

**PHB STRATEGIC PLAN
YEAR ONE REPORT
DATA TRACKER**

GOAL 1 HOUSING		
	STRATEGY	STATUS
PRODUCE AND PRESERVE HOUSING TO MEET THE NEEDS TODAY'S MARKET CANNOT		
1.1	Figure out how much housing Portland will need, who needs it, and where it can be built	Underway – collaborative Housing Strategy with Bureau of Planning and Sustainability
1.2, 1.3	(Prioritize) Preserve and renovate existing affordable housing	Ongoing – 2011-12 NOFA funds projects; 10 of the “11X13” projects addressed or underway; PHB maintains a priority for 0-30% housing in the NOFA.
MOVE PEOPLE QUICKLY FROM HOMELESSNESS INTO HOUSING IN A WAY THAT LASTS		
1.4, 1.5, 1.6	Update our Ten-Year Plan to End Homelessness	Underway – 10 YP Committee formed and working , complete January 2013
1.7, 1.8	Integrate housing programs with jobs, mental health, addictions, and correction services	Underway – HIV/AIDS Housing/ Health/Jobs Integration Pilot funded; ongoing — alignment with jurisdictions, Health Share
INCREASE THE ABILITY OF LOW-INCOME, MINORITY HOUSEHOLDS TO ACCESS HOMEOWNERSHIP OPPORTUNITIES		
1.9	Support programs that move people of color into homeownership	Ongoing – coordination of PHB homeownership programs to maximize impact
1.10, 1.11, 1.12, 1.13	Set clear strategies and targets for minority homeownership	Not yet started – convene current homeownership partners to develop framework – 2012/13
1.14	See 3.7	Spring 2012 STRA Request for Proposals incorporates best practices and resource linkages.
KEEP FAMILIES IN THEIR HOMES BY PREVENTING AVOIDABLE INCOLUNTARY EVICTIONS AND FORECLOSURES		
1.15	Continue to work with the State to bring foreclosure prevention funding to Portland	Funding prevention; tracking foreclosures and State policy for Hardest Hit settlement
1.16	Use neighborhood revitalization and redevelopment planning to help minority and low-income people stay n their neighborhoods.	Portland Plan emphasizes work on anti-displacement strategies and revitalization benefits to existing residents.
1.17, 1.18, 1.19, 1.21	Raise community awareness of existing programs to prevent eviction and foreclosure	Utilize HH program to maximize impact in preventing foreclosures by funding Hacienda CDC for outreach/counseling

MAINTAIN THE HEALTH, SAFETY AND VIABILITY OF THE EXISTING HOUSING STOCK		
1.20	Support programs that improve the quality, health and energy efficiency of existing housing and relocate low-income people out of unsafe or unhealthy housing	Underway – working with Quality Rental Housing Workgroup; County weatherization & Clean Energy Works Oregon; BDS Neighborhood Inspection fund

GOAL 2	EQUITY	
	STRATEGY	STATUS
REMOVE DISCRIMINATORY BARRIERS CONFRONTING PORTLANDERS TRYING TO ACCESS HOUSING		
2.1, 2.2	Challenge discriminatory practices that serve as barriers to fair housing	Ongoing – Equity and Fair Housing used in budget development and program requirements, will contract for and complete testing in 2012-13
2.3	Work with local partners to educate renters on programs that can help reduce Discrimination (2.3)	Ongoing – Fair Housing Advocacy Committee formed and working
ENSURE EQUITY FOR UNDERREPRESENTED POPULATIONS IN CITY-SUPPORTED HOUSING PROGRAMS		
2.4, 2.5, 2.6	Set clear, measurable equity goals for all city-supported programs; incorporate equity goals into all funding applications and contracts	Completed and Ongoing – Included in NOFA, Equity deliverables in all FY 2012-13 contracts
INCREASE PARTICIPATION BY MINORITY-OWNED AND ECONOMICALLY DISADVANTAGED FIRMS IN PHB'S PROGRAMS AND CONSTRUCTION PROJECTS		
2.8, 2.9, 2.11, 2.12, 2.13	Consistently engage construction industry professionals to understand barriers and work to remove them.	PHB's new NOFA scoring guidelines provide incentives for developers to increase inclusion of minority- and women-owned construction and professional service providers.
2.7, 2.10	Use proven strategies to increase the use of city-supported housing services by communities of color; report results annually	Ongoing – Dashboard establishes equity baseline, new reporting forms use inclusive demographics to measure progress; MWESB outcomes reported
USE THE HOUSING BUREAU'S INFLUENCE, INVESTMENTS AND PARTNERSHIPS TO CREATE FAIR HOUSING CLOSE TO QUALITY JOBS, SCHOOLS, TRANSPORTATION AND OTHER ELEMENTS OF SUSTAINABLE COMMUNITIES		

2.14, 2.15, 2.16	Strengthen our connections to education, economic development, transportation, health, recreation, and jobs.	PHB is developing the Citywide Housing Strategy to strengthen connection between housing and the City's larger equity and livability goals.
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GOAL 3 RESOURCE DEVELOPMENT		
	STRATEGY	STATUS
DEVELOP NEW FINANCIAL RESOURCES TO MEET THE MOST CRITICAL UNMET HOUSING NEEDS		
3.1, 3.4	Build and leverage relationships with local and regional investors, foundations, coalitions, financial institutions and partners to develop new ways to pay for housing; Track and pursue grant opportunities	Not yet complete — strong community coalitions built for 2012-13 budget advocacy; resource development identified as specific goal for 10-Year Plan Reset.
3.2, 3.3, 3.5	Adopt a long-range plan to create sustainable funding to meet local housing needs.	Not Yet Complete (budget/staffing capacity)
WISELY SPEND OUR MONEY IN A WAY THAT PRODUCES THE BEST LONG-ERM RESULTS WHILE ENSURING EQUITABLE ACCESS TO HOUSING SERVICES		
3.6	Base decisions about cost-effectiveness on long-term research Identify and inform decisions about cost-effectiveness	Completed —developed baseline for consistent measures of program outcomes that can be tracked and reported over time
3.7, 3.8, 3.9(1.14)	Give top priority to programs that have the most lasting effect on most critical housing needs	Ongoing
MANAGE EXISTING HOUSING STOCK AND LANDLORD PARTNERSHIPS TO MAINTAIN LONG-TERM VALUE FOR THE COMMUNITY		
3.10, 3.11, 3.12	Develop a long-range management plan in collaboration with the housing industry to assess current stock of affordable rental housing	Ongoing — HDC Initial report; OON Pathways to Sustainability; Portfolio Optimization Plan to Council 10/12

GOAL 4 ORGANIZATION		
	STRATEGY	STATUS
BUILD A STRONG, DYNAMIC HOUSING BUREAU THAT PROVIDES THE HIGHEST LEVEL OF LEADERSHIP AND SERVICE TO OUR CUSTOMERS , STAKEHOLDERS, EMPLOYEES AND THE COMMUNITY		
4.3	Increase opportunities for employee morale-building and cross-team collaboration	Ongoing — cross-functional staff Budget Subcommittee played valuable role in internal budget development
4.9	Standardize how we measure and report community needs and results	In process—HDS implementation and workflow refinements between systems.

4.12	Highlight Portland's housing needs, best-practice programs and projects, and investment successes via traditional and social media	Completed and ongoing— budget messaging on success of shelters, STRA and homeowner programs. New construction projects in multiple news articles (Gray's Landing, Yards Phase C)
4.16	Ensure all hiring panels include diverse community members and/or stakeholders	Completed and ongoing
4.17	PHAC agenda balances short-term and long-term PHB needs, as well as concrete and deliberative topics	Complete