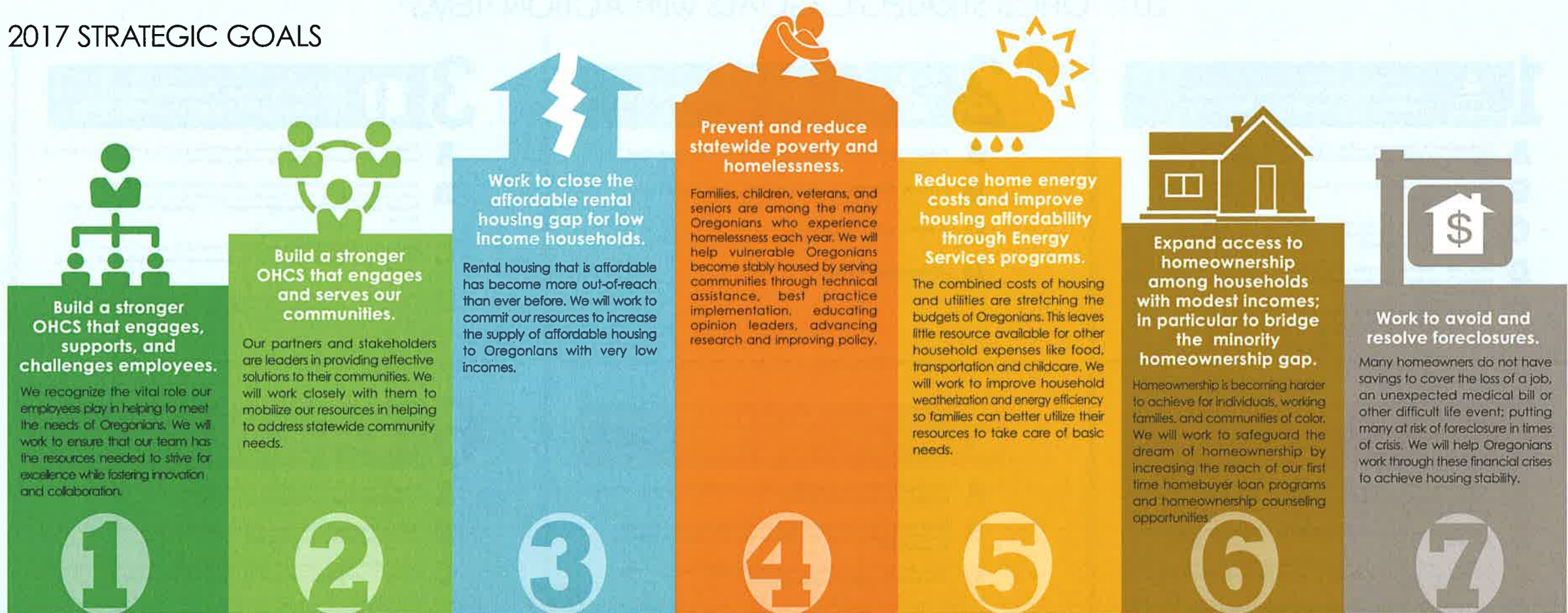


OREGON HOUSING AND COMMUNITY SERVICES

2017 STRATEGIC GOALS



VISION

All Oregonians have the opportunity to pursue prosperity and live free from poverty.

MISSION

We provide stable and affordable housing and engage leaders to develop integrated statewide policy that addresses poverty and provides opportunity for Oregonians.

VALUES

Collaboration
Compassion
Dedication
Equity
Integrity
Leadership

REPUTATION

Credible
Effective
Focused
Innovative
Professional
Transparent

UNIQUE VALUE

We bring statewide clarity and focus to deliver housing stabilization.

2018 & Beyond

Results from the 2017 goals and the State Housing Plan will inform future goals, outcomes, and updates.

OHCS will report, celebrate, benchmark, and retool at the end of 2017.

FOUNDATION, 2011-2016

2017 OHCS STRATEGIC GOALS with ACTION ITEMS

1 Build a stronger OHCS that engages, supports, and challenges employees.

- A** Increased employee satisfaction and increased collaboration between programs and between Executive Team, managers and staff.
- B** 2017 Affirmative Action Plan is implemented to help OHCS meet equity goals of the agency.
- C** OHCS has a reliable and modernized affordable housing data system, comprehensive housing inventory, and interactive tools available to help align need with investments.
- D** OHCS has minimized administrative subsidies and identified opportunities to expand its mission through generation of new funding sources and program income.
- E** OHCS has identified opportunities to expand its mission through the generation of new funding sources and program income.

2 Build a stronger OHCS that engages and serves our communities.

- A** Increased community engagement and effective communication.
- B** Increased department credibility with partners and interest groups.
- C** Increased social media presence.
- D** Improved website usability.

3 Work to close the affordable rental housing gap for low income households.

- A** Pipeline projects with OHCS funding reservations and uncertain equity pricing move to construction closing in a timely manner.
- B** Available resources for multi-family rental housing development are reserved to projects that will serve low income and very low income households with 50% of the units targeted to households earning 50% AMI or less.
- C** OHCS documents and implements clear standards and procedures for improved workflow, efficiency and customer service of multi-family housing programs.
- D** Present recommendations to Housing Stability Council regarding overall affordable housing preservation strategy for both federal rent subsidized projects and OHCS portfolio projects.

4 Prevent and reduce statewide poverty and homelessness.

- A** Working with CAPO and the Housing Stability Council, OHCS builds policy recommendations to address and reduce homelessness for inclusion in the Statewide Housing Plan.
- B** Enhanced data collection and methodology to improve homeless system performance outcomes.
- C** Increased awareness of HUD Section 8 Homeless Preference Policy by owners and managers of OHCS funded (pursuant to governing documents) and Section 8 properties.
- D** OHCS leads partners in coordinating strategies to reduce veteran homelessness.
- E** Working with partners, OHCS creates a strategy to support increased development of supportive and supported housing projects.
- F** OHCS supports awareness and implementation of poverty reduction strategies as identified by the performance indicators established by the Tri-state Futures Project.

5 Reduce home energy costs and improve housing affordability through Energy Services programs.

- A** Increased Energy Assistance (EA) services to individuals residing in affordable housing units within OHCS Portfolio.
- B** Reduced energy costs for eligible shelter and/or transitional housing properties through expansion of energy efficiency activities to these property types.
- C** Expanded delivery of energy efficiency upgrades to existing or new multi-family affordable housing properties.

6 Expand access to homeownership among households with modest incomes; in particular to bridge the minority homeownership gap.

- A** Utilizing Homeownership Centers and the Oregon Bond Program, OHCS will bridge the minority homeownership gap.
- B** OHCS provides more homeownership opportunities through expanded use of the Oregon Bond Loan Program.
- C** OHCS improves efficiency and customer service of homeownership programs through implementation of clear standards, data, and processes.

7 Work to avoid and resolve foreclosures

- A** Reduce the number of active or pending foreclosures through OHCS programs and avoid foreclosure through OHSI programs.
- B** OHCS improves efficiency and customer service of foreclosure prevention programs through implementation of clear standards, data, and processes.