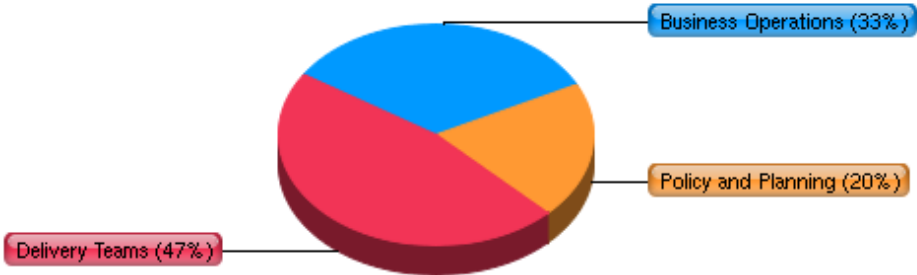


Response Summary Report

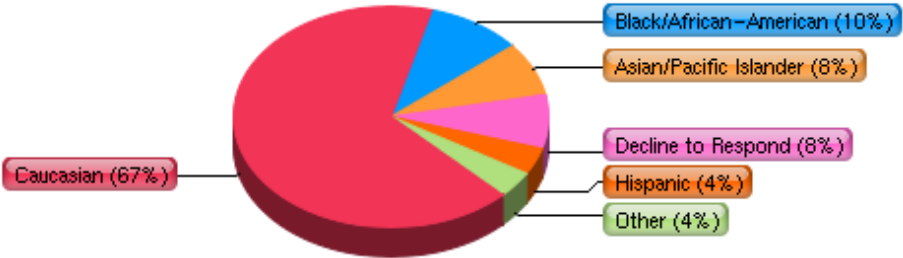
July 15, 2010

1. In which section of PHB do you work?



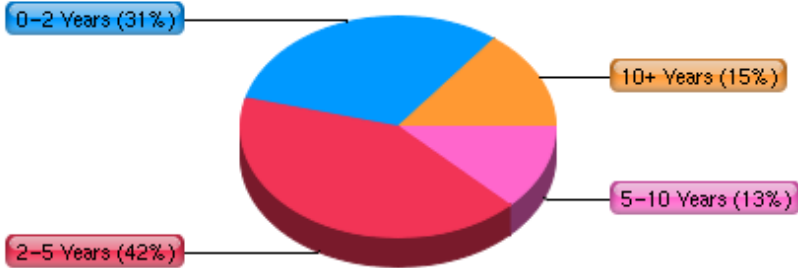
Item	Count	Percent %
Delivery Teams	21	46.67%
Business Operations	15	33.33%
Policy and Planning	9	20.00%

2. How do you describe your racial and ethnic background? (Select all that apply.)



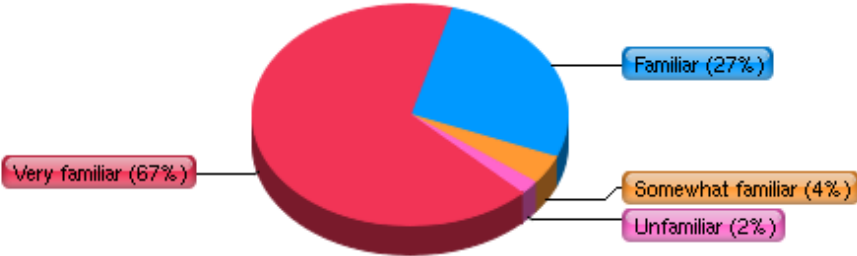
Item	Count	Percent %
Caucasian	34	70.83%
Black/African-American	5	10.42%
Asian/Pacific Islander	4	8.33%
Decline to Respond	4	8.33%
Hispanic	2	4.17%
Other	1	2.08%
Native American/Alaska Native	1	2.08%
Others: Other		
Jewish	1	2.08%

3. How long have you been with PHB, PDC and/or BHCD (total combined)?



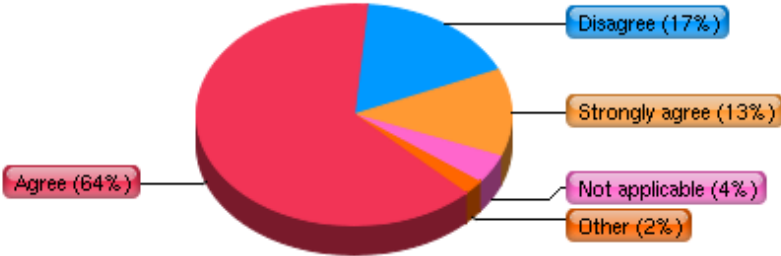
Item	Count	Percent %
2-5 Years	20	41.67%
0-2 Years	15	31.25%
10+ Years	7	14.58%
5-10 Years	6	12.50%

4. How familiar are you with the mission, work and staff of the Portland Housing Bureau (PHB)?



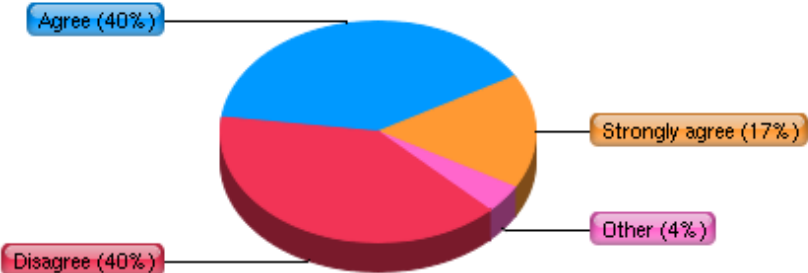
Item	Count	Percent %
Very familiar	32	66.67%
Familiar	13	27.08%
Somewhat familiar	2	4.17%
Unfamiliar	1	2.08%

5. I think that PHB is on the right track in terms of how it allocates its resources and sets its priorities.



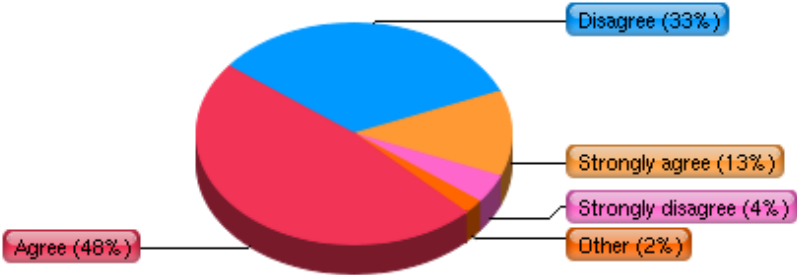
Item	Count	Percent %
Agree	30	63.83%
Disagree	8	17.02%
Strongly agree	6	12.77%
Not applicable	2	4.26%
Strongly disagree	1	2.13%

6. I understand how PHB makes its key decisions.



Item	Count	Percent %
Disagree	19	39.58%
Agree	19	39.58%
Strongly agree	8	16.67%
Strongly disagree	1	2.08%
Not applicable	1	2.08%

7. I am comfortable that the public gets enough input into PHB's key decisions.



Item	Count	Percent %
Agree	23	47.92%
Disagree	16	33.33%
Strongly agree	6	12.50%
Strongly disagree	2	4.17%
Not applicable	1	2.08%

8. What do you think about PHB's current programs and efforts to accomplish the following goals?

Table 1 of 2	Item	Unsuccessful - no real progress	Some success but still long way to go	Mostly successful	Very successful and effective
#0	End homelessness in Portland	2.1% 1	68.8% 33	22.9% 11	4.2% 2
#1	Develop more affordable rental housing		47.9% 23	41.7% 20	8.3% 4
#2	Close the minority homeownership gap	27.1% 13	62.5% 30	6.3% 3	2.1% 1
#3	Help low-income homeowners remain in their homes	19.1% 9	42.6% 20	23.4% 11	12.8% 6
#4	Help communities of color achieve equity in Portland through housing	16.7% 8	68.8% 33	8.3% 4	4.2% 2
#5	Create livable communities by aligning housing with transportation and other neighborhood assets	8.3% 4	54.2% 26	20.8% 10	8.3% 4
#6	Preserve the current stock of affordable housing	2.1% 1	35.4% 17	45.8% 22	14.6% 7
#7	Manage and maintain existing housing projects and assets		48.9% 23	40.4% 19	6.4% 3
#8	Average %	9.4%	53.7%	26.2%	7.6%

Table 2 of 2	Exceptional	Total
#0	2.1% 1	48
#1	2.1% 1	48
#2	2.1% 1	48
#3	2.1% 1	47
#4	2.1% 1	48
#5	8.3% 4	48
#6	2.1% 1	48
#7	4.3% 2	47
#8	3.1%	382.0

9. For the next few years, PHB has to set priorities. Looking at the housing needs and issues below, rank each of them by level of importance, with #1 being the lowest priority for funding and #9 being the highest.

Value	1	2	3	4	5	6	7	8	9	Average Rank
Developing housing for workers like teachers and firefighters so they can continue to live in Portland	13	8	3	10	1	1	2	5	4	3.8
Developing more affordable rental housing units	3		5	4	4	5	11	6	7	6.0
Helping low-income families buy their first home, especially families of color	5	6	10	4	4	5	5	2	4	4.4
Preventing home foreclosures on seniors and low-income families	2	5	4	3	8	10	5	7	3	5.4
Ending Homelessness	5	9	4	4	6	3	2	5	7	4.8
Planning for complete, livable neighborhoods with housing, transit, schools, parks, etc.	7	6	5	3	4	2	9	5	6	5.0
Providing temporary shelter to people and families who are homeless	5	7	5	5	8	7	3	3	3	4.5
Maintaining the health and safety of Portland's housing	3	3	5	7	6	7	4	6	5	5.3
Preserving existing affordable rental housing units	2	1	4	5	5	7	6	7	7	6.0

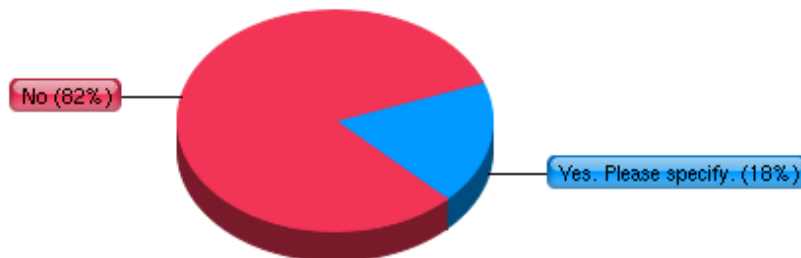
10. With a staff of over 65 people, PHB plays many roles in the housing system. Tell us which of these roles will be most important over the next three years for PHB to be most effective in addressing the housing needs of Portland.

Table 1 of 2	Item	Unimportant	Somewhat important	Important	Very important
#0	Develop new funding to meet Portland's housing needs			15.6% 7	44.4% 20
#1	Coordinate housing planning with other sectors: transit, economic development, schools, health, etc.	2.2% 1	8.9% 4	42.2% 19	37.8% 17
#2	Improve the environmental sustainability and "green" aspect of Portland's housing stock	4.5% 2	29.5% 13	36.4% 16	22.7% 10
#3	Increase public input on how housing funding is spent	6.5% 3	37.0% 17	39.1% 18	13.0% 6
#4	Increase diversity of housing types and household incomes in neighborhoods		28.3% 13	28.3% 13	30.4% 14
#5	Maintain a safety net for Portlanders who lose their homes or need help securing housing		6.5% 3	26.1% 12	43.5% 20
#6	Educate the public about housing issues in Portland	6.7% 3	31.1% 14	33.3% 15	22.2% 10
#7	Prevent unlawful housing discrimination	4.3% 2	10.9% 5	23.9% 11	34.8% 16
#8	Measure and report on the housing needs in Portland		10.9% 5	34.8% 16	37.0% 17
#9	Finance the development of new affordable housing projects		4.3% 2	30.4% 14	45.7% 21
#10	Plan to meet Portland's long-term housing needs so we can grow smartly	2.2% 1	4.3% 2	34.8% 16	39.1% 18
#11	Lobby at the State and Federal levels for legislative and policy changes that help meet Portland's housing needs		6.5% 3	52.2% 24	19.6% 9
#12	Improve PHB's customer service performance as a lender and funder of housing activities	2.2% 1	8.9% 4	53.3% 24	20.0% 9

Table 1 of 2	Item	Unimportant	Somewhat important	Important	Very important
#13	Average %	2.2%	14.4%	34.6%	31.6%

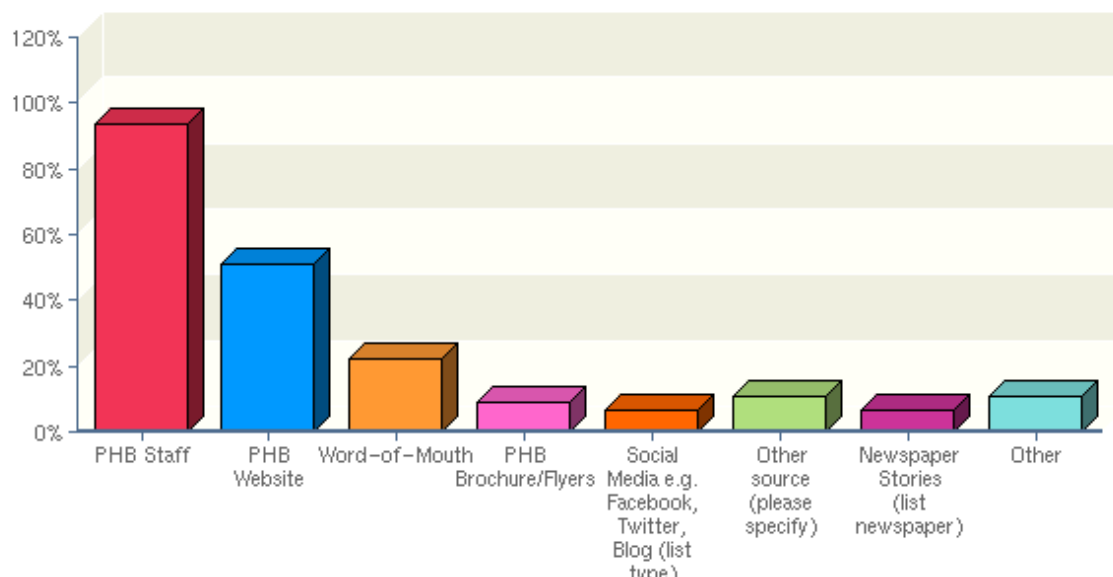
Table 2 of 2	Top priority	Total
#0	40.0% 18	45
#1	8.9% 4	45
#2	6.8% 3	44
#3	4.3% 2	46
#4	13.0% 6	46
#5	23.9% 11	46
#6	6.7% 3	45
#7	26.1% 12	46
#8	17.4% 8	46
#9	19.6% 9	46
#10	19.6% 9	46
#11	21.7% 10	46
#12	15.6% 7	45
#13	17.2%	592.0

11. Are there any other programs/services/activities currently performed by PHB, which should no longer be focused on?



Item	Count	Percent %
No	36	81.82%
Yes. Please specify.	8	18.16%
Others: Yes. Please specify.		
As we refine PHB mission, there are programs that were funded due to political pressure that no longer fit. Those should be transferred to other bureaus or discontinued.	1	2.27%
Cronic Homeless	1	2.27%
Ec Dev, Public Safety	1	2.27%
Homeownership products replicating the market	1	2.27%
Organizational operating support - need to find new way to manage this need	1	2.27%
PSH	1	2.27%
Review all policies and eliminate or revise them so they are achievable and realistic.	1	2.27%
Supporting ALL current CDC's/partners. Need to consolidate industry and reduce to most effective players.	1	2.27%

12. Where do you get most of your information about PHB and its housing programs? (Check all that apply.)



Item	Count	Percent %
PHB Staff	42	93.33%
PHB Website	23	51.11%
Word-of-Mouth	10	22.22%
PHB Brochure/Flyers	4	8.89%
Social Media e.g. Facebook, Twitter, Blog (list type)	3	6.66%
TV or Radio	2	4.44%
Local Nonprofit (list agency/nonprofit)	2	4.44%
Other source (please specify)	5	11.1%
Newspaper Stories (list newspaper)	3	6.66%
Ethnic News Outlet (list media outlet)	1	2.22%
Others: Social Media e.g. Facebook, Twitter, Blog (list type)		
Facebook	2	4.44%
PHB Facebook Page	1	2.22%
Others: Local Nonprofit (list agency/nonprofit)		
(Several housing nonprofits)	1	2.22%
Rose CDC, PCRI, Proud Ground, IHI, Catholic Charities, JOIN,	1	2.22%
Others: Other source (please specify)		
County and state government	1	2.22%
e-mails from PHB staff	1	2.22%
Guardian, IPM	1	2.22%
Notes from Home	1	2.22%
Staff meetings	1	2.22%
Others: Newspaper Stories (list newspaper)		
Oregonian, Mercury, WW, Trib	1	2.22%
Oregonian/Tribune/	1	2.22%
Street Roots	1	2.22%
Others: Ethnic News Outlet (list media outlet)		
Skanner, Observer, Asian R., El Hispanic News	1	2.22%

Appendix 2: Which un-met housing needs in Portland should PHB address as its top priorities (up to 3)?

Open Text Responses:
workforce housing
More units at 0-30% MFI affordability
Inclusionary Zoning
Foreclosure prevention
preserving existing affordable housing
I am not sure this need it totally unmet, but I think we need to make sure that private and non-profit landlords provide the support they need to successfully house high barrier populations.
<ol style="list-style-type: none"> 1. Increase 0-30% housing units 2. Increase # of 50-80% AMI minority homeowners 3. For minority homeowners and renters displaced by gentrification provide resources for these households to come back to their original neighborhoods.
Continue to work on building affordable housing for the most vulnerable
Try to coordinate affordable housing with other services
Demanding a rental and ownership market that does not discriminate will do more to achieve equity than any amount of money invested in new housing or renovation.
Demanding equity could remove the uneven demands on the system for assistance.
push the markets to do more
<ol style="list-style-type: none"> 1) build housing the average household can afford without being rent/ mortgage burdened 2) Influence the lending community more to be more willing to invest at the community level. Discourage lenders from rules that prevent energy efficiency or drive up costs.
Preservation of existing affordable rental stock.
Leveraging resources to fulfill most pressing rental housing needs
-Funding and/or leading development of housing that the private market is not building -- 0-30% affordable housing.
-Rent assistance to help people end their homelessness or maintain their housing.
Affordable rental housing, increasing homeownership, preventing foreclosures.
Foreclosure prevention; more repair or rehab funds for "unsafe" housing; support housing initiatives in conjunction with POrtland public school system, to the extent possible.
Foreclosure prevention
Financing, Rehab of existing stock,
supply of affordable rental housing
affordable housing preservation
equitable access to housing
affordable housing for low middle income people
Permanent housing for lowest income
Minority homeownership
Rental housing for 0 - 50% AMI
Affordable rental housing
Homeless shelters
affordable housing preservation
maintaining the quality of the existing housing stock.
<ol style="list-style-type: none"> 1. Permanent supportive housing (either project based or through scattered-site rent assistance) for disabled homeless adults and families 2. Rapid rehousing for newly homeless adults and families 3. Homelessness prevention for at-risk adults and families
<ol style="list-style-type: none"> 1. Ensuring homes for the most vulnerable people in our community, those experiencing homelessness or at-risk of becoming homeless.
<ol style="list-style-type: none"> 2. Building and preserving affordable housing, including a variety of affordable housing opportunities.
<ol style="list-style-type: none"> 3. Safeguard existing funds and identify new resources to support PHB goals and services.
<ol style="list-style-type: none"> 1. Housing and other services for the Homeless 2. Preserving and developing affordable rental housing stock for very low income households 3. Promoting and retaining affordable home ownership opportunities
House the homeless
Maintain affordable units and develop new ones, "affordable" meaning 0-50 MFI
Find new funding sources
Affordable rental housing development/preservation, temporary rent assistance and homelessness prevention, minority homeownership

Open Text Responses:

More middle class affordable housing, from 80-90% MFI.

workforce housing in the City

Shared housing for LGBT elders.

1) Develop and maintain high quality affordable housing for low-income people

2) Help low-income residents stay stable in their housing

3) Connect low-income people with services

Alerting people with disabilities to availability of accessible rental units.

3+ bedroom rental units for large families (incl. extended or multi-generational families) with incomes up to 50% MFI.

Permanent housing for individuals and families experiencing homelessness.

Increase number of affordable housing units.

1. money to develop with

2. money to lend for home purchasing / repair to a greater MFI

3. a greater visibility to the people we are trying to reach.

City-wide home repair program

1) Equity of Opportunity for communities of color to choose where they live and thrive in those neighborhoods

2) integration of affordable options in all developments in all parts of town (mixed income strategies)

Very low-income rental (0-30%)

Eviction/homeless prevention

Preservation

Resource development

Equity

affordable rental housing

permanent supportive housing for the homeless

minimizing the minority homeownership gap

Appendix 3: What should be the key indicators for PHB's success in reaching its mission and goals?

Open Text Responses:

Rate of homelessness goes down
Rate of evictions goes down
Waiting list in shelters is zero without building new shelter
Foreclosure rate drops

-number of households assisted in obtaining or retaining housing
-number of months households assisted maintain housing (housing stability)
-number of affordable housing units produced and preserved
-number of housing units made more safe and healthy (through lead remediation, code violations addressed, mini-rehab repairsetc)

of affordable housing units preserved.
of affordable housing units added to inventory with a specific numeric goal for 0-30%
of new 0-80% AMI minority homeowners
of 0-120% AMI minority homeowners kept in homes

availability of housing stock to low income people, i.e. the housing shortage for low income

1st) Equitable distribution of public resources
2) % of mixed income communities
3) Supply meeting demand

Number of LMI people housed

Overall "life success" of people housed in PHB supported units
-Net increase in 0-30% affordable units.
-Decrease in numbers of people on the streets

We should measure based on individuals and families helped, not on a per-unit basis.

I think the data elements should be selected in coordination with the identification of strategic plan goals -- to best measure performance against those goals. In addition to being useful and informative, we need data we can reliably collect and that minimizes data integrity issues. The data-gathering function might be something PHB would benefit from centralizing.

Engagement with neighborhoods and the public.
Resource generation.

1. Amount of total investment
2. Number of units built
3. Number of units preserved
4. Number of people served broken down by race and ethnicity
5. Total dollars spent by communities of color (MWESB,contracts, etc.)

Unit production (new & preserved)
Folks off the street
Level of project subsidy

Quality of housing stock, Student retention in school (graduation rate)

supply vs demand measures
assessment/change in affordable housing condition
change in renter or owner demographics

See us meet long term goals.

of units produced or preserved
of families or individuals who are homeless or at serious risk of homelessness stabilized
low and mod income minorities assisted to become homeowners
of performing loans

homeless
Length of stay in Emergency Shelter
of evictions
Vacancy rates

reducing number of homeless people on the streets
units preserved for affordable housing
improving the quality of the housing units already in existence

1. Decreased #s of chronically homeless individuals
2. Decreased #s of individuals and families experiencing homelessness (both point-in-time and annually)
3. #s of deeply affordable (0-30% MFI) units preserved and created (including via rent assistance)

Open Text Responses:

Number of people assisted in finding permanent housing

Housing retention

Number of households moving into affordable homes

Affordable housing units built

Affordable housing units preserved

Amount of funds secured for PHB activities

1. Timely distribution of annual funding and the number of households served including households of color.
2. Number of households moved through the continuum of housing.
3. Customer and tenant satisfaction.

People staying in housing over long term

Number of units in greater PDX particularly "close in"

Racial/gender/MFI data of people helped and contractors used showing equity rising

units created,

Dollars allocated to the communities that have historically been underrepresented with funding.

affordable housing should contribute to job creation/economic development, and the City tax base.

of affordable units produced

Amount of outside funds leveraged

Housing stability measures

Number of 0-50% households assisted

Number of children (0-18) assisted

Percentage of households served that include person of color

\$ new resources

of units in supply of publicly subsidized rental housing less # of units at imminent risk

Has the number of rent burdened households decreased?

money lent for home ownership and home repair. development projects for affordable housing. busy employees with a smooth, united work flow.

Leverage public dollars with private investment for greater responsibility of the public trust.

have we clearly said what we can do, in measureable ways?

have we asked for input on that from community stakeholders?

can we clearly report on those accomplishments and do stakeholders feel we're accurately representing our accomplishments?

Reduction in rates of homelessness

Reduction in rates of involuntary displacement/mobility in housing

Improvement in supply vs. demand for housing

Equity

Our ability to channel the large majority of our funding to communities of color and low income people.

The # of the above target populations reached and the positive impact the funding has on them.

Our ability to grow our budget and influence, or at least minimize losses.

Appendix 4: What does PHB do well?

Open Text Responses:
Planning and program development
Respond to crisis like Katrina
Balance funding across needs
Work with community partners to solve problems, build policy and programs
funds the housing continuum rather than just one portion of it.
good core program areas that are well positioned for improvement
Takes advantage of different funding streams as they become available
PHB has hired a motivated, well informed staff.
PHB has focused its attention
PHB has built consensus and collaboration on projects to date.
PHB has a well respected Executive Director
PHB manages its contracts well.
PHB continues to develop and manage housing projects
PHB has responded to stakeholder concerns about transparency and continues to listen and respond to stakeholder issues
Helps provide services, housing and otherwise to the neediest families.
-Public involvement
-Innovative planning & advocacy
-Relationship-building with community stakeholders
-Resource development
The staff really cares about the work we do. In terms of dedication I don't think we could get much better.
I think PHB has (or has developed) a culture of self-analysis in decision-making but also hasn't allowed this to stand in the way of making decisions in a relatively expedient fashion.
*Messaging of priorities and Director level decisions.
*Emphasis on community participation is apparent.
*Manage federal funding & guidelines.
Fixing projects
Subject expertise
Group think
Public perception
Communicate
Internal system support
Manage construction projects
Understand Housing Policy
Potlucks
Thinking globally
Effectively use federal dollars
Relationship with Commissioners
Eviction Prevention
provide funding to strong and efficient service providers to provide a variety of services
- Coordinate community-wide collaborative efforts to tackle difficult housing-related issues (e.g. 10-year Plan to End Homelessness)
- Apply for and administer federal grants (e.g. ConPlan, McKinney)
- Manage contracts and relationships with contractors
Offers a continuum of housing products and services that assist low-income and very low-income households.
Has effectively "brokered" and/or participated in successful cross-jurisdictional partnerships.
In some departments, have set focused and measurable goals. For example, ServicePoint for EHI data.
We are affordable housing experts and we are an expert non-traditional lender.
Awareness raising
Forging close relationships with housing nonprofits
administer funding
Create affordable housing for families who otherwise would not be able to afford decent housing without the assistance of PHB.
serve special interest groups
Communicating with staff.
PHB does offers a wide-range of programs to meet the housing needs of low-income people.

Open Text Responses:

Influence/coordinate regional efforts (e.g. Sustainable Communities)
 Develop projects
 Gather information about community needs
 Think at a system level
 Work with its partners to increase housing opportunities and end homelessness.
 They have a heart for people and their housing needs and good ideas to accomplish goals.
 apply existing tools to currently identified goals
 Partner
 Set community housing priorities
 Convene stakeholders
 Develop programs with innovation
 Community Input
 Contract management
 Community Service
 Development Services
 Staff is hard working and committed to making a difference in our community, and does a good job of funneling resources into the community

Appendix 5: What improvements does PHB need to make?

Open Text Responses:

less playing favorites/giving special deals to certain nonprofits
 Insulate self from political responsiveness
 De-silo itself so that funding is an organizational asset, not held by teams
 Track progress of programs and be data-driven
 We need to tighten our focus so we can be more effective, right now we try to do too much.
 Track program and project outcomes consistently so that a dashboard can be created and there is a record of our achievements.
 Increase transparency and improve customer service
 Increase resources
 Create clear policies that make sense to all citizens of Portland not just advocates
 Integrate data collection into programmatic decisions
 Define priorities
 Brand and publicize our approach
 Convene our stakeholders
 Call our stakeholders to action
 Act as conveners to optimize public investments
 Ask for some fundamental policy changes that will change the equity landscape of Portland for the next 50 years
 Need to integrate/find the synergies the two sides of the shop: BHCD/PDC, services and development.
 Need to decide on a clear, achievable agenda that's as close to fully funded as possible. If this means losing programs or focus areas, so be it.
 -Clarify mission
 -Improve marketing/public information (so glad that we have Maileen now!). We've been doing great work for years, but have not been telling our story well.
 -Improve internal systems, establish policies & procedures: fiscal, human resources, etc.
 -Data/evaluation: how we collect data, how we report, how we evaluate. Should probably hire consultant to evaluate certain programs.
 Better resource development, better staff career development and mobility, increased public outreach and awareness.
 We can do a better job reporting data (i.e., performance measures) in the budget process.
 *Process Improvement needed across the board. *We have duplication of efforts in many areas, which adds to staff workloads and unclear roles & responsibilities.
 1. Pushing decision making down to lower levels
 2. less top down decision making
 3. improve internal communication
 4. create standard protocols and templates
 Resource development
 Focusing scarce resources
 Prioritizing

Open Text Responses:

Less appeasement of inefficient and ineffective non-profits. Give no capacity funding and held accountable for any project award as a for-profit developer would.

Streamline internal business processes for program delivery

Proactively manage assets

External relationship management

Contract manager compliance initiative

More accountability at manager & staff level

Work together in all areas

One bureau working towards the same goals

PHB needs to become more efficient in how they achieve their goals and manage customers better.

- Improve consistency and quality of media (including social media) presence (i.e. tell our story)

- Improve internal process around fiscal management and contracting, especially administrative review and approval. We can't be a good partner with our contractors if we can't get contracts out the door because of administrative delays.

- Support and training for employees to improve federal grant management and assurance roles

- Increase internal capacity to analyze data, evaluate programs, and produce reports (and/or supplement internal capacity via contracted external evaluation partners)

- Increase effectiveness in securing additional funding sources through increased staffing for fundraising and resource development

Engaging program-level staff and community stakeholder representation in key decisions and strategic directions.

Setting concrete and measurable goals for affordable housing unit development.

Improve external communication about PHB's purpose and our impact and successes in the community.

Continued improvement to create streamlined internal bureau processes (e.g. contracting timeline, monitoring, finance/program correspondences).

We need to develop a more formal way of public engagement/decision making that better involves the public and not just the usual vocal stakeholders.

Coordination between contractors to leverage programs and services provided

create a better image and profile in the community by telling them what we do well, have honest dialogue with housing partners, provide more data publicly

Collection of data, analysis of who receives a majority of our funding and a measurement tool to track our success in meeting our goals and mission.

1. serve a broader band of stakeholders that supports economic vitality.

2. develop sustainable programs and balance the allocation of funding.

I think PHB is heading in the right direction. MSV has articulated some clear goals for the bureau, it is just a matter of getting everyone on board.

Tell the story - why rental housing matters to our community, why public support for rental housing matters,

Acknowledge what we have heard re community needs, and explain what we are doing about it

Share data with public

Serve communities of color, including the Asian/Pacific Islander community

Set priorities and be prepared to defend them

Coordinate with other City bureaus

Strengthen relationship with OHCS

Get clear with County and State re roles vis a vis ending homelessness of individuals and families

Align with other housing agencies to build a system

Build connections with workforce agencies

PHB needs to provide TA to partners that need it.

one voice i.e. forms, systems, process'. i know that is being worked on but i think it is just about time to make it a priority.

Align employee duties better so they are doing what is most effective for their knowledge, responsibility, and growth, in turn improving the quality and output of PHB.

create new tools and strategies to address emerging and future housing challenges/opportunities

Open Text Responses:

Better accountability to goals

Measure its impact

Adhere to priorities

Convene diverse voices on an issue like homelessness

Being a leader

Streamline management, clarify mission and goals and educate staff and public about them, clarify operating procedures, improve support for and empowerment of line staff, find additional funding sources, sharpen the equity focus of our resources,

Appendix 6: Please feel free to use the space below, if you would like to add anything else that would contribute to this subject.

Open Text Responses:

Kudos to the Executive Strategy Team and RNR - great survey!

Matching supply to demand is important.

Only the Housing Bureau is positioned to articulate why housing is an equity issue that if not resolved harms the economic and social wealth of Portland.

The community has expressed a deep concern about the decreasing affordability of housing in Portland and also a concern about the emerging mismatch between the needs of various types of households and the types of housing units.

Ownership gaps and gentrification of neighborhoods and other housing inequities increase the other equity gaps in terms of access to jobs, transportation, education and health. Where people live appears to be a long term determinate of whether or not a society can achieve equity.

There has never been a focus on data at the Bureau. It would be nice to see decisions based more on data, even though we all know that most data we work with has some fundamental flaws. Overall, it can still give a picture of the trends in the Portland area.

Wondering when we're going to be the "powerhouse bureau" and how we're going to get there. Big questions about this now. Haven't seen much outward progress. Seems there's not much substance yet to the Exec teams directions/pronouncements. "Effectiveness" and "impact" seem like key concepts.

In terms of how decisions are made, we need to be careful that they are not all top-down. Moving along in the process, I don't think the final decisions should be made by the Exec Team alone. You'll have far less staff buy-in.

The bureau has an innate need to be all things to all people. It dilutes the resources to the point that it is questionable whether any one need will ever get adequately addressed.

The need to all things to all people seems to be caused by knee jerk reactions to criticisms from the "community" (more on that later). Any plan or focus seems to go out the window at that point. Knee jerk reactions become ongoing programs.

The "community" too often seems to be the same group of people, and to be people that are heavily reliant on PHB funding. That doesn't feel right.

We will never have the resources to be all things to all people. We need to focus on a core set of product and service delivery. We need the discipline to not ride in on the white horse every time another agency drops funding for a valued program. We need to let those agencies do what they do, even if we think we can do it better (if they want to give us the funding stream to do it better, fine); otherwise we need to let them do their thing with their resources. There comes a time to focus change on the corner of the world you can impact.

Please reevaluate the relationship with non-profits. Look long and hard at the "racial discrimination" issue raised by non-profits as more as a leverage issue to acquire funds and changes in lending terms.

Make all non-profits accountable for all funds received and eliminate capacity funding if not for all, then all non-startup non-profits.

Open Text Responses:

Just some feedback on the survey itself: I found Question #9 very poorly structured and not fully representative of the scope of activities in which PHB is engaged. You are asking stakeholders to rank some very specific needs and issues (e.g. "Developing housing for workers like teachers and firefighters so they can continue to live in Portland," and "Preventing home foreclosures on seniors and low-income families") against some much more vague concepts (like "Ending Homelessness," and "Developing more affordable rental housing units") What do the vague concepts mean? For instance, if I think it's a high priority to develop more affordable rental housing units, does that mean I think we should build bricks and sticks or invest in rent assistance subsidies to buy down affordability of existing private market units? Further, what is "affordable" and to whom is it "affordable"?

Beyond the vagueness, I'm also concerned by the lack of completeness of activities. Beyond providing shelter to homeless folks, PHB invests in a variety of interventions to prevent or end homelessness (like short- and long-term rent assistance). If those activities aren't reflected here, how do analyze what's perceived as most important?

It would be beneficial for RNR to coordinate more in-depth dialogue sessions with department-specific staff (not just on EST) to gather more information about what needs to be included in the strategic plan.

The mission, vision, and the the strategic plan need to all create a clear, common and shared vision that staff can support regardless of their area of expertise.

PHB needs to develop new sources of funding and use its existing funding more strategically. We also need to influence housing policy at national level.

Can a housing agency be successful if the rest of the system (e.g. non-profit providers, the families we serve, the components of the larger economy) is not? How can de describe or demonstrate our success against a backdrop of failure?

Great survey - thank you.

The teams need more definition, a way to be evaluated, and a way to track internally and externally progress towards goals.

More publishing of team agendas, timelines and goals.

I think PHB will benefit from even more communication from the operations managers in terms of file management, publishing executive team agendas, and key decisions from the investment committee or the executive team. A centralized place to get data about what we are doing, how well, when and why. Publish who is on what team, and key tasks, etc...

The Homeless Team would be far more successful if the economy hadn't gone so sour.

We need to measure our success by those things within our control, like how we use our resources, rather than by broad goals out of our reach like ending the minority homeownership gap.