
Increase access to broadband internet and tech devices among program participants.	December 2020
Refresh and update the agency website.	August 2020
Redesign the agency dashboard report.	April 2019
Initiative: Deepen our focus on meeting the needs of East County.	
Purchase property in East County for acquisition / rehab or new development.	December 2020
Increase access to critical services in East County, particularly among voucher participants.	January 2020

- ✓ **Key milestone achieved:** A staff-driven Equity Council was created in fall 2017 and new annual MWESB reporting standards have been adopted.
- ✓ **Key milestone achieved:** The board-adopted housing strategy includes specific commitments to East County.
- ✓ **Key milestone achieved:** An IT governance structure has been created, a schedule of technology updates and rollouts has been developed, and the first set of technology upgrades occurred.
- ✓ **Completed initiative:** A special rent assistance project supporting Earl Boyles Elementary in East County has been implemented.
- ✓ **Completed initiative:** The board adopted a new reporting methodology related to our equity contracting data to better reflect the agency's procurement goals.

ORGANIZATIONAL VALUE: We do our work in support of systemic change for racial and social justice.

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.

Initiative: Reduce homelessness by fully supporting A Home for Everyone and the local commitment to add 2,000 units of supportive housing in Multnomah County by 2028.	
Co-convene a planning process with the City of Portland and Multnomah County to define how the goal of 2,000 supportive housing units will be achieved in 10 years.	December 2018
Increase the number of people with severe and persistent mental illness who are supported with Home Forward's housing resources.	December 2019
Initiative: Improve educational and healthcare outcomes for the people we serve.	
Improve school attendance rates for Home Forward families in collaboration with local school district efforts.	December 2020
Increase the number of books for kids in the homes of our residents and participants through our fully implemented Building Readers initiative.	January 2020
Increase resident and participant access to health services	January 2020
Initiative: Use our capacities and expertise to support the creation of more affordable housing in our community, regardless of our role or ownership stake, in alignment with other systems of care.	
Formalize our relationship with the Portland Housing Bureau through intergovernmental agreements to take on asset management and development services for the Portland GO Bonds.	March 2018
Provide asset management for Multnomah County's homeless shelters.	December 2018
Provide technical assistance for upcoming bond measures and affordable housing legislation.	December 2020

- ✓ **Key milestone achieved:** Several voucher allocations were implemented and evaluated in support of AHFE.
- ✓ **Key milestone achieved:** Provided technical assistance in preparation for the local GO Bond campaign and for successful statewide legislative initiatives.

ORGANIZATIONAL VALUE: **We are brave and innovative.**