

Portland Housing Bureau

FY 2011-12 Service Improvement Plan

In 2011-12, PHB will begin implementation of the Strategic Plan, which prioritizes these as the top three areas for service improvement:

Review and Update Lending and Asset Management Guidelines

Together with its housing industry partners, PHB is undertaking a careful examination of the process, guidelines and products it uses to underwrite housing projects and manage existing community housing assets for long-term viability. This initiative will improve transparency and service to customers, ensure that investments balance policy objectives against prudent fiscal practices and maintain a healthy and sustainable portfolio that will serve generations of Portlanders. Success of the lending and asset management guidelines initiative will be measured by the financial health of the portfolio and by a survey of borrowers to measure customer service improvement. This initiative will be completed by June 30, 2012.

Implement a comprehensive, integrated PHB business and data system

PHB is currently procuring a vendor and set of system products to upgrade and unify existing systems through which the bureau originates and services housing loans, conducts asset management and compliance functions and produces and analyzes investment and programmatic outcome data. Successful implementation of the new system is critical to provide timely and accurate information internally and to borrowers, community contractors, regulators, auditors and the public. The new business system will improve customer service to borrowers and contractors, enhance PHB's ability to analyze the impact of its programs and investments and provide for effective portfolio and asset management. Success of the business system initiative will be measured by customer service surveys and by the level of improvement to and expansion of PHB's new online production report. Implementation will be completed by June 30, 2012.

Establish and achieve equity targets for how the community utilizes PHB-supported housing programs and participates in the economic opportunities PHB's investments create

PHB will set and exceed clear, measurable targets for utilization of PHB-supported programs by subpopulations. PHB will also set measurable targets for contractor and sub-contractor participation. The Bureau is currently developing strategies to set and achieve targets in the upcoming year with its Equity and Diversity Council, the Portland Housing Advisory Commission and with its community partners. The achievement of this goal will be measured by comparing utilization and participation data over FY 2011-12 to established targets and current year data that is published and tracked in the bureau's production report. The targets under this initiative will be set before the start of the fiscal year, with program adjustments and data collection occurring throughout the fiscal year, and a final data analysis completed by September 30, 2012 to measure success.