

Oregon Housing and Community Services 2009 -11 Strategic Plan

Vision	All Oregonians have housing and services that meet their needs.				
Department Mission	Provide leadership that enables Oregonians to gain housing, become self-sufficient, and achieve prosperity.				
Slogan	What We Do Matters!				
Long-Term Goal Statements	Goal 1: Secure an end to hunger and homelessness for all Oregonians.	Goal 2: Ensure an ongoing inventory of energy efficient and affordable housing that meets community needs.	Goal 3: Help ensure that our partners have sufficient capacity to use OHCS resources effectively.	Goal 4: Create an agency culture that enables our staff to deliver the best possible programs and services.	Goal 5: Secure the long-term financial stability of OHCS programs.
Short-Term Strategies	2009- 11 Biennium				
	<p>1.1 Develop policies, resources, and partnerships that provide Oregonians experiencing homelessness with permanent supportive housing.</p> <p>1.2 Improve the integration of OHCS programs to better facilitate serving low-income Oregonians.</p>	<p>2.1 Seek out opportunities to preserve and promote affordable homeownership in Oregon.</p> <p>2.2 Support ongoing efforts and create new opportunities to preserve federally subsidized housing projects at risk of expiring.</p> <p>2.3 Create a new manufactured dwelling park purchase program(s) to preserve parks.</p>	<p>3.1 Propose a redesigned performance measurement system that demonstrates partner and the department's results, and shows progress in meeting long-term goals.</p>	<p>4.1 Identify specific strategies that promote agency core values and support the overall agency goals.</p> <p>4.2 Implement a process to meet new goals and objectives that identifies, eliminates or reduces activities that do not add value, or are unproductive, and manages agency risk.</p>	<p>5.1 Develop a thorough analysis that identifies costs and revenues for all agency programs in order to determine ways in which resources are maximized.</p> <p>5.2 Develop processes and best practices that assess project and sponsor viability, including portfolio management, and develop solutions to mitigate financial risk and ensure long-term affordability.</p>

CORE VALUES

Communication: *We value transparent, honest, and respectful communication among all staff and with our partners.*

Partnerships: *We value our partners and our common expectation for excellence.*

Customer Service: *We value our customers by honoring our commitments to them.*

Leadership: *We value visionary leadership among all, encouraging innovative solutions to secure future opportunities.*

Teamwork: *We value teamwork, cohesiveness, and interdivisional cooperation as fundamental to achieving our mission.*

Workforce: *We value the expertise and diversity of our workforce and provide support through teamwork, training, and respect.*

Innovation: *We value entrepreneurial thinking, creative actions, the results of lessons learned, and the celebration of success.*

Stewardship: *We value practices that optimize the benefits of current and future resources entrusted to us.*