



STRATEGIC PLAN 2023-2026

homeforward.org



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From the CEO

As we navigate the changing landscape of housing affordability, I am pleased to share the Strategic Plan that will focus on Home Forward's collective efforts from now until 2026. Home Forward's 2023-2026 Strategic Plan builds on the strengths of our values and lays the groundwork for opportunities within and beyond our walls.

Thank you to the over 300 people who participated in visioning and feedback around how Home Forward could improve and look to the future. We hope that you will take pride in how this plan reflects the contributions of the residents, program participants, community partners, employees, and all who participated in our virtual and in-person strategic planning sessions. The honest and bold feedback received from all, reinforced key principles of our work, and provided insight to help us refine our goals and set new priorities.

We updated our mission and values, to reaffirm our commitment to equity, diversity, and inclusion. We are committed to doing our work in support of systemic change for racial and social justice. We threaded this into each part of the plan to truly focus demonstrating a culture of care. Work in these areas will continue to be informed by staff, residents, program participants, and community partners.

Being agile, responsive, creative, and innovative with this plan defines Home Forward's position as a leader within the housing stability ecosystem, and our commitment of building in mission and equity alignment across the entire supply chain of affordable housing production, acquisition, and preservation. We aim to improve our systems of offering seamless pathways for accessing housing stability and quality of life resources for the people we serve.



I encourage all of you to review the information in our strategic plan, envision the organization we are striving to become, and reflect on your role in helping us achieve these goals and unleashing our collective creative potential. This strategic plan is a living document; one that I anticipate all of us will revisit frequently in the coming years to prioritize projects and resources, assess, report out on the progress we are making, and unify all our efforts across our housing continuum.

On behalf of team Home Forward, please know that our commitment to all of you is steadfast. We believe in our mission of creating a better community by providing housing development, housing choice expansion, services that support quality of life, and advocacy to improve local and national housing ecosystems.

Housing First,
Ivory N. Mathews

In the Next Six Months

Ambitious, coordinated change takes time; our strategic goals progress over three years. Still, we realize the urgency of rising to meet the current housing crisis. Here is a sampling of upcoming initiatives beginning within the next six months:

Improve service to residents and program participants

- Provide eviction prevention support
- Reduce admission barriers for rental assistance
- Extend the Community Builder Program
- Implement mobile maintenance

Support employees

- Implement new values-based compensation structure
- Engage with employees on process improvement and balancing workloads
- Identify and create strategy to reduce learning and development barriers for most impacted staff
- Begin design and implementation of employee feedback structures to inform key cultural initiatives

Lead within the housing stability ecosystem

- Implement new policy on ethical and non-exploitative practices
- Review property management contracts for opportunities to improve mission alignment
- Develop partnerships with culturally-specific providers
- Break ground on the development of new affordable housing communities

Our Mission

Home Forward is creating a better community by providing housing stability through affordable housing development, housing choice expansion, services that support quality of life, and advocacy to improve local and national housing systems.



Our Guiding Values

Respect & Compassion

Housing is at the core of what we do and people are the reason it matters. We respect each other and the people we serve through patience and compassion.

Our work is an opportunity to meet each person in front of us with our full attention, the best of ourselves, and the sincere belief that we're all doing our best.

Collaboration & Partnership

We're a team of many teams, striving together for excellence. We value working together, across boundaries of roles, titles, and departments. We take time to build relationships and support each other, because we believe trust is vital and no one succeeds alone.

Our jurisdictions, nonprofits, and funders are essential partners. We nurture collaboration with them and strive for progress at a scale that can only be reached together.

Our Guiding Values

Stewardship & Accountability

We are stewards of public resources and champions for those who need them. We take seriously our duty to protect their privacy, to support their stability, and to stand with them when they need allies.

These resources don't belong to us; they belong to the community. We have an obligation to make big decisions collaboratively and transparently, to make public information available and easy to understand, and to admit when we make mistakes.

Courage & Ingenuity

We are brave and innovative in the pursuit of our mission.

We constantly adapt to meet the needs of our community. Even when change is uncomfortable, we have the courage to take smart risks and to evolve.

History teaches us we will always face short-term uncertainty, disruptions, and shifting politics. We plan strategically for the long term and position ourselves for a future in which our mission is accomplished.

Our Guiding Values

Equity & Justice

We do our work in support of systemic change for racial and social justice. We use our voice and influence to advocate for change at a broad scale.

People in poverty and communities of color face deep, systemic inequities. They have the wisdom to bring about the change that is needed. Doing our part means we invest ongoing time and energy to learn, listen, and act. We are honest with ourselves and others about how we participate in these injustices, and we take action to support fair and just systems.

Our organization aims to reflect our diverse community at all levels, especially at the highest positions of power and influence.

The deepest impacts and most enduring change happen when systems that affect everyone – housing, education, health and mental health care, criminal justice, workforce development, and others – change in ways that remove institutional barriers to people's success and well-being.

Equity as the Foundation of Our Strategic Plan

As a steward of public resources, Home Forward's strategic plan is informed by the community we serve: those who are economically vulnerable, seniors, people with disabilities, families, veterans, survivors of domestic violence, immigrants, refugees, communities of color, the LGBTQ+ community, people who experience mental health issues, and people with experience of homelessness and other traumas.

We know that these communities are disproportionately affected by homelessness and its causes, and that they have been historically under-resourced for housing stability and wealth building.

Together with our strategic planning partner Pregame, we designed a resident and participant engagement process that prioritized the voices of the people most impacted by the housing crisis. Engagement included compensation for residents and participants who engaged in focus groups hosted virtually in multiple languages and in person at Home Forward community events

Vision

We recognized that an impactful plan would require meaningful collaboration with residents and participants.

Engagement

We hosted in-person and online focus groups and surveys in multiple languages for residents, staff, and partners.

Synthesis

We identified themes and ideas for change from each group, using these to shape the creation of our goals.

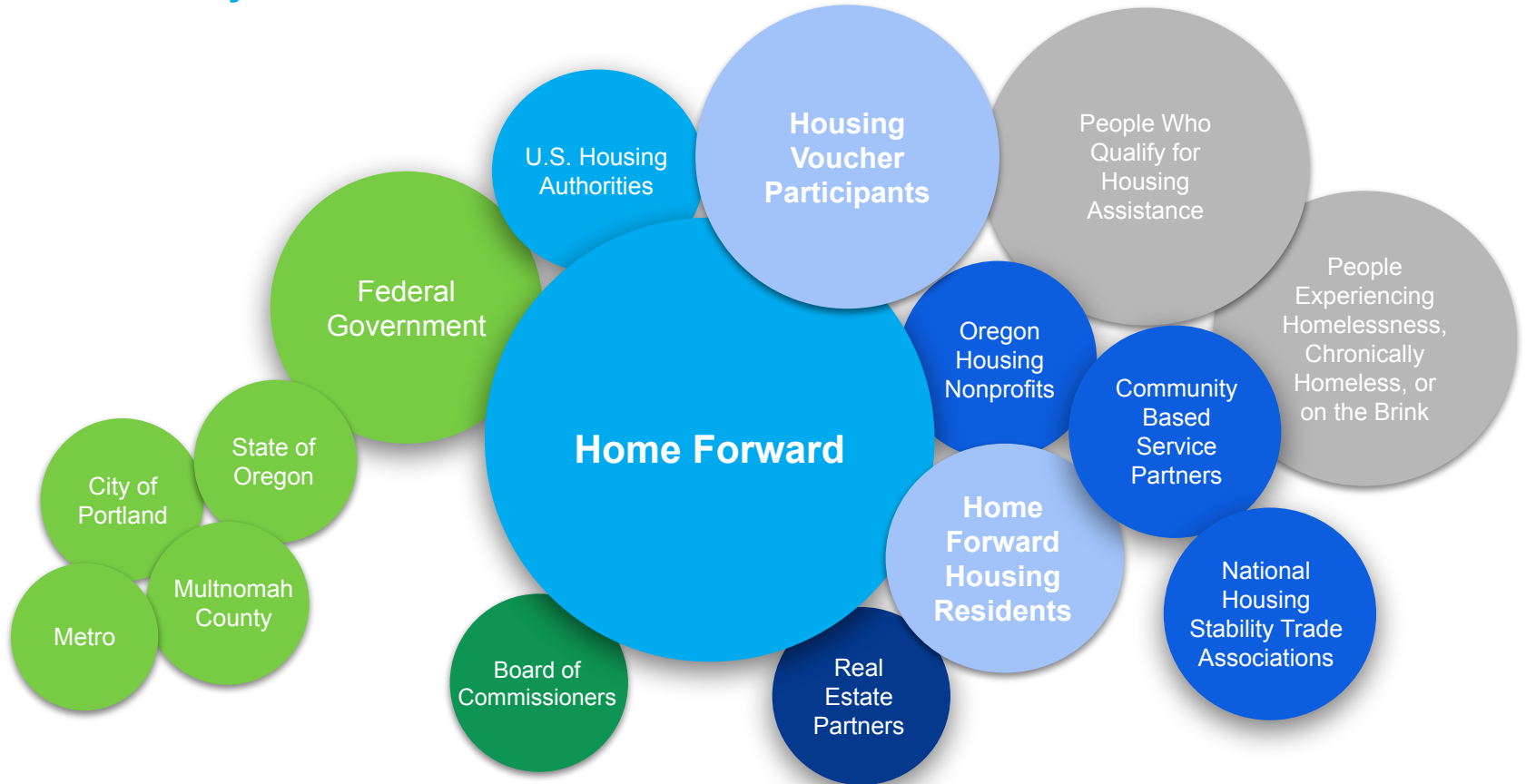
Drafting

We crafted goals that reflect what residents and staff prioritized during engagement.

Feedback

We shared plan drafts with over 300 staff to get feedback before finalizing.

Our Ecosystem



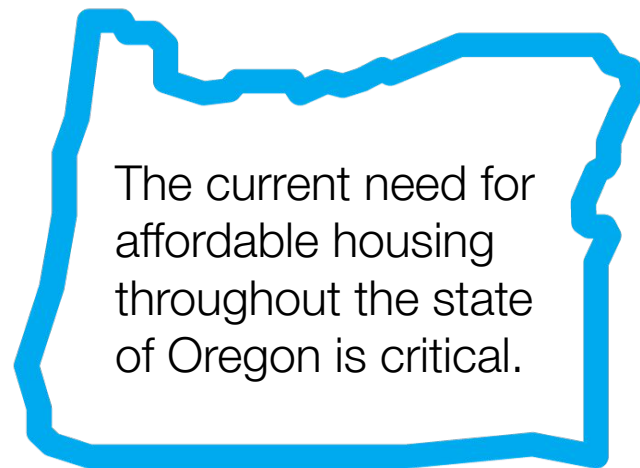
Oregon State of Housing

The Portland Metro region has experienced multiple emergencies over the past three years, including wildfire smoke, ice storms, extreme heat events, and the COVID-19 public health emergency, which have significantly impacted the community we serve.

There continues to be an extreme deficit of housing that is affordable to people earning low incomes across the State and in Multnomah County specifically. Over the next 20 years, Oregon's communities need to add more than 550,000 units, over 30 percent of which will house Oregon's lowest-income residents and will most likely require public funding or subsidy.

This severe housing deficit is impacting low-income households of color the most. There is not a single neighborhood in the City of Portland where an average Black household could afford to live. We are experiencing a decrease in vacancy rates and an increase in average rents in the City of Portland, compounding the affordability crisis.

At Home Forward, we are making efforts to house the community. Our current portfolio includes over 6,500 rental units located across Multnomah County. In addition to Home Forward-owned properties, Home Forward provides some form of rental assistance to over 8,000 households per month.



18,000+ homeless people in Oregon

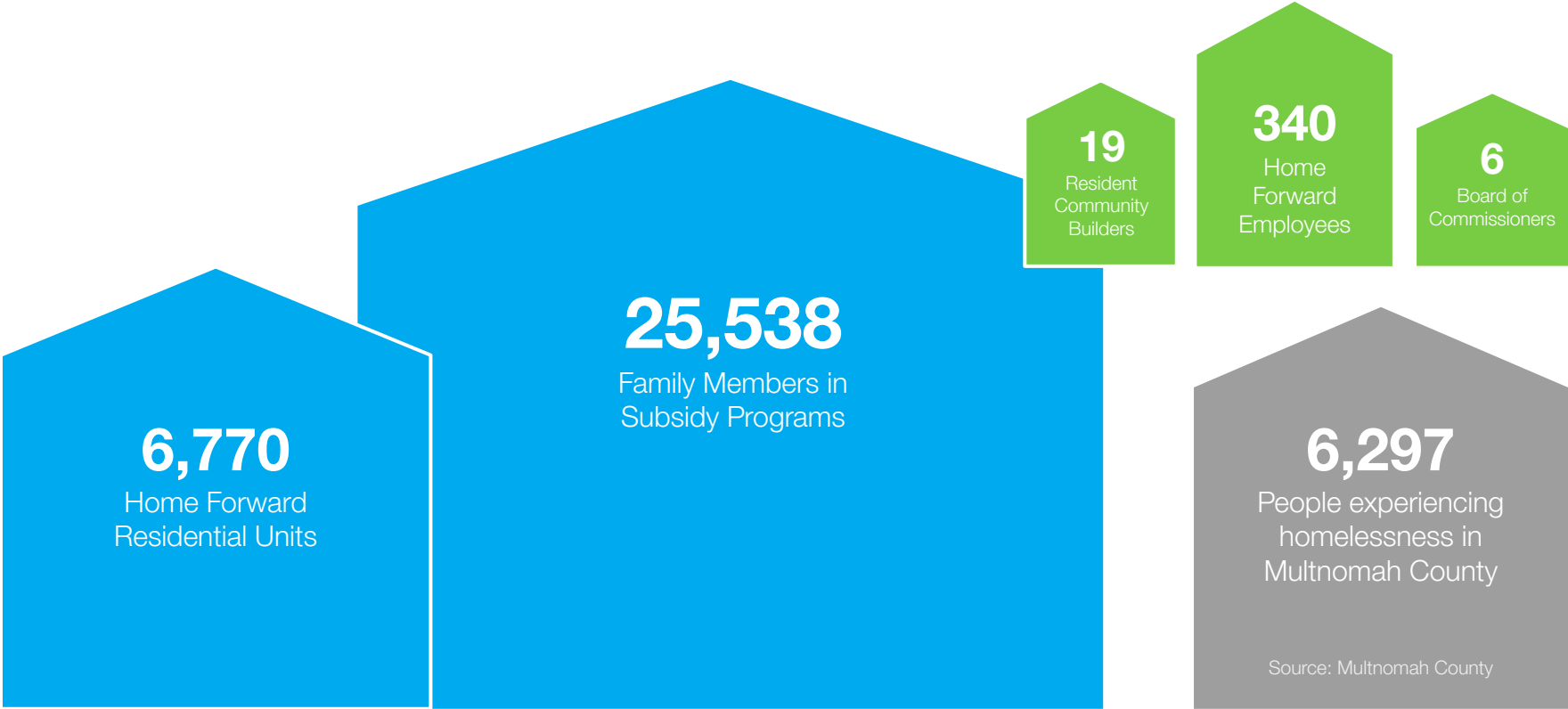
Less than 5,200 year-round shelter beds

23% extremely low income households

Shortage of over 109,000 affordable homes

Source: HUD 2022 Annual Homelessness Assessment Report

Home Forward By the Numbers: 2023



Our Priorities & Goals



Our Priorities










Improve Service to
Residents and
Program Participants

Support Employees

Lead Within the
Housing Stability
Ecosystem

Goal Categories

	Services	Provide more housing stability and improve livability
	Communications	Increase transparency, access, and information sharing
	Impact	Advocate to make housing and social services better for all
	Partnership	Empower housing partners to utilize the full spectrum of services
	Culture	Create a caring and rewarding career experience
	Operations	Optimize the way we work and deliver services
	Finance	Create stability for the future



Goals at a Glance

Improve service to residents and program participants

- Prioritize housing stability for residents and participants.
- Engage in reciprocal dialogue and power-sharing with residents and participants.
- Improve casework and customer service communication with residents and participants.
- Improve service consistency by modernizing internal workflows and standardizing storage for resources, forms, and training.
- Improve safety for residents, participants, and staff at all Home Forward properties.
- Implement a plan for environmental justice measures and disaster preparedness.
- Create wealth-building opportunities with residents and participants.

Support employees

- Home Forward is a place of belonging and trust where innovation is celebrated and power and information is routinely shared.
- Develop values-based compensation structures and non-traditional career pipelines.
- Adapt to workforce needs by right-sizing workloads through process improvement and optimization with technology.
- Implement industry-leading learning and development programs.

Goals at a Glance

Lead within the housing stability ecosystem

- Improve utilization of the existing housing portfolio while planning for future portfolio needs.
- Use our developmental expertise to advance innovative solutions that expand supply and address community needs.
- Advocate with our residents, participants, and partners for policies that advance greater housing and economic opportunity and address the causes of poverty and inequity.
- Set standards for ethical and non-exploitative practices by creating and implementing a comprehensive communications plan.
- Build in mission and equity alignment across the entire supply chain of affordable housing production, acquisition, and preservation.
- Strengthen supportive housing programs and resources for residents and participants who have experienced chronic homelessness.
- Ensure property management and funding partners are advancing our mission and meeting resident and community needs.
- Implement equity and anti-racism initiatives informed by residents, participants, and staff.
- Diversify funding streams to meet the needs of our housing ecosystem.

PRIORITY

Improve Service to Residents and Program Participants



Prioritize housing stability for residents and participants.

FY 2024

- Pursue new eviction prevention strategies throughout Home Forward's subsidy programs and housing portfolio.
- Deploy rental assistance resources with navigation supports that increase the successful leasing of households on the Housing Choice Voucher waitlist.
- Establish a community-based access model for rental assistance that supports families with children and addresses disparities in housing and homelessness.

FY 2025

- Establish and fund an emergency short-term rental assistance program and implement a pilot program to prevent evictions due to reasons other than nonpayment of rent.
- Establish a decision-making rubric for when and how rental assistance resources are invested in support of our community's affordable housing rehabilitation and new construction efforts.

FY 2026

- Integrate housing stability terms into the contracts of housing providers with a goal of increasing housing stability for subsidized households.
- Finish pulling all names from existing Housing Choice Voucher waitlist and increase utilization of Housing Choice Voucher resources to 95%.

-  Services
-  Impact
-  Partnership
-  Operations

Mission + Equity Alignment

We amplify our core mission of maintaining housing stability while advancing housing equity through the creative deployment of rental assistance resources.

Team Lead

Chief Operating Officer

Consulted

Director, Housing Choice Vouchers
Director, Homeless Initiatives
Chief Financial Officer
Director, Asset Management
Director, Property Management
Director, Policy & Planning
Senior Legal Counsel

KPI/Accountability

Leasing increase
Emergency short-term rental assistance program
95% Housing Choice Voucher utilization

Engage in reciprocal dialogue and power-sharing with residents and participants.

FY 2024

- Collaborate with participants and residents to identify barriers to effective communication and engagement at the organization.
- Design mechanisms and strategies for collaboration, reciprocal dialogue, meaningful engagement, and power sharing in partnership with participants/residents.
- Explore opportunities to expand participant and resident leadership and support collective power building by participants and residents.

FY 2025

- Implement mechanisms and strategies identified in FY 2024
- Work with community partners to pilot advocacy programming and formation of resident unions at representative Home Forward properties.

FY 2026

- Evaluate mechanisms and strategies.
- Refine operational practices and policies in response to resident and participant feedback.
- Evaluate participant/resident leadership opportunities and expand programming.
- Recognize power building strategies from residents and participants to shift systems, policies, and programs.

-  Services
-  Communications
-  Impact
-  Operations

Mission + Equity Alignment

Equity means that everyone’s voice can be heard. We believe in building relationships and genuine trust, not just transactions. We pledge to continually examine and improve our work by giving residents opportunities to guide us.

Team Lead	Chief Administrative Officer
Consulted	Director, Housing Choice Vouchers
	Director, Property Management
	Director, Asset Management
	Director, Homeless Initiatives
	Chief Operating Officer
	Director, Policy & Planning

KPI/Accountability

Successful engagement mechanism
Leadership opportunities and programming
Advocacy programming and resident unions

Improve casework and customer service communication with residents and participants.

FY 2024

- Build upon the engagement done with residents and participants during the strategic planning process to loop back and further engage around barriers and solutions to customer service, case work, and effective communication.
- Design communication mechanisms and strategies rooted in trauma informed care, behavioral science, and the use of technology.

FY 2025

- Implement mechanisms, strategies, and the use of technology to improve the resident and participant experience.
- Develop an interactive, reciprocal communication framework that ensures participants and residents' voices influence work that impacts their experience with the organization.

FY 2026

- Evaluate mechanisms and strategies to improve the resident and participant experience.
- Evaluate communication framework.



Services

Operations

Mission + Equity Alignment

Residents and participants deserve to have thorough and prompt information on their housing status and to be an active voice in their housing journey.

Team Lead

IT Applications Manager

Consulted

IT Network & Infrastructure Manager

Property Management

Frontline Managers

Site Teams

Director, Housing Choice Vouchers

IT Department

Chief Financial Officer

KPI/Accountability

Improved customer service experience

Resident portal

Reciprocal communication framework

Improve service consistency by modernizing internal workflows and standardizing storage for resources, forms, and training.

FY 2024

- Conduct audit of workflows and inventory current storage structures, locations, and security access needs.
- Map full agency implementation plan that prioritizes work in property management, rental assistance, and asset management.

FY 2025

- Complete implementation in property management, rental assistance, and asset management.
- Begin implementation in all other departments.

FY 2026

- Implementation is complete across organization.

-  Services
-  Partnership
-  Culture
-  Operations

Mission + Equity Alignment

Making our work processes and standards clear and up-to-date empowers our staff to focus on providing exemplary service.

Team Lead	Assoc. Director Talent & Org. Dev.
Consulted	Director, Human Resources
	Compliance Manager
	Regional Property Managers
	Program Managers
	Application & Data Analyst - Lead
	Operational Directors

KPI/Accountability

Audit and inventory
Agency-wide implementation
Staff training on standards

Improve safety for residents, participants, and staff at all Home Forward properties.

FY 2024

- Create a framework that will guide leadership in the response to urgent emergency situations.
- Create a response team.
- Update emergency guides and standards.
- Work with property management to integrate safety standards into the property maintenance plan.

FY 2025

- Identify new mass-communication software.
- Implement a clear mechanism for residents to provide feedback on desired safety measures.
- Implement changes to physical space to increase safety.

FY 2026

- Integrate mass-communication system with participant database.

-  Services
-  Partnership
-  Culture

Mission + Equity Alignment

Everyone deserves to feel safe in their homes and at work.

Team Lead	Director, Integrated Facilities & Safety
Consulted	Safety Team
	On-Site Teams
	Director, Property Management
	Director, Asset Management
	Assoc. Director Talent & Org. Dev.

KPI/Accountability

Updated safety policy and guides
Response team
Required training
Physical space upgrades
Communication technology

Implement plan for environmental justice measures and disaster preparedness.

FY 2024

- Continue disaster preparedness plan for staff and residents and update agency business continuity plan, prioritizing earthquakes.
- Implement heat response protocol and continue installing air conditioners.
- Create a plan for agency to reduce environmental footprint.
- Identify federal resources for emergency preparedness work and develop emergency purchasing protocols.
- Develop disaster preparedness protocol and training materials for relevant staff.

FY 2025

- Implement a plan to decrease environmental impact and improve organizational climate change preparedness.
- Identify, equip, and train essential employees on emergency preparedness.
- Perform exercises to test our disaster preparedness plans and processes.
- Train residents in the Neighborhood Emergency Team program.
- Implement a protocol addressing emergency systems and internet access.

FY 2026

- Join earthquake, disaster, and environmental advocacy groups.



Services

Partnership

Operations

Mission + Equity Alignment

Our residents are at the frontlines of climate change. We must prioritize their disaster preparedness and climate readiness in order to fulfill our social justice commitment.

Team Lead

Director, Integrated Facility & Safety

Consulted

Asst Director, GO Bond Dev.
Asst Director, Property Mgmt
Director, Asset Management
Director, Community Services
Manager, Network & Infrastructure
Manager, Environmental & Emergency

KPI/Accountability

Completed environmental justice policy
Disaster response protocol implementation
Completed employee and resident training
Building & climate upgrades completed

Create wealth-building opportunities with residents and participants.

- FY 2024
 - Repurpose one 501(c)3 to focus on wealth creation centering black individuals and businesses.
 - Begin to implement strategic and financial recommendations.
- FY 2025
 - Increase collaboration with black and brown businesses by 10%.
 - Increase wealth building programs and opportunities by 10%.
 - Increase revenue generated by 20%.
- FY 2026
 - Begin process to develop a 3-year strategic and financial plan for long-term sustainability.

- Services
- Impact
- Partnership
- Finance

Mission + Equity Alignment
True restoration for traditionally marginalized communities includes helping them get out of the margins in order to determine their own futures as well as creating generational opportunity.

Team Lead	Chief Administration Officer
Consulted	Controller
	Director of Community Services
	Director, Housing Choice Vouchers
	Director, Dev. & Community Revitalization

KPI/Accountability
10% increase in wealth building opportunities
10% increase in business collaboration
20% revenue increase

PRIORITY

Support Employees



Home Forward is a place of belonging and trust where innovation is celebrated and power and information is routinely shared.

FY 2024

- Design and implement an employee feedback structure to obtain culture metrics that inform key cultural initiatives including an employee recognition program.
- Design a trauma-informed recruitment process that accounts for lived experience.
- Implement internal limited duration innovation-based developmental positions.
- Design and implement entry and stay interviews.

FY 2025

- Integrate discussing mistakes and failures into our organizational communication.
- Incorporate culture accountability metrics into bi-annual check-ins with supervisors.
- Implement employee data findings to increase sense of belonging.

FY 2026

- Assess lived experience integration and belonging strategies.
- Evaluate employee recognition program for engagement.



Communications

Culture

Mission + Equity Alignment

We value every employee and will demonstrate that through a work culture that elevates diverse experiences and perspectives while empowering others with the information, support, and tools they need to succeed.

Team Lead

Director, HR & TaOD

Consulted

Assoc. Director Talent & Org. Dev.
Chief Administrative Officer
Human Resources Supervisor
Communications

KPI/Accountability

Employee feedback structure and responsiveness
Culture accountability metrics
Revised recruitment and onboarding approach

Develop values-based compensation structure and non-traditional career pipelines.

FY 2024

- Develop clear career paths at Home Forward, including support and opportunities for advancement.
- Implement new values-based compensation structure for all levels of employment.
- Re-establish the employee referral program and grow participation by 20%.

FY 2025

- Develop a pilot learning program for career advancement for entry level and historically excluded employees.
- Increase opportunities for rest with more paid time off.
- Implement a retention strategy to reduce turnover by 10%.

FY 2026

- Complete a pilot internship program for non-college tracked individuals.
- Implement a proactive recruitment and career development strategy that includes historically excluded communities.



Mission + Equity Alignment

Equity integrity includes walking the talk with our staff, not just our external residents and participants. We will be a leader in creating a workplace with equitable opportunity.

Team Lead	Director, Human Resources
Consulted	Assoc. Director Talent & Org. Dev. Chief Administration Officer Human Resources Supervisor Communications

KPI/Accountability

Compensation structure update
Career advancement program
Paid time off increase
10% reduction in turnover
Internship program pilot
Updated recruitment approach

Adapt to workforce needs by right-sizing workloads through process improvement and optimizing with technology.

FY 2024

- Engage with line staff to identify barriers and solutions to process improvement and a balanced workload.
- Design and implement mechanisms and technology solutions that address workload issues in key positions.

FY 2025

- Design strategies for clear organizational priorities to reduce workload concerns by 20% as outlined in our employee survey.
- Develop and pilot “micro-positions” in high-turnover positions reducing failed probations by 10%.

FY 2026

- Develop and implement flexible and/or part-time position options across multiple departments to retain organizational knowledge and attract different workforce sectors to reduce turnover costs by 10%.



Culture

Operations

Mission + Equity Alignment

We share the workload and balance our efforts to truly be a collaborative team that supports one another's well-being.

Team Lead

Assoc. Director Talent & Org. Dev.

Consulted

Director, Human Resources
Chief Administrative Officer
Human Resources Supervisor

KPI/Accountability

20% workload concern reduction

10% failed probations reduction

10% turnover cost reduction

Implement industry-leading learning and development programs.

FY 2024

- Contract with an outside partner to identify learning and development barriers and develop strategy to reduce barriers for the most impacted staff.
- Modernize learning and development programs by fully implementing blended, on-demand, and asynchronous online learning options.

FY 2025

- Design and implement required comprehensive learning and development programs for middle level managers to include coaching and accountability.

FY 2026

- Every employee participates in non-mandatory learning as part of their growth and development goals.



Mission + Equity Alignment

We follow through on creating opportunity for our staff by supporting their career development with tangible tools, support, and training.

Team Lead	Assoc. Director Talent & Org. Dev.
Consulted	Director, HR & TAOD Chief Administrative Officer

KPI/Accountability

Learning & Development program launch
Manager training launch
Employee participation rate

PRIORITY

Lead Within the Housing Stability Ecosystem



Improve utilization of the existing housing portfolio while planning for future portfolio needs.

FY 2024




- Reduce unit turn time within Home Forward-managed properties and streamline application processing through the full use of an enterprise software system.
- Establish current preventative maintenance plans and assess capital needs throughout portfolio.
- Unwind low income housing tax credit partnerships that have completed the required compliance period and determine potential recapitalization opportunities.

FY 2025

- Develop a cycle of assessment that would consider rehabilitation or disposition of smaller properties in support of future redevelopment opportunities.

FY 2026

- Achieve a portfolio occupancy rate of 97%.

-  Services
-  Partnership
-  Operations

Mission + Equity Alignment

We act to address the housing crisis by optimizing our housing resources and planning for the long term to meet our community's housing needs.

Team Lead	Director, Asset Management
Consulted	Director, Property Management Director, Housing Choice Vouchers Chief Operating Officer Chief Financial Officer Director, Development & Community Revitalization

KPI/Accountability

Reduced unit turn time
97% portfolio occupancy

Use our development expertise to advance innovative solutions that expand supply and address community needs.

- FY 2024
 - Foster affordable homeownership development on the Dekum land bank site; explore feasibility of other affordable homeownership on existing properties.
 - Acquire at least two market rate properties and phase in rent and income restrictions without utilizing Low Income Housing Tax Credits.
 - Explore additional 100% permanent supportive housing new construction.
 - Begin designing co-located affordable housing and early learning at Civic Station.
 - Develop and plan for new affordable housing by deploying Faircloth to RAD (Rental Assistance Demonstration)
- FY 2025
 - Continue acquiring market rate properties, phasing in rent and income restrictions with the ultimate goal of adding 300 affordable homes to our portfolio.
 - Implement decisions based on home ownership and Permanent Supportive Housing from FY 2024.
- FY 2026
 - Secure at least 300 additional Faircloth to RAD units in our pipeline

- Services
- Partnership
- Operations
- Finance

Mission + Equity Alignment

We are in a unique position to address the housing crisis and its contributing factors. We will use the resources and expertise we have to actively create solutions.

Team Lead	Director, Development & Community Revitalization
Consulted	Asset Management Property Management Communications Services Asst Director, GO Bond Dev. Asst Director, Development & Community Revitalization

KPI/Accountability

At least 300 FTR units in pipeline
Construction completion

Advocate with our residents, participants, and partners for policies that advance greater housing and economic opportunity and address the causes of poverty and inequity.

FY 2024

- Support the engagement of residents and participants in advocacy work by providing advocacy training and support.
- Elevate the experience and voices of our staff and residents/participants in policy making forums.
- Align advocacy efforts with community partners to amplify impact.

FY 2025

- Co-create and implement an external advocacy agenda with staff, residents, and participants.



Communications

Impact

Partnership

Mission + Equity Alignment

We serve our residents' and participants' long term wellbeing and opportunity by addressing the root causes of housing instability.

Team Lead

Director, Policy & Planning

Consulted

Chief Executive Officer

Chief Administrative Officer

Director, Community Services

KPI/Accountability

Advocacy training and support

Community partner alignment

Advocacy agenda

Sets standards for ethical and non-exploitative practices by creating and implementing a comprehensive communications plan.

FY 2024

- Create guidelines and policy on ethical and non-exploitative practices.
- Create requirements within communication related job descriptions to demonstrate and exemplify ethical and non-exploitative communications.
- Develop agency-wide training on communication plan and underlying standards.
- Train entire agency by Spring 2024.

FY 2025

- Implement communication plan.

-  Communications
-  Partnership
-  Culture

Mission + Equity Alignment

The communities we serve deserve to know and have the opportunity to influence what is being done on their behalf, and to be respected as the core focus of what we do.

Team Lead	Chief Communications Officer
Consulted	Chief Executive Officer Assoc. Director, Public Relations Assoc. Director Talent & Org. Dev.

KPI/Accountability

Communications plan including ethics standards
Agency-wide training

Build in mission and equity alignment across the entire supply chain of affordable housing production, acquisition, and preservation.

FY 2024

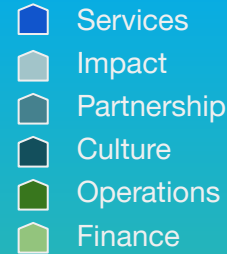
- Development on Civic Station, North Maryland and Peaceful Villa.
- Construction on Dekum, Powell, Fairfield, Killingsworth, Grace Peck and Troutdale.
- Continue to engage in development work in partnership with culturally specific providers, including land banking, non-extractive partnerships, right of first refusals, and mid-term development transfers (Killingsworth/Native American Youth and Family Center; Civic Station/Immigrant and Refugee Community Organization).
- Work with jurisdictional partners to align resources to meet community need.
- Advocate for the alignment of existing funding to create more housing faster.

FY 2025

- Development work on North Maryland and additional new development opportunities.
- Construction work on Dekum, Killingsworth, Civic Station and Troutdale.

FY 2026

- Identify new development opportunities.
- Construction on North Maryland.



Mission + Equity Alignment

We are in a unique position to influence the housing ecosystem and lead the way on prioritizing equitable solutions, a significant element of systems change.

Team Lead	Director, Dev. & Community Revitalization
Consulted	Asset Management Property Management Communications Services Asst Director, GO Bond Dev. Asst Director, Development & Community Revitalization

KPI/Accountability

Development partnerships
New development opportunities
Construction status

Ensure property management and funding partners are advancing our mission and meeting resident and community needs.

FY 2024

- Develop and implement consistent and recurring mission-based property management education to support property management partners.
- Review property management contracts to incorporate mission alignment, learning module expectations, and improved policy consistency.
- Assess, define, and resource a mission-based asset management model that incorporates staff, resident, and community feedback.

FY 2025

- Create and implement an open and transparent rubric for the selection of property management companies that incorporates mission-focused elements.
- Assess and update property performance review criteria with a framework that reflects tenant feedback, experiences, and well-being.
- Develop a framework for universal data collection and sharing between Home Forward and property management partners.

FY 2026

- Start data collection and sharing with property management partners.
- Review business terms in limited partner and financial partner agreements.



Services



Communications



Impact



Partnership



Finance

Mission + Equity Alignment

Our mission expands when everyone who interacts with those we serve is on the same page about the importance of equitable housing stability.

Team Lead

Director, Asset Management

Consulted

Residents & Community
Director, Property Management
Director, Policy & Planning
Associate Director, Talent & Org.
Development
Senior Legal Counsel
Chief Operating Officer

KPI/Accountability

Education tools and training
Updated contracts
Feedback-informed asset management model
Framework for data sharing

Strengthen supportive housing programs and resources for residents and participants who have experienced chronic homelessness.

FY 2024

- Designate, implement, and expand supportive housing practices, property supports, and services levels including case management.
- Continue advocacy to secure property-specific supports while advocating to maintain and expand supportive housing system supports.
- Assess differing staffing needs for administration of tenant-based supportive housing rental assistance.
- Continue inter-jurisdictional alignment with the Joint Office of Homeless Services and regional partners to maintain and expand access to supportive housing.

FY 2025

- Develop and implement mission-based property management and asset management standards to meet the needs of residents in Home Forward housing that is not formally designated as supportive housing.
- Implement policy on progressive lease enforcement.

FY 2026

- Expand supportive housing portfolio with a blend of new construction and existing housing.

- Services
- Partnership
- Operations
- Finance

Mission + Equity Alignment

We work to end the cycle of homelessness by taking a holistic approach to solutions and support that is responsive to community need.

Team Lead	Asst Director, GO Bond Dev.
Consulted	Director, Community Services Director, Asset Management Director, Property Management Director, Homeless Initiatives & Supportive Housing Chief Operating Officer

KPI/Accountability

Partner alignment and collaboration
Expanded supportive housing portfolio



Implement equity and anti-racism initiatives informed by residents, participants, and staff.

FY 2024

- Engage in review of existing policies and procedures utilizing policy evaluation and equity analysis.
- Create an engagement strategy with residents and participants to further equity evaluation of policies and procedures.
- Develop a process that invites program participants and residents into learning about Home Forward's anti-racism and equity work, to co-create an agency wide code of conduct for mutual treatment that reflects our organizational values and culture.
- Develop and implement equity onboarding for new staff

FY 2025

- Develop process to incorporate participant input to prioritize resources in budget cycle.
- Implement universal equity training at properties.
- Implement engagement strategy with residents and participants to further policy evaluation and equity analysis of policies and procedures.
- Engage in policy and program reform work to advance equity informed by resident and participant feedback and engagement.

-  Services
-  Communications
-  Impact
-  Culture
-  Operations

Mission + Equity Alignment

We believe that those experiencing challenges are best positioned to develop the solutions. We will actively engage people in shaping their own future.

Team Lead

Director, Equity

Consulted

Chief Administrative Officer
Assoc. Director, Public Relations
Director, Community Services
Director, Human Resources
Assoc. Director Talent & Org. Dev.
Director, Policy & Planning

KPI/Accountability

Staff, resident, and participant engagement
Equity and anti-racism education
Equity onboarding
Budget and policy feedback framework

Diversify funding streams to meet the needs of our housing stability ecosystem.

- FY 2024
 - Advocate at a local, state, and federal level for additional and varied funding streams to support and expand existing work.
 - Work with jurisdictional partners to align opportunities and mechanisms for the funding and provision of affordable housing.
- FY 2025
 - Review additional service lines and fee service lines.
 - Continue advocacy for funding and evaluate new opportunities at state and federal levels.
- FY 2026
 - Begin building a framework on service alignment to build overall cost efficiency for the community.

- Services
- Operations
- Finance

Mission + Equity Alignment
Housing stability is our mission; consistent and reliable funding allows us to plan ahead to meet community needs and continue to improve our approach to equitable housing.

Team Lead	Chief Financial Officer
Consulted	Chief Operating Officer Director, Homeless Initiatives Director, Community Services Asst Director, GO Bond Dev. Director, Policy and Planning

KPI/Accountability
Revenue diversity and percentages of total
New funding sources

ACCOUNTABILITY

Ensuring Action & Building Trust



Accountability Framework

We have tangible goals with measurable initiatives that we will assess regularly in order to stay accountable to those we serve.

Kickoff

- All-staff meeting and alignment event
- Announce and share strategic plan publicly

Monthly

- Leadership team meeting and status updates
- Updated work plans and team/project meetings

Quarterly

- Board updates
- Team/department status updates and planning

Annually

- Staff and Board review and adjustment
- Celebrate progress and move forward

Our Leadership Team



Financial Snapshot FY 2024

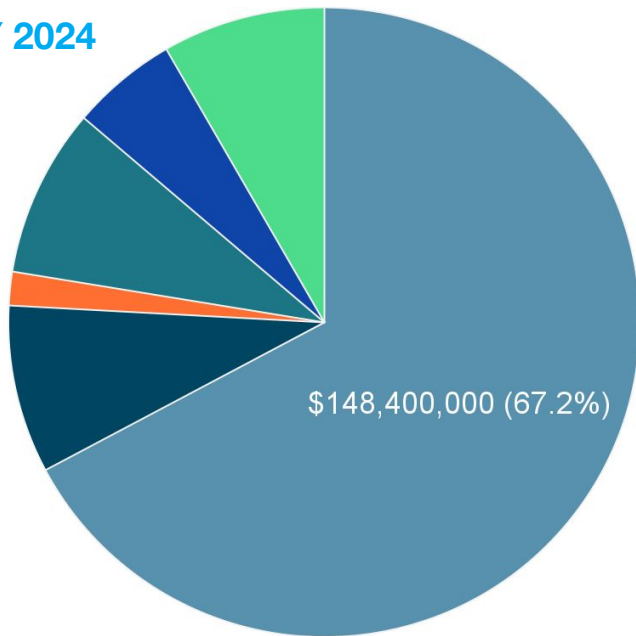


Primary Funding: Department of Housing & Urban Development Grants and Subsidies = 11,661 Vouchers

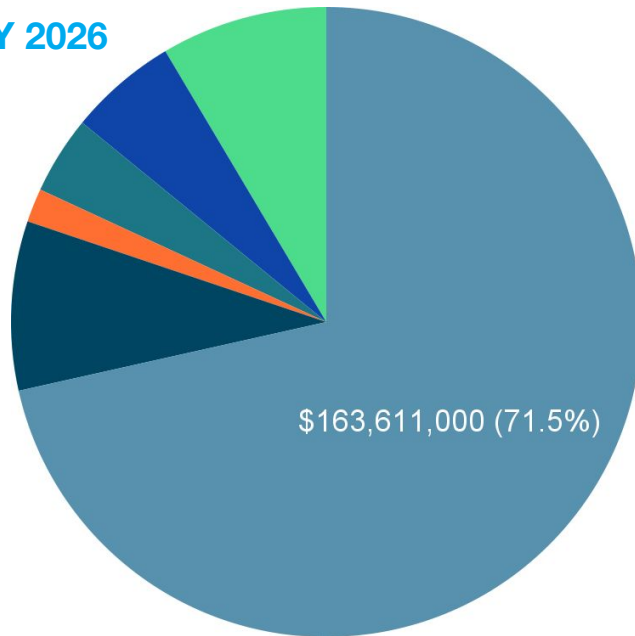
Revenue Projections

Housing assistance payments are the majority of Home Forward's operating budget at approximately 67-71%, primarily funded by the Department of Housing and Urban Development (HUD), with the range depending on the scale of developer fee earnings and other local programs for the year.

FY 2024

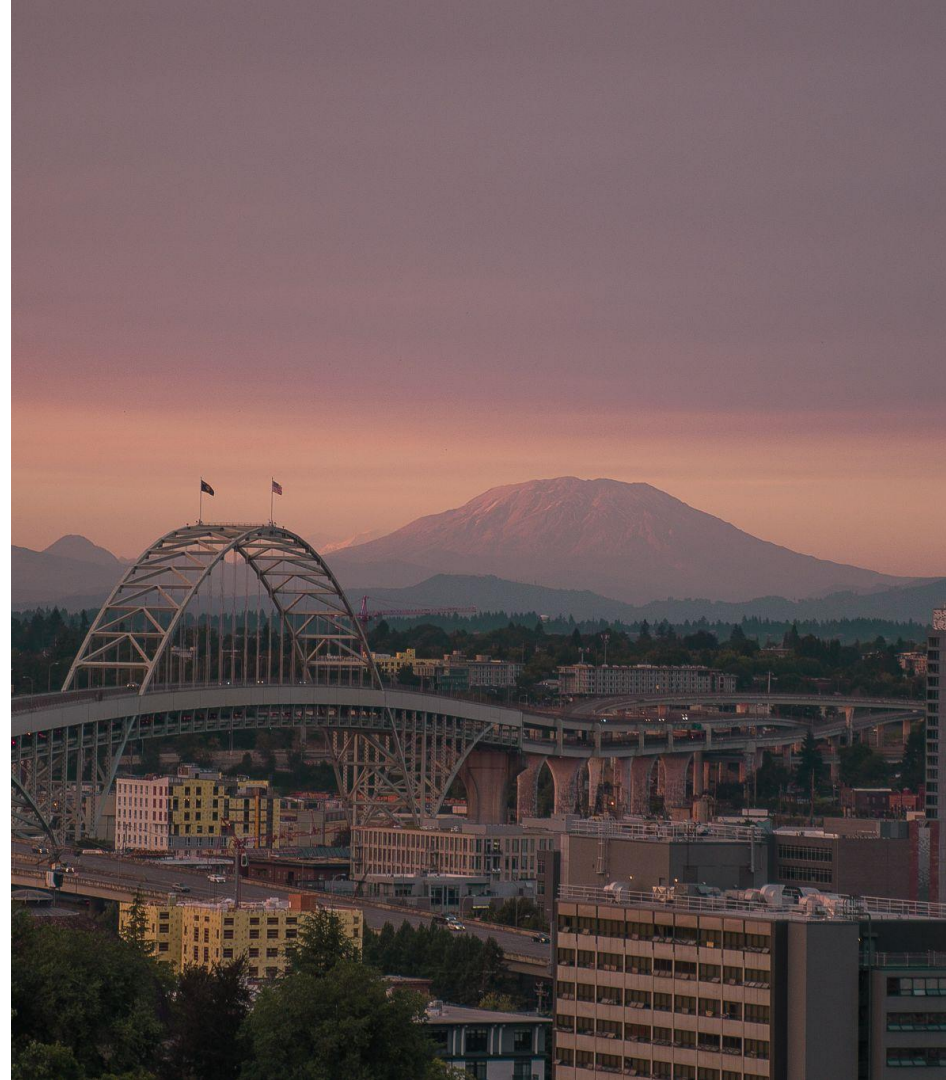


FY 2026



- HUD Subsidies / Grants
- Dwelling Rental
- Non-Dwelling Rental
- Developer Fee
- State Local Other
- Other Revenue

respect & compassion
collaboration & partnership
stewardship & accountability
courage & ingenuity
equity & justice



Strategic Plan Co-Created By

Strategic Planning Team

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Monica Foucher
Shannon Schmidt
Tara Messier
Tonya Evans

Board

Damien Hall
Dina DiNucci
Jenny Kim
Matthew Gebhardt
Rakeem Washington
TomiRene Hettman

Community Input

Home Forward Staff
Home Forward Residents
Housing Choice Voucher Participants
Housing Alliance of Oregon Members
Housing Oregon Members
Short Term Rental Assistance Partners
Independent Landlords
Oregon Rental Housing Association
Rental Housing Alliance Oregon



homeforward