



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 2: October - December 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.

- Family Self-Sufficiency focus groups were conducted in early November, a full report is now available
- All social media, website, and email marketing images now include proper alt-text formatting to ensure clients using screen readers can get proper information from image communications.
- Development of new "Email Preference Management" to allow those who receive marketing emails from Homes for Good have a choice in what type of emails they receive to better align with their interests and needs, to prevent unsubscribing.

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

- Two staff tabled at HIV Alliance World Aids Day event.

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

- Majority of the "food" purchases for staff events and meetings were allocated to multiple small BIPOC businesses (approx. \$4,000).
- Engagement with 15th Night (serves homeless youth) and Center for Dialogue and Resolution (serves persons engaged in the criminal court system) for Local Preference partnership.
- Engagement with St. Vincent de Paul Supportive (SVDP) Housing. Exploring preference on SVDP waitlists for voucher holders.
- Awarded funds from United Way as part of Lane Housing Collaborative.

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.

- Worked with a consultant to finalize portfolio accessibility survey.



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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.

- Created and displayed a "2022 Wrap Up" up campaign for social media and employee facing TV screens in the office.
- Gathered 35+ data points for Rent Assistance Division activities over CY22.

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.

- Beautification Day at Parkview Terrace and Cresview Villa where many non-site staff participated.

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.

- Developed communications plan and procedure to highlight our contracting practices, and share RFPs and who is awarded RFPs via email and social media to be launched next quarter.

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.

- Executive Director took part in the Eugene Young Professionals Summit around conversations on solutions to the homelessness crisis. The event is organized by the Eugene Chamber of Commerce.
- Real Estate Development Director attended the Business Xcelerator workshop with CADE (Constricting Alliance for Diversity & Equity).



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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.

- Hosted focus groups for past Family Self-Sufficiency participants to gather feedback for programmatic improvements, including inquiring about auto-enrollment options.

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.

- Collaborated with Head Start of Lane County and The University of Oregon College of Education Early Childhood CARES program to envision the programming model for the Early Learning Center at our Naval Reserve development.
- Worked with Resident Services to develop new connections with two organizations that serve families with young children, Parenting Now and Eugene Relief Nursery, and explore establishing both as Local Preference referral partners for the Naval Reserve.
- Funding expansion of the Oak Street Child Development Center on Homes for Good property.

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.

- Broadened criteria for The Homes for Good Foundation Scholarship, and allowing applicants from 3rd Party Managed sites, and those not following the normal high school to college or vocational school pipeline. Resulting in more scholarship applications.
- Services expansion at the Commons on MLK as well as addition of 4 more properties to the Resident Services portfolio.

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.

- Attendance of Housing Implementation Plan Meetings in Florence.
- Developed an outreach plan to engage with the Florence Community surrounding the Quince Street Site which was recently purchased.



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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.

- Created email sign up list for residents, businesses, contractors, or the public to sign up to receive email communications specifically about contracting opportunities.
- Outlined ongoing Post-Implementation tasks and subsequently engaged agency leadership for the creation of the Equitable Contracting Initiative Action Committee to carry out those tasks.
- Launched a series of meetings with Lane Workforce Partnership, WorkSource Lane, and Lane County Human Services focused on establishing better partnerships to support the employment of our residents and the contracting of Resident Owned Businesses.
- Represented Homes for Good at CADE (Contracting Alliance for Diversity and Equity) Steering Committee Meeting.
- Connected with leadership from Opportunity Oregon for future engagement around employment for Section 3 Workers with conviction histories.
- Established important connections at Manufacturing Apprenticeships & Pre-Apprenticeship Collaborative meeting, CADE Business Xcelerator meetings, and Women in Trades event.



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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.

- Executive Director Messages in Staff Newsletters, and Executive Director Report in Board Materials had DEI topics and themes at core.
- Development of Equity Strategy Team (EST) Member Recruitment materials to add more staff to the EST.

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.

- Applied to be get an intern through the California Coalition for Rural Housing for the Real Estate Dept. Internship geared to encourage People of Color, students who come from low-income rural backgrounds, immigrant backgrounds, and/or people who reflect rural West's diverse cultural and linguistic demographics to apply.

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.

- Offered lunchtime workshops with presentations on Healthy Sleep and Communications by Cascade Health for employees.
- Doubled Employee Wellness Reimbursement as part of Union Bargaining.

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

- Replaced a gas vehicle with a hybrid.
- Continuing hybrid work schedule allows for less carbon footprint.



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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.

- Drafted the IT Security Annex to our Continuity of Operations Plan (COOP).

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

- Rent Assistance Division core documents have been translated and inserted into software for active use.

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.

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.

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.

- Service expansion at The Commons at MLK, and new contract with Lane County