



Strategic Equity Plan

**We have identified four
main areas of focus for our plan:**

Homes for Good's Strategic Equity Plan is unlike other strategic plans in that it infuses our Diversity, Equity, and Inclusion goals into a larger strategic plan for the Agency to make sure all of our efforts are steering us in the direction of more equitable and inclusive services.

Our Strategic Equity Plan is an annual plan that outlines our goals, and the actions we are going to take to achieve those goals. Each goal builds and transforms over a three year period and the steps to achieve those are evaluated and adjusted on an annual basis based on progress.

Listen to our Communities

Our Agency lives within the the sphere of our community, and can not be separated from that context. In order to be a responsible community organization, we must collaborate-- and most importantly listen-- to other organizations and people within our community. We must learn from their experiences and base operational changes on them to improve their experience. These goals focus on local partnership and collaboration.

Tell the Human Story

The people we serve are the heart of our work. As a social service organization, we work for and with people. These goals focus on keeping a human-centered approach. They include efforts to gather participant feedback and use that in programmatic changes, amplifying those voices on our media platforms, and improved empathy and client interactions for non-client facing staff.

Create Pathways to Self-Sufficiency

We usually associate "Self-Sufficiency" with our "Family Self-Sufficiency Program," but creating pathways to self-sufficiency looks to improve more than just one program. With these goals, we hope to make process and programmatic improvements to promote wealth building, and improve the mental and physical health of our all of our Residents and Program Participants.

Lead and Grow Ethically

"Leading and Growing Ethically" means we will lead the way in creating a racially and socially just organizational culture. These goals focus on improving our employee experience, recruiting and retaining a diverse workforce, utilizing technologies to provide more access to our programs, and reducing the Agency's carbon footprint.



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Quarter 1: July-September 2022

Progress Report

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We will develop new client engagement systems to share with clients the programmatic improvements we are achieving, and we will seek guidance from our clients on how we can continue to make programmatic improvements based on direct feedback from the people we serve. We will intentionally focus this client engagement on clients from the BIPOC community clients with disabilities.

- FY23 Annual Plan process included more intentional resident/participant engagement with listening sessions
- DEI resource page added to quarterly resident newsletter
- Developing FSS focus groups for Oct 2022
- Focus groups held for insights into the waitlist experience for applicants and community partners

We will offer to develop new relationships with culturally specific organizations, organizations serving the BIPOC Communities and BIPOC leaders in Lane County.

- Hosted events at NAACP and Centro Latino Americano during Waitlist Connect
- Participated in 4J Hispanic Heritage Celebration, educated the community about access to
- In discussions with Centro Latino Americano regarding local preference for tenant based vouchers

We will continue to seek opportunities to support the non-profit network, local and state jurisdictions and the business community through preferences and partnerships.

- Revision of the MOU with HIV Alliance in process for tenant based vouchers to better capture the populations they serve
- Revised MOU complete for local preference with Lane Council of Governments for elderly and disabled
- Meetings held with Transponder and First Step Florence to discuss local preference

We will use specific instances of housing discrimination faced by our prospective and existing clients to identify trends in housing discrimination occurring in Lane County. We will pay careful attention to specific instances and trends of housing discrimination that are being experienced by people from the BIPOC community and people with disabilities.

- Collected data at WL Connect about housing situations
- Focus groups held to assess the waitlist/housing search experience for applicants. Focus group facilitated by Verb.
- Have engaged with community partners in Eugene and Florence to determine accessibility needs for The Coleman, Naval Reserve site, Florence and BOB. More engagements are scheduled for all projects.
- Focus group was held by Sponsors to determine accessibility needs at The Coleman.
- Accessible unit, community space inventory/survey completed by 3rd Part of all PH and 3rd Party managed properties. Analysis of survey is just beginning.



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We will translate our data into stories that educate our staff in a manner that grows our ability to be emphatic towards the challenges faced by people experiencing poverty in our apartment communities and rent assistance programs.

- FSS sharing success stories in newsletter monthly
- PSH listening sessions & resident engagement
- Waitlist focus group gathered vignettes from those we serve

Staff that don't engage with our clients as part of their core responsibilities will be provided the opportunities to be directly in service to increase empathy and understanding of the people we serve. All staff receive training on empathy and de-escalation for people experiencing trauma and crisis.

- Waitlist Connect volunteer opportunities
- Community Night Out volunteer opportunities
- Camp Rosenbaum opportunities

Homes for Good's external communication channels are used as a platform to share and amplify the stories of Homes for Good clients with an emphasis on clients from the BIPOC community and people with disabilities.

- Introduction series to the new board members via social media + website, including board members of color

Homes for Good will educate the business community about efforts to implement a Strategic Equity Plan to infuse equity into the culture and growth of our organization and our efforts to target our housing resources to communities most marginalized in our community with an emphasis on people from the BIPOC community and people with disabilities.

- Participated in panel discussion at Eugene Area Chamber of Commerce regarding homeless initiatives



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We will determine what funding resources would be necessary to make the Family Self Sufficiency program automatic enrollment program for any qualified client. Programmatic outreach will focus on BIPOC and Spanish speaking clients.

- Piloting auto-enrollment/opt out model at the Keystone
- Translating core FSS documents, outreach materials and contract of participation into Spanish
- Bilingual FSS Coordinator hired

We will communicate our goal of improving educational achievement for children and youth that are served by Homes for Good to education leaders in Lane County and seek their input and partnership in this effort.

- Increased youth programming, introduction of kids club and teen club, youth volunteers for summer lunch

We will determine how to continue to grow resident services supports including developing initiatives to improve the mental and physical health of residents living in our apartment communities with an emphasis on clients from the BIPOC community and clients with disabilities.

- Meyer Memorial funds for health related services at PSH sites
- Expansion of Resident Services to 3rd party managed sites
- New partnership with Cascade Mobility - free bikeshare memberships for participants

We will continue affordable housing production and the rehabilitation of existing affordable within the metro area and rural areas. We will experiment with housing types and scale for rural Lane County based on input from local residents and especially the BIPOC community.

- Have had community outreach events with Florence community partners to discuss and poll about housing types needed there.
- Beginning discussions with Centro Latino Americano and NAACP for partnerships and providing input on location and types of housing needed.
- Have started the equitable contracting initiative process which includes Section 3/MWESB and additional Homes for Good Strategies. Draft of the implementation plan is in progress and outreach meetings with all HFG departments have occurred. Recent partnerships to achieve the initiative include joining the Lane County Contracting Alliance for Diversity and Equity (CADE) and participating in the Oregon Association of Minority Entrepreneurs (OAME).



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Homes for Good's programmatic resources, like the Housing Choice Voucher Home Ownership Program, that are proven to build wealth have been assessed with the goal to increase wealth for clients from the BIPOC community.

We have developed the framework of a plan to expand client employment opportunities and expand the number of contracts we have with businesses owned by people from the BIPOC community and businesses owned by women.

- The equitable contracting initiative referenced previously includes a framework for expanding employment opportunities and contracts with businesses who meet Section 3/MWESB definitions including BIPOC owned businesses and women owned businesses.
- For recent service needs and procurements a staff member has reached out to BIPOC owned businesses. For example, when transitioning to a new auto repair company a staff member contacted BIPOC owned auto repair businesses in an attempt to create new business relationships. Another example, is using the State of Oregon MWESB business directory and reaching out to BIPOC businesses who we have not worked with before.



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We will focus on educating staff about our vision for a racially and socially just organizational culture. This education will leverage our current strengths related to compliance and organizational growth as we embrace newer elements of our evolving organizational culture to include social justice advocacy, individual DEI competence and the value and interdependence of human beings.

- \$633 spent on DEI resource materials for employee education via individual resource requests from January 1, 2022 to October 1, 2022
- GARE + Partners in Diversity memberships and training opportunities for staff

We will review hiring, promotion and retention practices with an emphasis on supporting the career growth for existing employees while also recruiting externally and attracting diverse talent including people from the BIPOC Community and people with disabilities.

- Identified a demographic shift from 17% of employees identifying as non-white in 2018 to 28.7% of employees identifying as non-white in October of 2022.
- Reviewed and charted employee turnover data from 2019 to present
- Reviewed and charted job applicant data by race and gender from 2019 - 2022.

We will develop a plan to expand our employee assistance program to include an emphasis on improving health outcomes, retirement outcomes, savings outcomes and educational outcomes.

We will collect and understand best practices for an organization wide carbon footprint reduction and greenhouse gas reductions.

- We have started collecting data on carbon footprint from all the weatherization jobs completed
- We are starting the carbon data collection of our division internal processes



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We will continue our efforts to develop systems of resiliency That anticipate hazards that may disrupt essential functions and processes. We will continue to develop Annexes to the Continuity of Operations plan as prioritized by the Hazard and Vulnerability Analysis.

- Finalized Integrated Preparedness Plan for next 3 years
- Finalized Riverview Terrace Fire & Flood Evacuation Procedures
- Finalizing Workplace Violence & Active Shooter Annex

We will provide communication and programmatic enhancements to clients who don't speak/read English as their first language.

- Language Line services are now available to all staff
- SHD core document translation in process including FSS/PH/MFH
- Spanish language bar added to newsletters
- RA Division core document translation complete. Documents being inserted into software
- Waitlist Connect Booklet provided in Spanish

We will identify and document clients who don't have the skills, access or resources to utilize modern technology for communication and submission of required forms and documentation.

- Expansion of laptop check out system with 1:1 support
- Collaborative and in person training for residents transitioning to coinless laundry and online rent payment portal

We will identify and document federal and state statutes and regulations that create barriers to access and active participation in Homes for Good governance, programs and apartment communities.

- FY23 Annual Plan approved plan
- Added remote options for briefings and informal reviews
- Allow applicants who owe money to other PHAs to still obtain housing
- Expanded from three to 14 business days for Homes for Good to provide hearing documentation to participants.
- Change of Homes for Good governance structure

We will determine the financial viability of a desired growth plan for the Supportive Housing Division in coordination with our efforts to secure capital and supportive services for new permanent supportive housing apartment communities.

- Proposed staffing plan developed for The Commons on MLK
- Building staffing plan for BoB NOFA application