

The Portland Housing Bureau

Draft Strategic Framework

Our Mission: Meet the housing needs of the City of Portland.

We accomplish our mission by:

- Investing directly in the development of housing to meet needs currently underserved by the private market;
- Partnering with community-based programs that help residents access, retain and repair their homes;
- Providing leadership, assessing needs, developing resources and researching best practices on behalf of the local housing system.

Our Vision

- All Portland residents can find and afford stable homes in active, healthy neighborhoods.
- All Portland residents have equitable access to housing and to the opportunities that safe, stable housing can deliver, free from discrimination and bias.
- Portland residents and neighborhoods thrive because the housing system aligns with other key sectors such as education, transportation, health and business to create a platform for economic, social and cultural opportunity.

Our Values

- **Equity:** Our work must recognize Oregon's history of housing discrimination and address current-day disparities in access to the resources, programs and opportunities provided by the local housing system. We value a diverse workforce and a workplace that honors different voices and celebrates the richness of culture as an essential component to our vision of equity.
- **Stewardship:** We invest resources in projects and initiatives that provide the highest public value and greatest impact on critical community needs. We work in full compliance with adopted rules, regulations and policies.
- **Transparency:** Our success depends upon the integrity of our external and internal relationships. We facilitate broad public involvement to shape our decisions, investments and policies. Our decisions result from processes that are clear, open and without bias.
- **Innovation:** We believe that new thinking, partners and solutions will help us solve long-standing problems and build a progressive and proactive organization.

Our Goals

Over the next three years, the Portland Housing Bureau will focus its resources, staff, programs and strategies on meeting the following goals:

Goal 1:
Meet Portland's need for quality affordable homes for its residents.

Goal 2:
Ensure equitable access to housing and to the programs, resources and opportunities that the housing system delivers.

Goal 3:
Develop, leverage and allocate housing resources to meet identified needs, sustain existing assets and strengthen the housing delivery system.

Goal 4:
Build a strong, sustainable Portland Housing Bureau that provides the highest level of leadership and service to its customers, stakeholders, employees and the community.

Sub-goals

1A
Produce and preserve housing to meet the needs most underserved by the private market.

2A
Remove discriminatory barriers confronting Portlanders trying to access housing.

3A
Develop new resources to meet the most critical unmet housing needs.

4A
Establish and meet the highest standards for customer service and regulatory compliance.

1B
Move people quickly and sustainably from homelessness into housing.

2B
Achieve equity in the community's use of PHB supported housing and programs.

3B
Invest existing resources along the housing continuum to maximize long-term outcomes, increase leverage and promote cost-effectiveness.

4B
Provide the community with clear, consistent, reliable data on Portland's housing needs and trends and on the performance of PHB's programs and projects.

1C
Remove non-economic barriers to sustainable homeownership, with a focus on barriers faced by households of color and current consumers of affordable rental housing.

2C
Exceed public standards for participation by M/W/ESB firms in opportunities created by PHB's investments.

3C
Manage existing housing system assets and partnerships to maintain long-term value for the community.

4C
Clearly communicate the mission, vision and public value of the Portland Housing Bureau and its programs to all stakeholders.

1D
Keep families in their homes by preventing avoidable evictions, foreclosures and involuntary residential displacement.

2D
Use PHB's influence, investments and partnerships to build neighborhoods that offer equitable access to quality jobs, schools, transportation, and other elements of sustainable communities.

4D
Ensure that a wide range of perspectives inform PHB's agenda, decision-making and policy-setting.

1E
Maintain the health, safety and sustainability of the existing housing stock.

4E
Develop a strong organizational culture that values employees, promotes innovation and respects diversity.

Our Strategies

Goal 1: Meet Portland's need for quality affordable homes for its residents.
Sub-goal 1A Produce and preserve housing to meet the needs most underserved by the private market.
1. Produce a housing market gap analysis to create a priority framework for the development of new units by unit type, location, affordability and target populations.
2. Prioritize the preservation of publicly-assisted housing where it is financially feasible and less costly than building replacement units.
3. Identify private market units currently serving high-needs populations that are at high-risk for redevelopment. Develop cost-effective strategies to preserve or replace them and to minimize displacement of current residents.
4. Study and implement best-practices to reduce the cost of housing production and to leverage more affordable units from private development, including modular construction, inclusionary zoning, developer incentives, and streamlining funding applications.

Goal 1: Meet Portland's need for quality affordable homes for its residents.
Sub-goal 1B Move people quickly and sustainably from homelessness into housing.
1. Set clear priorities, goals and objectives for programs such as rental assistance and supportive services which support the transition from homelessness to housing and track long-term effectiveness against established goals.
2. Connect homeless system services such as case management and retention services directly to permanent supportive housing units, public housing and section 8 to reduce reliance on rental assistance as a bridge and to support the success of supportive housing tenants and units.
3. Use emerging flexibility of homeless funding under the Hearth Act as a catalyst to realign system resources from short-term solutions like shelters to longer-term solutions like permanent housing placements.
4. Engage owners and operators of private market and publicly-assisted housing to create more housing options for people moving out of homelessness. Expand use of low-cost tools like guarantees and mitigation funding.
5. Leverage mainstream systems of care such as County mental health, addiction and corrections services to provide services to support housing retention for people transitioning out of treatment and corrections.
6. Evaluate the long-term cost-effectiveness and outcomes of strategies currently employed to assist people who are homeless, including: Shelters, short-term rental assistance, longer-term rental assistance, transitional housing and PSH.

<p>Goal 1: Meet Portland’s need for quality affordable homes for its residents.</p>
<p>Sub-goal 1C Remove non-economic barriers to sustainable homeownership, with a focus on barriers faced by households of color and current consumers of affordable rental housing.</p>
<p>1. Conduct fair housing audit to determine extent to which bias in local lending environment contributes to the minority homeownership gap.</p>
<p>2. Focus limited funding for homeownership services on existing renters of subsidized affordable rental housing to leverage double bottom-line success: new homebuyers AND more availability in the affordable housing portfolio.</p>
<p>3. Revisit Operation HOME to extract viable objectives and strategies and update them for current market realities.</p>
<p>4. Evaluate and establish the appropriate role for PHB in the homeownership system to meet sub-goal 1C.</p>
<p>5. Use PHB’s influence and political clout to shift practices in the local lending and real estate system that create barriers to homeownership for economically viable homebuyers of color.</p>

<p>Goal 1: Meet Portland’s need for quality affordable homes for its residents.</p>
<p>Sub-goal 1D Keep families in their homes by preventing avoidable evictions, foreclosures and involuntary residential displacement.</p>
<p>1. Evaluate the effectiveness of the short-term rent assistance system in stabilizing households over the long term. Focus system resources where they are proven effective.</p>
<p>2. Continue to monitor and influence the State’s Hardest Hit program to maximize impact in preventing foreclosures in Portland.</p>
<p>3. Rebalance homeownership resources between new homebuyers and preventing foreclosure based on current market realities, outcome trends and projections.</p>
<p>4. Utilize culturally appropriate prevention services for foreclosure and eviction prevention to ensure that communities of color have equitable access to services and are not disparately impacted by displacement.</p>
<p>5. Engage in the planning and implementation of neighborhood revitalization and redevelopment with the goal of preventing involuntary residential displacement of low-income people and communities of color.</p>

Goal 1:

Meet Portland's need for quality affordable homes for its residents.

Sub-goal 1E

Maintain the health, safety and sustainability of the existing housing stock.

1. Continue to renew and pursue grants that support the healthy homes agenda: Lead Hazard Control, Healthy Homes, etc.
2. Leverage resources such as Clean Energy Works to support the retrofitting of the affordable housing stock to promote energy efficiency and healthy housing.
3. Focus limited resources for healthy housing on outcomes that reduce health disparities for communities of color to support PHB's equity goals.

Goal 2:

Ensure equitable access to housing and to the programs, resources and opportunities that the housing system delivers.

Sub-goal 2A

Remove discriminatory barriers confronting Portlanders trying to access housing.

1. Continue funding programs that further fair housing and assist Portlanders with enforcing fair housing laws.
2. Complete HUD's required Analysis of Impediments to Fair Housing to assess where PHB should be investing its time and resources to create promote fair and equitable access to housing.
3. Fund new programs to effectively respond to findings in the Analysis of Impediments.

Goal 2:

Ensure equitable access to housing and to the programs, resources and opportunities that the housing system delivers.

Sub-goal 2B

Achieve equity in the community's use of PHB supported housing and programs.

1. Use established data sources like the Coalition of Communities of Color Report and the State of Black Oregon to set clear, measurable targets for utilization of PHB supported programs.
2. Incorporate PHB targets into all funding solicitations and contracts.
3. Measure, monitor and report on utilization against established equity goals.
4. Consider well-established strategies to increase utilization of PHB-supported services by underrepresented populations such as culturally appropriate marketing and outreach and funding set-asides for culturally specific services.

<p>Goal 2: Ensure equitable access to housing and to the programs, resources and opportunities that the housing system delivers.</p>
<p>Sub-goal 2C Exceed public standards for participation by M/W/ESB firms in opportunities created by PHB's investments.</p>
<p>1. Establish and meet clear targets for participation by M/W/ESB firms in construction and professional service contracting and report results annually.</p>
<p>2. Convene working group to examine and improve elements of bid process that work to the disadvantage of otherwise-competitive M/W/ESB firms.</p>
<p>3. Align with and support existing efforts to provide technical assistance to and build capacity of M/W/ESB sector of construction industry.</p>
<p>4. Designate "equity in contracting" lead at PHB to ensure that RFP's NOFA's contracts and loan documents are structured to target and incent meeting participation goals.</p>

<p>Goal 2: Ensure equitable access to housing and to the programs, resources and opportunities that the housing system delivers.</p>
<p>Sub-goal 2D Use PHB's influence, investments and partnerships to build neighborhoods that offer equitable access to quality jobs, schools, transportation, and other elements of sustainable communities.</p>
<p>1. Strengthen PHB's connections to education, economic development, transportation, health, recreation, business and other sectors to align resources, strategies and outcomes toward common vision of sustainable and equitable communities.</p>
<p>2. Explore feasibility of a joint RFP or NOFA with other public sectors as a place-based demonstration project mirroring federal sustainable communities and choice neighborhoods grant.</p>
<p>3. Continue to participate in the Regional Indicators Project, Portland Plan and sustainable communities planning work to promote equity as a regional objective.</p>

Goal 3:

Develop, leverage and allocate housing resources to meet identified needs, sustain existing assets and strengthen the housing delivery system.

Sub-goal 3A

Develop new resources to meet the most critical unmet housing needs.

1. Adopt a long-range resource development plan that examines the feasibility of a range of revenue options at work in other cities to create a sustainable stream of revenue to meet local housing needs.
2. Staff the resource development plan with sufficient leadership and communication expertise and capacity to raise public understanding of the need for and potential impact of new revenue to meet critical housing needs.
3. Develop the role at PHB of grant writer/manager to track and pursue grant opportunities that would advance PHB mission and goals.
4. Consider a fee structure for PHB services that could feasibly generate program income to support ongoing activities without adversely impacting program participants.
5. Develop and leverage relationships with key local and regional investors, foundations, and financial institutions.

Goal 3:

Develop, leverage and allocate housing resources to meet identified needs, sustain existing assets and strengthen the housing delivery system.

Sub-goal 3B

Invest existing resources along the housing continuum to maximize long-term outcomes, increase leverage and promote cost-effectiveness.

1. Use longitudinal data to determine which current strategies and programs provide long-term cost-effectiveness by promoting the highest levels of housing stability for the lowest cost.
2. Adopt a rational funding framework that targets funding for programs that have the greatest long-term impact on the community's most-critical housing needs.
3. Prioritize and fund proven "win-win" strategies that move participants along the housing continuum (e.g. services that move current renters of affordable housing units into homeownership, thereby creating a new homeowner AND an available unit of affordable rental housing).
4. Expand relationship with HAP, Oregon Housing and Community Services Department, Multnomah County and other funders to increase leverage of public funds toward common outcomes and to reduce duplication of effort.

Goal 3:

Develop, leverage and allocate housing resources to meet identified needs, sustain existing assets and strengthen the housing delivery system.

Sub-goal 3C

Manage existing housing system assets and partnerships to maintain long-term value for the community.

1. Develop a long-range asset management plan in collaboration with the housing industry and based upon emerging data from the portfolio review.
2. Invest to sustain economically viable projects over the long term; Provide for staged phasing out of underperforming assets that lack long-term economic viability.
3. Utilize a feedback loop from asset management to housing development/finance to improve long-range performance of front-end investments.

Goal 4:

Build a strong, sustainable Portland Housing Bureau that provides the highest level of leadership and service to its customers, stakeholders, employees and to the community.

Sub-goal 4A

Establish and meet the highest standards for customer service and regulatory compliance.

1. Develop and maintain strong, integrated business and data systems that streamline processes and that provide consistent, timely information on budget, accounting, contracting and performance.
2. Publish clear program guidelines for all programs to meet goals of transparency, clarity of desired outcomes and mission alignment.
3. Set and meet business system response and turn-around times for all major business functions.
4. Evaluate customer service performance and responsiveness annually through surveys and other performance management tools.
5. Develop a cross-functional team to review and improve all core business systems on a regular basis.
6. Use compliance reviews, audit findings and survey results to continuously improve customer service.

Goal 4: Build a strong, sustainable Portland Housing Bureau that provides the highest level of leadership and service to its customers, stakeholders, employees and to the community.
Sub-goal 4B Provide the community with clear, consistent, reliable data on Portland’s housing needs and trends and data on the performance of PHB’s programs and projects.
1. Develop a PHB Dashboard that publishes and tracks key housing needs indicators and PHB-supported program outcomes over time.
2. Audit data integrity and improve reporting from PHB systems like HMIS and IDIS.
3. Standardize measures of community need and outcome reporting such as Homeless counts, foreclosure rates and trends, and housing production data so community and policy-makers have clear baselines from which to evaluate need and outcome data over time.
4. Align data used in annual reports like CAPER, SEA, TIF Set-Aside Report and SEA.
5. Centralize data in PHB to promote accessibility and accuracy.

Goal 4: Build a strong, sustainable Portland Housing Bureau that provides the highest level of leadership and service to its customers, stakeholders, employees and to the community.
Sub-goal 4C Clearly communicate the mission, vision and public value of the Portland Housing Bureau and its programs to all stakeholders.
1. Develop the PHB “brand” to better identify successes in the community with PHB investments.
2. Develop a “PHB Marketing and Media Kit” with ready- made presentation materials to promote PHB identity and mission at public events and with the media.
3. Implement an outreach, communication and earned media strategy to highlight Portland’s housing needs and best practice programs and projects to align with a resource development strategy.
4. Promote structured internal communication and cross-team training so that all PHB staff can serve as ambassadors of PHB at public meetings and events.
5. Use the web, social media and other forms of cost-effective communication to showcase key issues and successful work and projects.
6. Evaluate the effectiveness of outreach and communication strategies with annual surveys.

Goal 4:

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Sub-goal 4D

Ensure that a wide range of perspectives inform PHB's agenda, decision-making and policy-setting.

1. Develop a structured process for public engagement that includes a diverse, high level advisory committee that advises the bureau on policy and budget direction. This committee will perform functions currently performed by HCDC, Budget Advisory Committee and URACs.
2. Adopt broader public engagement strategies designed to regularly solicit input from non-geographic communities, communities of color, low-income Portlanders and other traditionally underrepresented voices on their housing needs and issues.
3. Include diverse community members and stakeholders in selection committees for RFP's, NOFAs and key PHB staff hires.
4. Solicit input from other sectors such as health, business, transportation, education, economic develop, sustainability/green, higher education, etc. when developing needs assessments, policy statements and priorities for housing.

Goal 4:

Build a strong, sustainable Portland Housing Bureau that provides the highest level of leadership and service to its customers, stakeholders, employees and to the community.

Sub-goal 4E

Develop a strong organizational culture that values employees, promotes innovation and respects diversity.

1. Recognize staff contributions and professional accomplishments to encourage a culture of competency, continuous learning and innovation.
2. Increase opportunities for team and morale building and cross-team collaboration at PHB.
3. Continue monthly First Friday events to celebrate and learn about diverse cultures represented on PHB staff.
4. Adopt an internal communication strategy to ensure that clear, consistent information is shared across all of PHB.
5. Consider tools such a "virtual suggestion box" and regular staff surveys to solicit ongoing input and feedback from PHB staff.