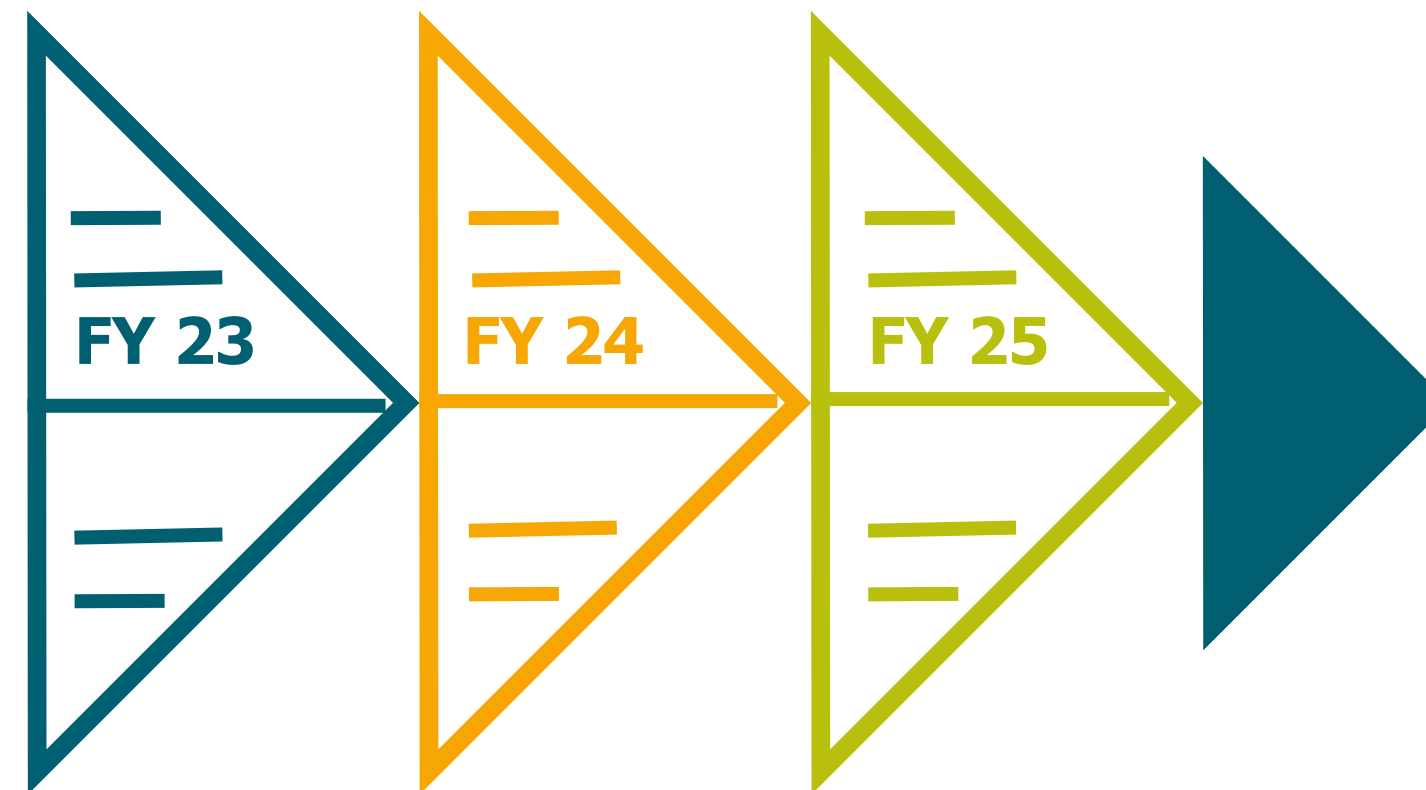




STRATEGIC EQUITY PLAN

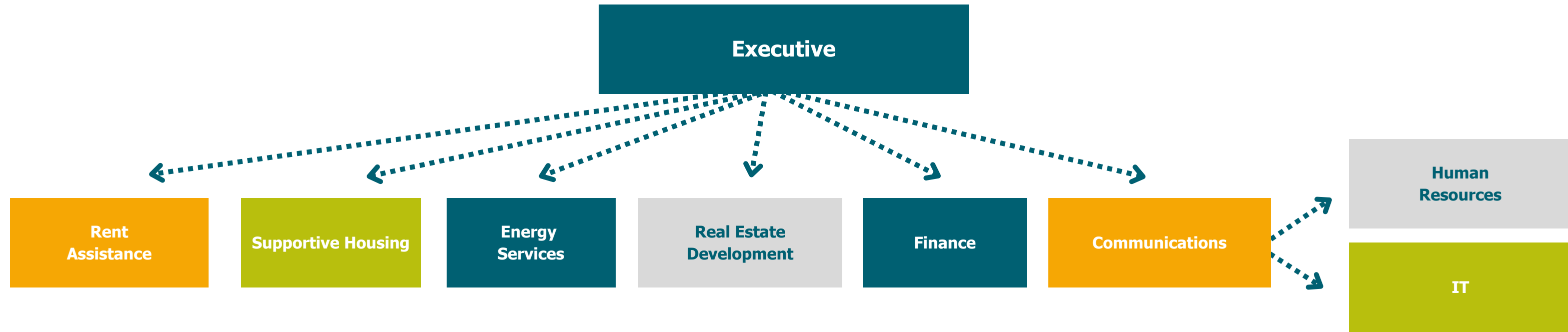
JULY 2023 – JUNE 2024



- 1) Listen to Our Community
- 2) Tell the Human Story
- 3) Create Pathways to Self-Sufficiency
- 4) Lead and Grow Ethically

Homes. People. Partnerships. Good.

Homes for Good's Organizational Chart



Rent Assistance

Includes Housing Specialists, Office Assistants, Intake, and Housing Inspectors. This team focuses on administering Section 8 Rental Assistance Programs, the lobby and customer experience, and Agency Housing Intake

Supportive Housing

Includes Property Management, Maintenance, Family Self Sufficiency Coordinators, and Resident Services staff. This team manages the Public Housing portfolio as well as provides services to residents living in Homes for Good Housing.

Energy Services

Includes Energy Auditors and Administrative staff responsible for running a Department of Energy Weatherization Program, as well as a Heat Crisis program.

Real Estate Development

Includes Developers, Asset Managers, and a Capital Projects team. This team is responsible for developing new Affordable Housing, managing relationships with outside property managers who manage the Affordable Housing the Agency has built, and coordinating Capital Projects for the Public Housing portfolio.

Finance

Responsible for managing the finances and accounts of Homes for Good.

Communications

Focuses on outreach and communications efforts to educate and inform residents, partners, and the public about Homes for Good programs.

Human Resources

Responsible for employee relations and talent management within the organization.

IT

Manages Information and Technology at Homes for Good Office locations and sites.



Strategic Equity Plan July 2023 – June 2024

Our Diversity, Equity, and Inclusion Journey So Far

2018 Overall DEI Theme: Getting Organized to Do the Work.

- Staff began conversations about the collective need to intentionally integrate DEI into the fabric of our organization.
- We identified the need to hire outside consultants to help chart and support our DEI journey
- We engaged with, and learned from, other organizations like Lane County that had begun intentional engagement in terms of DEI growth.

2019 Overall DEI Theme: Baseline Organizational Readiness, Capacity Building and Staff Education.

- We issued a Request for Qualifications (RFQ) for consultants that could help chart and support our DEI journey. We hired consultants to steward us through initial training and capacity building
- Consultants facilitated the creation of The CORE Team to help guide our DEI journey. This group of employees volunteered to help launch and inform our DEI journey. The CORE team met throughout the year to guide our DEI journey. Joint meetings between the CORE Team and the Leadership Team (LT) also occurred periodically.
- The Consultants reviewed a significant amount of data related to our organization like demographics of our employees, demographics of our clients and demographics of our applicants.
- The Consultants and the CORE Team led an all-day staff learning session focused on building a collective understanding the racial equity culture change process, key terms and elements of race and racism and to explore Homes for Good's culture and how to embed racial equity more deeply into the organization.
- The Consultants facilitated a joint meeting between the CORE Team and the LT to compile and summarize the work from the last year, including the staff input received at the staff learning session. In this joint meeting we created building blocks of focus for our Strategic Equity Plan, which are reflected in the current SEP overarching goals.

2020 Overall DEI Theme: Use the Move into Our New Administrative building, The Olive, to Continue the Growth of DEI into Our Organizational Culture. Create Equity Strategy Team.

- CORE Team focuses on providing input in the EST application and charter and officially closes out their work as a team.
- The EST application process launched, and the team members were selected. Staff members along with our two Appointed Commissioners served as the selection committee.
- The Consultants facilitated a joint meeting between the EST and the CORE Team to share the history of the DEI work and begin the process of building the Equity Strategy Team. They also facilitated another Equity Strategy Team meeting focused on relationship building and building capacity for engagement.

2021 Overall DEI Theme: Develop the Homes for Good Strategic Equity Plan

- Equity Strategy Team held reoccurring meetings and began the development of the Strategic Equity Plan framework, format, and overarching goals.
- The Strategic Equity Plan overarching goals that were drafted were informed by our DEI work in 2019 and 2020 and shaped most recently by the Equity Strategy Team. These goals were shared with all staff and we received some very valuable feedback that will be integrated in overarching goals.
- The EST held multiple staff engagements, and presentations at the Homes for Good Board of Commissioners meetings to gain feedback and direction on the Overarching Goals and Tactics to achieve those goals in preparation for public outreach and engagement.

2022 Overall DEI Theme: Develop the Homes for Good Strategic Equity Plan

- The Equity Strategy Team held reoccurring meetings and drafted the FY23 Strategic Equity Plan
- In May of 2022, the EST did public outreach for feedback on the proposed Strategic Equity Plan
- In June of 2022 the Homes for Good Board of Commissioners Approved our Strategic Equity Plan
- In October of 2022, the Equity Strategy Team and the Leadership Team presented the Quarter One progress for Strategic Equity Plan goals.

2023 Overall DEI Theme: Revise and Expand the Strategic Equity plan with a Focus on Customer Service

- The Equity Strategy Team held reoccurring meetings and began the to revise the FY 23 plan for FY 24 transforming goals and tactics with a focus on customer service.
- The Equity Strategy Team continued to collect progress on the Strategic Equity Plan and present them to the Board on a quarterly basis.
- The Equity Strategy Team recruited four new team members to be part of the writing process.
- The Equity Strategy Team held multiple engagements to gather feedback and edits for the plan including going to the Resident Advisory Board twice, two engagements with Homes for Good Board of Commissioner members, an all-staff presentation, and meetings with the Leadership team and Supervisor team.



Strategic Equity Plan July 2023 – June 2024

Meet the Equity Strategy (EST) Team

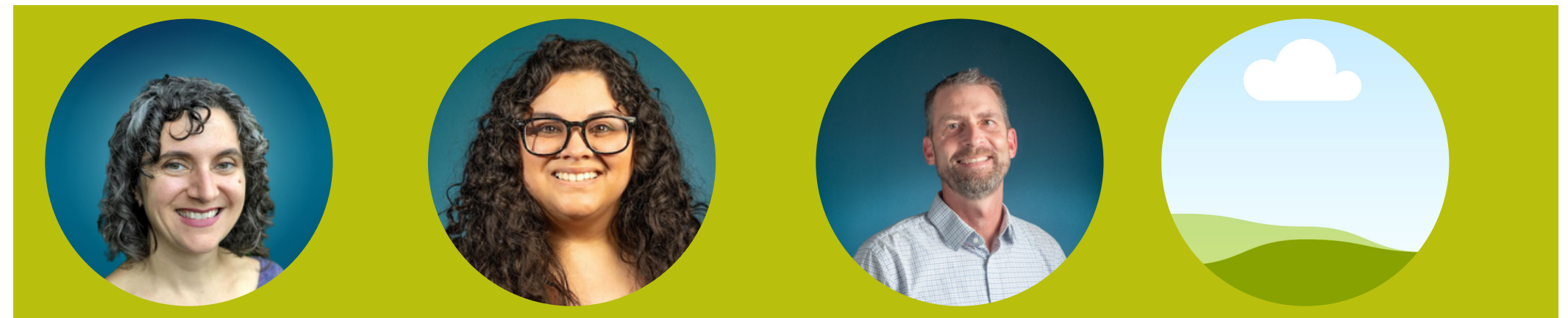
In 2023, the EST added four new members to help write the FY 24 Strategic Equity Plan



REBECCA MURPHY-LYONS
Grants and Programs Specialist

TRAVIS BAKER
Property Manager

MARIA HUFFMAN
Painter



CORI LARSON
Real Estate Accounting Administrator

LIVI CAMBA
Resident Services Specialist

STEVE OCHS
Real Estate Development Director

MIRA MILLER
Compliance and Data Analyst



JOSÉ ZARATE
Family Self Sufficiency Coordinator

MINA KUHN
Office Administrative Coordinator

JASMINE LEARY
Executive Support Coordinator

JORDYN SHAW
Communications Administrative Specialist

BAILEY MCEUEN
Human Resources Director

JACOB FOX
Executive Director



Strategic Equity Plan **July 2023 – June 2024**

The Four areas of our Strategic Equity 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.



Strategic Equity Plan **July 2023 – June 2024**

**Transforming Goals from
FY 23 to FY 24**

In writing the FY 24 Plan, the Homes for Good Equity Strategy Team took the goals from FY23 and modified and expanded them to
1) reflect the progress we have made in the last year, and
2) focus on the customer experience and customer service.

FY 23

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

FY 24

We will strategically incorporate principles of Climate Justice as an organization to address the disproportionate impact on low-income communities and communities of color while incorporating best practices for carbon footprint and greenhouse gas reduction.

FY 23

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. our Residents and Program Participants.

FY 24

We will introduce clients to the use of electronic forms via Yardi Voyager and utilize the computers in on-site community rooms to continue familiarization with electronic systems and portals the Agency offers.



Strategic Equity Plan July 2023 – June 2024

How to Read the Strategic Equity Plan

Theme There are four themes in our Strategic Equity Plan. At the top of the page you will find the theme of the following goals.

Goal These are the individual goals, or what we hope to achieve.

Tactic A tactic is the action steps we plan on taking to achieve a goal. The tactics are broken down by team or division. There are often multiple tactics to achieve a single goal, and multiple teams working towards the goals at the same time.

Goals and Tactics Chart

This section has all of our themes, goals, and tactics for FY24. It gives the reader an overview of everything the Agency is doing to achieve our goals over the next year.



Strategic Equity Plan FY 24 Goals + Tactics

#1 Listen to our communities.

<p>Utilizing feedback collected through client engagement systems, such as focus groups, surveys, social media campaigns, emails, etc., we will make intentional programmatic improvements and communicate those improvements to clients. Continuing to use existing client engagement systems, we will continue to gather feedback AND to monitor if programmatic improvements are positively affecting clients. We will modify existing systems to ensure only actionable data is being collected. We will intentionally focus this client engagement on clients from the BIPOC community and clients with disabilities.</p>	<p>We will foster our existing relationships with culturally specific organizations, organizations serving the BIPOC communities and BIPOC leaders in Lane County through Local Preferences, Memorandum of Understanding (MOU)s, events, meetings, etc. We will use these methods to provide specialized support for the clients they serve.</p>	<p>Through preferences, partnerships, and education, we will foster our existing relationships with the non-profit network, local and state jurisdictions, and the business community to support our shared purposes.</p>	<p>We will use Resident Feedback and specific instances of housing discrimination or harassment faced by our prospective and existing clients in Lane County, found in the previous year to make programmatic improvements to improve the housing experience and access for people from the BIPOC community and people with disabilities.</p>
<p>Supportive Housing</p> <ul style="list-style-type: none"> Complete Fiscal Year 23 resident survey and showcase the data that is received Publicize the Resident Advisory Board (RAB) and meetings through site flyers and social media posts. Increase representation from sites not represented including Permanent Supportive Housing and Project Based Vouchers. Work on procedures and processes for the SPC and Section 8 Home Ownership Programs so participants better understand the program(s) and how they benefit them. Utilize the resident survey as an avenue for feedback on transportation needs 	<p>Executive</p> <ul style="list-style-type: none"> Continue to coordinate participation in events to culturally specific organizations, organizations serving the BIPOC Communities through tabling and selective sponsorships, with a focus on partners or organizations we are partnering with in other projects (have existing Memorandum of Understanding (MOU)s, etc.). Create clear guidelines for which organization/types of requests get sponsored and which won't. 	<p>Rent Assistance</p> <ul style="list-style-type: none"> Education on Local Preferences to increase cross-cultural communication, foster understanding on why we value local preference, and promote inclusivity. Identify metrics that will be utilized to define Local Preference partners who are meeting the goals of the preference. Report on metrics out and adjust Local Preference partnerships in relationship to metrics. Collaborate with the Communications Team to develop training and presentation materials and train the Landlord and Community Relations Specialist to provide an Agency Overview presentation that can be used when partners request for their staff to be trained about our services. 	<p>Rent Assistance</p> <ul style="list-style-type: none"> Implement a "housing discrimination" HMS note category, train staff on its use and review notes generated monthly with Leadership Team. Take appropriate action based on trending notes. Continued participation in the Emergency Housing Voucher (EHV) Cohort to advance racial equity for EHV. Utilize data to guide change for the EHV program. Utilize in-person, one-on-one support at pop up sites for wait list openings to bring access to rural or other marginalized communities.



Strategic Equity Plan July 2023 – June 2024

How to Read the Strategic Equity Plan

Team Breakdown Chart

This section has all of the same information as the Goals and Tactics Chart, but is formatted by team. This view allows a team to see exactly what they are responsible for in the plan.

Team

The team tasked with executing a tactic.

Theme

There are four themes in our Strategic Equity Plan. Each row shows all of the tactics a team will be working on towards that theme.

Primary Tactic

These are the tactics, or action steps, a team is responsible for in the plan. A primary tactic means that team takes the lead in executing tactic.

Secondary Tactic

These are tactics that teams will need to assist other teams in completing. Any tactic in the secondary tactic column for one team, is a primary tactic for the team in bold.

HR

Primary Tactics

Listen to our Communities	<ul style="list-style-type: none"> Building employee trust through Culture Amp employee engagement survey and communicating about internal improvements that come from survey results.
Tell the Human Story	
Create Pathways to Self-Sufficiency	<ul style="list-style-type: none"> Prioritize the creation of two Homes for Good English-Spanish bilingual internships by 9/30/2024
Lead and Grow Ethically	<ul style="list-style-type: none"> Work with TransPonder to provide staff training on topics such as queer and trans microaggressions, pronouns and names, and implicit and explicit biases. Reboot new hire onboarding - include Equity Strategy Team meet & greet, DEI journey and SEP review Continue Tusk & Banyan Coaching & Consulting's engagement with the Supervisor Team Have Leadership Team and Equity Strategy Team members attend the Government Alliance on Race & Equity (GARE) or Partners in Diversity conference for Equity Continue annual budgeting and programming of DEI related staff training. Continue expanding pronoun accessibility including elimination of binary language in documents and adding a pronoun field in Bamboo Hiring process - include training piece, candidate and hiring manager feedback component. Review job descriptions to determine who needs to drive as a primary function, a secondary function and who does not need to drive, with the plan to connect with HARRP next year. Use Work from Home Culture Amp feedback to review and evaluate hybrid work plan. Continue offering remote work and as much flexibility as possible while meeting the needs of people we serve. Continue offering flexibility to people with disabilities, returning from leave and new parents. Develop Learning & Development program based on Culture Amp Engagement results. Design an Employee Assistance Program (EAP)-like program for employees to access financial wellness classes and resources Put together general education materials about the Public Service Loan forgiveness program, use these materials for existing staff and in recruitment. Research the benefits and disadvantages of an Agency funded Dependent Care Assistance Plan (DCAP) account for employees and make decision for Fiscal Year 23 budgeting. Look into payroll deduction option for the OregonSaves education savings program to implemented in Fiscal Year 23 or Calendar Year 23

Secondary Tactics

Listen to our Communities	
Tell the Human Story	
Create Pathways to Self-Sufficiency	<ul style="list-style-type: none"> (Supportive Housing) Expand the teen internship to one additional Public Housing property (Supportive Housing) Expand youth internships for summer food programming (Supportive Housing) Increase hiring of front-line staff who are bilingual in Spanish across all divisions but with a focus on Supportive Housing & Maintenance classifications. Have evergreen job postings, referral cards, or a way to inquiry, or get on an interest list outside of normal jobs postings. (Supportive Housing) Expedite pre-determined Reasonable Accommodations directly to Property Managers, instead of waiting in the queue
Lead and Grow Ethically	



Strategic Equity Plan

July 2023 – June 2024

Goals + Tactics

#1 Listen to Our Communities

<p>Utilizing feedback collected through client engagement systems, such as focus groups, surveys, social media campaigns, emails, and our website— we will make intentional programmatic improvements and communicate those improvements to clients. Continuing to use existing client engagement systems, we will continue to gather feedback AND to monitor if programmatic improvements are positively affecting clients. We will modify existing systems to ensure only actionable data is collected. We will intentionally focus this client engagement on clients from the BIPOC community and clients with disabilities.</p>	<p>We will foster our existing relationships with culturally specific organizations, organizations serving the BIPOC Communities and BIPOC leaders in Lane County through Local Preferences, Memorandum of Understanding (MOU)s, events, meetings, etc. We will use these methods to provide specialized support for the clients they serve.</p>	<p>Through preferences, partnerships, and education, we will foster our existing relationships with the non-profit network, local and state jurisdictions, and the business community to support our shared purposes.</p>	<p>We will use Resident Feedback and specific instances of housing discrimination or harassment faced by our prospective and existing clients in Lane County, found in the previous year to make programmatic improvements to improve the housing experience and access for people from the BIPOC community and people with disabilities.</p>
<p>Supportive Housing</p> <ul style="list-style-type: none"> • Complete Fiscal Year 23 resident survey and highlight the data. • Publicize the Resident Advisory Board (RAB), and its meetings through site flyers and social media posts. Increase representation from sites not represented including Permanent Supportive Housing (PSH) and Project Based Vouchers (PBV). • Work on procedures and processes for the Shelter + Care (SPC) and Section 8 Home Ownership Programs so participants better understand the program(s) and how they benefit them. • Utilize the Fiscal Year 23 resident survey as an avenue for feedback on transportation needs. 	<p>Executive</p> <ul style="list-style-type: none"> • Continue to coordinate participation in events for culturally specific organizations, or organizations serving the BIPOC Communities, through tabling and selective sponsorships, with a focus on existing partnerships. Create clear guidelines for which organization/types of requests get sponsored and which will not. 	<p>Rent Assistance</p> <ul style="list-style-type: none"> • Educate on Local Preferences to increase cross-cultural communication, foster understanding on why we value local preference, and promote inclusivity. • Identify metrics to define Local Preference partners who are meeting the goals of the preference. Report the metrics out and adjust Local Preference partnerships in relationship to metrics. • Collaborate with the Communications Team to develop training and presentation materials and train the Landlord and Community Relations Specialist to provide an Agency Overview presentation for requested partner trainings about our services. 	<p>Rent Assistance</p> <ul style="list-style-type: none"> • Implement a “housing discrimination” HMS note category, train staff on its use, and review notes generated monthly with Leadership Team. Take appropriate action based on trending notes. • Continued participation in the Emergency Housing Voucher (EHV) Cohort to advance racial equity for EHV. Utilize data to guide change for the EHV program. • Utilize in-person, one-on-one support at pop up sites for wait list openings to bring access to rural or other marginalized communities.

<p>Communications</p> <ul style="list-style-type: none"> • Communicate software changes for Yardi Voyager that are public facing. • Communicate the effects of being a Moving to Work Agency. • Understand the best practices for accessibility on social media and websites—including designing for color blindness, and formatting for screen readers, and incorporating best practices into our website and social media past alt text. • Improve website search functionality using data to improve user experience. 	<p>Real Estate Development + Asset Management</p> <ul style="list-style-type: none"> • Continue building our relationship with the Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians with the goal of entering a MOU or other formal partnership to provide housing or partnering in the development of housing at the Field on Quince. • Meet with established culturally specific organizations at least quarterly to build relationships and work towards deeper engagement with project development. • Collaborate with Rent Assistance to develop a comprehensive list of non-profit partners to further engagement with culturally specific organizations. The goal of this engagement will be to assess how best we can serve the expectations for Oregon Housing and Community Services (OHCS) funding applications and the clients of culturally specific organizations who need housing. 	<p>Agency/Executive</p> <ul style="list-style-type: none"> • Continue to coordinate participation in events for culturally specific organizations, or organizations serving the BIPOC Communities, through tabling and selective sponsorships, with a focus on existing partnerships. Create clear guidelines for which organization/types of requests get sponsored and which will not. • Create a Relationship Management System to track who at Homes for Good is the main contact for each partnership for internal use. • Create and manage a resource sharing document for internal use. • Have 50% or more of food purchases for staff events to be from small/local businesses. 	<p>Supportive Housing</p> <ul style="list-style-type: none"> • Provide resident learning opportunities including presentations, events, and newsletter articles to increase community understanding of discrimination and harassment. • Refine investigation and lease enforcement procedures to ensure timely and appropriate response to incidents of harassment or discrimination in our communities. • Provide training to on-site staff on harassment, discrimination, and hate/bias incident response. • Develop racial disparity analysis plan for Permanent Supportive Housing programs (SPC/Madrone and The Commons in MLK specifically).
<p>Energy Services</p> <ul style="list-style-type: none"> • Based on feedback from constituents, updating and simplifying the Weatherization application on the Homes for Good website, as well as adding a method to collect feedback within the application • Do targeted outreach to the populations identified as highest need according to the Climate and Economic Justice mapping tool. • Attend two events each year in partnership with culturally specific organizations. 	<p>Supportive Housing:</p> <ul style="list-style-type: none"> • Utilize resident newsletters to highlight organizations that are close to third party and Homes for Good sites and note how they assist clients and to promote events and resources for culturally specific communities. • Utilize relationship with the Corporation for Supportive Housing (CSH) and other local orgs to offer culturally specific trainings to staff on an ongoing basis • Work to expand membership of Family Self Sufficiency advisory board to organizations serving the BIPOC community. 	<p>Supportive Housing</p> <ul style="list-style-type: none"> • Utilize events such as Community Night Out and the Whole Health Fair to bring together partners and residents to share resources. • Implement new preferences in Public Housing for Move On participants and Survivors of Domestic Violence by finalizing Memorandum of Understanding (MOU)'s. • Continue participation in Lane Housing Collaborative. 	<p>Real Estate Development + Asset Management</p> <ul style="list-style-type: none"> • Develop processes with Third-Party Property Management Companies and Homes for Good Resident Services to allow ongoing feedback loop between residents, Homes for Good staff, and Property Management. • Determine the appropriate number of accessible units for all new construction developments based on need in community and targeted populations. • Create a documented plan for implementing Universal Design and accessibility features for all new developments. This will include targeted outreach to people with disabilities to gain feedback on the accessibility of our housing. • Work with Rent Assistance and Supportive Housing to publish the accessibility report based on the survey conducted to make it easier for people who need accessible units to get them. • Work with Third-Party Property Management Companies and Homes for Good Resident services to create shared vision for properties to include adoption of three-way Memorandum of Understandings and two combined trainings or community events. • Create processes for responding to instances of discrimination at properties we own and manage. This will include a crisis team that will bring in community partners to address and manage situations to find solutions.

<p>Rent Assistance</p> <ul style="list-style-type: none"> • Expand customer service survey to participants served remotely. • Make improvements to the Wait List process using wait list Connect 2021 data and educating the community about the populations we served. • Utilize the resident survey as an avenue for feedback on transportation needs and general accessibility barriers. 	<p>Communications</p> <ul style="list-style-type: none"> • Refine materials in event to-go bag based on event feedback through internal survey. • Prioritize tabling, and community presentations that help connect and educate communities we historically have not engaged with i.e., Plaza de Nuestra Comunidad. • Target outreach through events and other methods to get more contractors and subcontractors on our email list to be notified when Bids are open. 		
<p>Agency</p> <ul style="list-style-type: none"> • Organize and activate our Internal All-Staff Teams channel to provide a mechanism for cross-divisional resource sharing and communication. 			
<p>Real Estate Development + Asset Management</p> <ul style="list-style-type: none"> • Develop processes with Third-Party Property Management Companies to allow ongoing feedback loop both internally and with residents. 			
<p>HR</p> <ul style="list-style-type: none"> • Build employee trust through CultureAmp employee engagement survey and communicating about internal improvements that come from survey results. 			

2 Tell the Human Story

<p>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.</p>	<p>Staff that do not 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.</p>	<p>Homes for Good uses external communication channels 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.</p>	<p>Homes for Good will educate, engage, and support the business community of Lane County in 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.</p>
<p>Rent Assistance</p> <ul style="list-style-type: none"> • Complete a participant survey that creates an opportunity for participants to provide quotes with permission to use them for internal and external communications. • Highlight success stories from Rent Assistance programs from both participants and partnering landlords. • Increase the number of educational events for the landlord community. • Develop an avenue to celebrate partnering Landlords. 	<p>Agency</p> <ul style="list-style-type: none"> • Plan and calendar events at least 6 months in advance. • Have non-client facing staff attend two resident/community events per year. • Create opportunities for staff to submit DEI resources for the agency DEI Resource List. The Equity Strategy Team will follow up by sending an annual reminder to staff about the DEI Resource List. 	<p>Supportive Housing</p> <ul style="list-style-type: none"> • Continue working to collect photos and permission forms at all events for social media and newsletter sharing. • Highlight Family Self Sufficiency graduates and resident success stories through internal and external newsletters, the Homes for Good website, and social media. • Collect and share information about resident owned businesses through internal and external newsletters, and social media. • Celebrate resident initiated efforts for community building efforts like community gardens and celebrations. 	<p>Supportive Housing</p> <ul style="list-style-type: none"> • Use community education about Permanent Supportive Housing to highlight our focus on marginalized communities.
<p>Supportive Housing</p> <ul style="list-style-type: none"> • Complete a participant survey that creates an opportunity for participants to provide quotes with permission to use them for internal and external communications. • Implement an annual Family Self Sufficiency graduation celebration. 	<p>Rent Assistance</p> <ul style="list-style-type: none"> • Provide volunteer opportunities at in-person, one-on-one support at pop up sites for wait list openings. 	<p>Communications</p> <ul style="list-style-type: none"> • Use external channels to spotlight business and contractor that Homes for Good works with such as landscapers, janitorial, food trucks. 	
	<p>Supportive Housing</p> <ul style="list-style-type: none"> • Publish a quarterly event calendar to enable Homes for Good staff, Third Party Property Management staff and board members to participate in participant-facing events. • Create staff volunteer opportunities at Extra Helping/Senior Grocery events, Community Night Out, and annual Spring/Fall Spruce Up events. 		

#3 Create Pathways to Self-Sufficiency

<p>We will use Fiscal Year 22 participant and partner feedback to reduce barriers to participation and improve quality of service for Family Self-Sufficiency program participation with a focus on BIPOC and Spanish-speaking clients.</p>	<p>We will use Fiscal Year 22 feedback and build feedback loops to improve educational achievement for children and youth served by Homes for Good.</p>	<p>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.</p>	<p>We will provide affordable housing and the rehabilitation of affordable housing within the metro and rural areas. We will base the housing type, design and scale-based on input from residents and especially the BIPOC and marginalized communities.</p>
<p>Supportive Housing</p> <ul style="list-style-type: none"> Assess steps to rebrand & rename the Family Self-Sufficiency program to help redefine program success beyond employment and increased earnings. Ensure access to Family Self-Sufficiency funds for anyone in the household to utilize for certificate payment. Assess Family Self-Sufficiency program participants who do not graduate this year for trends, to address the complexity of self-sufficiency (physical, mental, financial, and overall quality of life) with a focus on equity for BIPOC communities. <ul style="list-style-type: none"> Measure data trends over time: <ul style="list-style-type: none"> How many households per fiscal year: <ul style="list-style-type: none"> Increase from one HUD income level to the next Racial disparities in Increase from one HUD income level to the next "Graduate"/Complete a Family Self Sufficiency contract of participation Purchase a home Track Family Self Sufficiency advisory committee meeting attendance by partner to measure community representation in formal HUD family self-sufficiency program. Re-initiate "opt out" model of Family Self-Sufficiency program at Permanent Supportive Housing sites when EID is discontinued in December of 2023. Expand Family Self-Sufficiency program into HUD Multifamily sites. 	<p>Supportive Housing</p> <ul style="list-style-type: none"> Promote food security through Resident Services food programs tailored to each population and working with Food for Lane County to set up a central pantry of self-stable food for resident access. Expand the teen internship to one additional Public Housing property Create official digital and printed copies of community resources including DaisyChain, ParentingNow, etc. for youth specific needs and parenting resources. Continue building partnership with school districts to support youth in our communities. Expand youth programming to include Adulting 101 group for teens. Expand youth internships for summer food programming. 	<p>Supporting Housing</p> <ul style="list-style-type: none"> Apply for funding to add air conditioning to community rooms at properties without individual Ductless Heat Pumps (DHP)S or air conditioning units. Partner with the Toolbox Project, and other partners, for bike repair events and resident education opportunities, including opportunities for Spanish speakers. Create a baseline for water & air filtration & air in individual participant homes to improve or track in future years. Assess and communicate transportation options that do not require a car to build program participant and staff knowledge. Assess and set goals for Internet & device access for health, employment, education, or other self-sufficiency activities. 	<p>Real Estate Development + Asset Management</p> <ul style="list-style-type: none"> Identify the type of housing we can and should be producing in the next 5 to 10 years by: <ol style="list-style-type: none"> Identifying funding streams for different housing types, including an approach for smaller projects and scaling projects for rural areas. Discussing with the communities their need for housing, and what housing types fit those needs. Identifying and partnering with organizations that may specialize in housing types that Homes for Good have not developed in the past.
<p>Communications</p> <ul style="list-style-type: none"> Increase advertisement of the specific uses of the Homes for Good Foundation Scholarship (i.e., trade, vocational program, certificate, etc.). 			

#3 Create Pathways to Self-Sufficiency (Continued)

<p>We will promote the Housing Choice Voucher Home Ownership Program (also known as Section 8 Homeownership) to eligible program participants and educate community leaders on how individuals can use these programs, which are proven to build wealth have been assessed with the goal to increase wealth for clients from the BIPOC community.</p>	<p>We will implement the framework of our 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.</p>
<p>Supportive Housing</p> <ul style="list-style-type: none"> • Create 60-second spotlights for Resident Services, Family Self-Sufficiency, and Section 8 Homeownership programs at quarterly All-Staff meetings. • Train all staff that interact with participants and feedback annually and at onboarding on how to use Family Self Sufficiency as a launchpad for the Section 8 Homeownership (Section 8 Homeownership) program. • Create a bilingual Section 8 Homeownership briefing video. • Increase outreach to Housing Choice Voucher participants with a focus on Spanish-speaking households. • Partner with local lenders to promote Section 8 Homeownership programs through a bilingual Section 8 Homeownership briefing video and learn about strategies for homeownership with record high home prices. 	<p>Real Estate Development + Asset Management</p> <ul style="list-style-type: none"> • Adopt Equitable Contracting Initiative Implementation Plan and Program Guide. Work with Communications to build educational materials for both internal and external partners to roll this out. This will include providing a contractor landing page on our website and specific internal procedures based on staff job positions. Develop and roll out training for staff. • Identify and train internal staff to assist with Certification Office for Business Inclusion and Diversity (COBID) certifications including bilingual assistance. • Collaborate in developing and participating in quarterly outreach events through Contracting Alliance for Diversity & Equity (CADE) Business Accelerator meetings and Oregon Association of Minority Entrepreneurs (OAME).
	<p>Agency</p> <ul style="list-style-type: none"> • Meet twice annually with University of Oregon & Lane Community College to build on existing relationships for internships and Lane Community College Career Pathways. • With the Goal of staff feeling comfortable in the transition of transferring to a Bilingual staff member, or interpretation service, provide a Customer Service-Level Spanish training, with refresher trainings and materials as needed, to better equip staff when working with Spanish speaking residents or businesses. • Partner with an organization who can offer resident support in Oregon Association of Minority Entrepreneurs (OAME), Certification Office for Business Inclusion and Diversity (COBID) etc to benefit from these organizations.
	<p>HR</p> <ul style="list-style-type: none"> • Prioritize the creation of two Homes for Good English-Spanish bilingual internships by September 2024.
	<p>Supportive Housing</p> <ul style="list-style-type: none"> • Connect with community partners for youth training and workforce development opportunities.

#4 Lead and Grow Ethically

<p>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.</p>	<p>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.</p>	<p>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.</p>	<p>We will strategically incorporate principles of Climate Justice as an organization to address the disproportionate impact on low-income communities and communities of color while incorporating best practices for carbon footprint and greenhouse gas reduction.</p>
<p>HR</p> <ul style="list-style-type: none"> • Work with TransPonder to provide staff training on topics such as queer and trans microaggressions, pronouns and names, and implicit and explicit biases. • Reboot new hire onboarding - include an Equity Strategy Team meet & greet, DEI journey and SEP review. • Continue Tusk & Banyan Coaching & Consulting's engagement with the Supervisor Team • Have Leadership Team and Equity Strategy Team members attend the Government Alliance on Race & Equity (GARE) or Partners in Diversity conference for Equity Continue annual budgeting and programming of DEI related staff training. • Continue expanding pronoun accessibility including elimination of binary language in documents and adding a pronoun field in Bamboo. 	<p>HR</p> <ul style="list-style-type: none"> • Document and standardize the hiring process – include training piece, candidate and hiring manager feedback component. • Review job descriptions to determine who needs to drive as a primary function, a secondary function and who does not need to drive, with the plan to connect with HARRP next year. • Use Work from Home CultureAmp feedback to review and evaluate hybrid work plan. Continue offering remote work and as much flexibility as possible while meeting the needs of people we serve. • Continue offering flexibility to people with disabilities, returning from leave and new parents. • Develop Learning & Development program based on Culture Amp Engagement results. 	<p>HR</p> <ul style="list-style-type: none"> • Design an Employee Assistance Program (EAP)-like program for employees to access financial wellness classes and resources. • Put together general education materials about the Public Service Loan forgiveness program, use these materials for existing staff and in recruitment. • Research the benefits and disadvantages of an Agency funded Dependent Care Assistance Plan (DCAP) account for employees and make decision for Fiscal Year 23 budgeting. • Research payroll deduction option for the OregonSaves education savings program to implemented in Fiscal Year 24 or Calendar Year 24. 	<p>Energy Services</p> <ul style="list-style-type: none"> • Procure a consultant to help identify and apply to Climate Justice and Carbon Reduction grants to develop an internal Sustainability and Carbon Neutrality strategy for the next 5 years. • Utilize a Climate and Economic Justice Map to identify the most vulnerable populations and plan to use that for Waitlist prioritization and targeted outreach Climate & Economic Justice Screening Tool. • Identify and apply for at least one grant to begin the process of electrifying our auditor fleet.
<p>Finance:</p> <ul style="list-style-type: none"> • Develop charts and budget dashboard that can inform decision making. 			<p>Finance</p> <ul style="list-style-type: none"> • Work with Utility Companies to get paperless billing.
<p>Supportive Housing</p> <ul style="list-style-type: none"> • Host Hollaback Bystander Intervention training for our housing communities. 			<p>Real Estate Development + Asset Management</p> <ul style="list-style-type: none"> • Utilize the funding from programs like the Community Heat Pump Deployment Program and the Landlord Provided Cooling Space Initiative to provide AC or cooling centers for our residents. • Identify and utilize funding sources available for resiliency and sustainability in existing and new communities.

			Agency <ul style="list-style-type: none">• Continue hybrid work to limit emissions and commuting where appropriate.• Explore methods of saving paper in our office environment through the use of new software tools available through Yardi.• Explore alternatives to using traditional paper, paper towels, toilet paper, etc., in our office spaces.• Support recycling programs in our housing communities and office spaces.
			Supportive Housing <ul style="list-style-type: none">• Using cooling assessment, build strategy to increase air conditioning and Ductless Heat Pumps (DHP) access in all apartments and community rooms.• Apply for GGRP funds for HUD Multifamily Housing sites to increase energy saving measures.

#4 Lead and Grow Ethically (Continued)

<p>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.</p>	<p>We will provide communication and programmatic enhancements to clients who don't speak/read English as their first language.</p>	<p>We will introduce clients to the use of electronic forms via Yardi Voyager and utilize the computers in on-site community rooms to continue familiarization with electronic systems and portals the Agency offers.</p>	<p>We will, as an Agency identify and determine how to reduce barriers to access and active participation in Homes for Good governance, programs, and apartment communities. We will continue to identify & document federal and state statutes and regulations that also create additional barriers.</p>	<p>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.</p>
<p>Communications</p> <ul style="list-style-type: none"> • In coordination with the Safety Committee and the Office Coordinator, create two employee messaging campaigns. One about individual and family preparedness for employees, and other about basic safety and vulnerabilities of the 100 W 13th Ave Office Building. 	<p>Agency</p> <ul style="list-style-type: none"> • After all vital documents are translated, review the Language Access Plan, and make any necessary changes. • With the Goal of staff feeling comfortable in the transition of transferring to a Bilingual staff member, or interpretation service, provide a Customer Service-Level Spanish training, with refresher trainings and materials as needed, to better equip staff when working with Spanish speaking residents or businesses 	<p>Communications</p> <ul style="list-style-type: none"> • Create educational materials to help residents access computer literacy programs and other community resources to increase knowledge of how to use technology. • Communicate with residents about new software functionalities with Yardi to do things like pay rent, submit forms, etc. 	<p>Rent Assistance</p> <ul style="list-style-type: none"> • Engage with Moving to Work Cohorts to identify and implement Moving to Work flexibilities Continue to work with HUD Portland Field Office and HUD in DC on the disconnect between HUD definition of registered sex offender and State of Oregon definition with the goal of amending the national definition. 	<p>Supportive Housing</p> <ul style="list-style-type: none"> • Continue research viability of and cost of self-managing our Permanent Supportive Housing communities, keeping in mind the context of how Permanent Supportive Housing communities will differ from our current Public Housing properties. • Continue work on Bridges on Broadway as initial property to self-manage. • Explore partnerships for providing Qualified mental Health Provider (QMHP) and Care Coordination Organization (CCO) billing services. • Increase hiring of front-line staff who are bilingual in Spanish across all divisions but with a focus on Supportive Housing & Maintenance classifications. Have evergreen job postings, referral cards, or a way to inquire, or get on an interest list outside of normal jobs postings.
<p>Agency</p> <ul style="list-style-type: none"> • Create a list, matching employees with Homes for Good properties based on location as their report site in case of an emergency. • Remaining a hybrid workplace to stay "practiced" and easily pivot in the event of an emergency 	<p>Communications/IT</p> <ul style="list-style-type: none"> • Explore and implement technology solutions for increased language capabilities and accessibility for the Homes for Good website. 	<p>Supportive Housing</p> <ul style="list-style-type: none"> • Review access to community room computers. • Provide training/resident support sessions to introduce Yardi portals. 	<p>Supportive Housing</p> <ul style="list-style-type: none"> • Expedite pre-determined Reasonable Accommodations directly to Property Managers, instead of waiting in the queue. • Partner with TransPonder to support participants and applicants who do not use their legal name. 	

<p>Supportive Housing</p> <ul style="list-style-type: none"> • Refine and improve resident emergency response procedures and resources. • Build out staff and resident training to increase resiliency and emergency response systems • Continue to develop site evacuation plans. 	<p>Supportive Housing</p> <ul style="list-style-type: none"> • Finish translation of vital documents as defined by the Language Access Plan. 	<p>IT</p> <ul style="list-style-type: none"> • Through Yardi software conversion, reduce paperwork usage and optimize accessibility. 	<p>Agency</p> <ul style="list-style-type: none"> • Create specific outreach to the Housing Choice Voucher for participants to be on the Homes for Good Board during the Board Recruitment process. 	
		<p>Rent Assistance</p> <ul style="list-style-type: none"> • Host educational workshop for re-certification. 		
		<p>Finance</p> <ul style="list-style-type: none"> • Improve our efficiency and capabilities, and expand self-service options for residents, landlords, and applicants through the transition of Yardi. 		



Strategic Equity Plan

July 2023 – June 2024

Team Breakdown Chart

Agency and Executive

Primary Tactics

Listen to our Communities	<ul style="list-style-type: none"> Organize and activate our Internal All-Staff Teams channel to provide a mechanism for cross-divisional resource sharing and communication. Continue to coordinate participation in events for culturally specific organizations, or organizations serving the BIPOC Communities, through tabling and selective sponsorships, with a focus on existing partnerships. Create clear guidelines for which organization/types of requests get sponsored and which will not. Create a Relationship Management System to track who at Homes for Good is the main contact for each partnership for internal use. Create and manage a resource sharing document for internal use. Have 50% or more of food purchases for staff events to be from small/local businesses
Tell the Human Story	<ul style="list-style-type: none"> Plan and calendar events at least 6 months in advance. Have non-client facing staff attend two resident/community events per year. Create opportunities for staff to submit DEI resources for the agency DEI Resource List. The Equity Strategy Team will follow up by sending an annual reminder to staff about the DEI Resource List.
Create Pathways to Self-Sufficiency	<ul style="list-style-type: none"> Meet twice annually with University of Oregon & Lane Community College to build on existing relationships for internships and Lane Community College Career Pathways With the Goal of staff feeling comfortable in the transition of transferring to a Bilingual staff member, or interpretation service, provide a Customer Service-Level Spanish training, with refresher trainings and materials as needed, to better equip staff when working with Spanish speaking residents or businesses. Partner with an organization who can offer resident support in Oregon Association of Minority Entrepreneurs (OAME), Certification Office for Business Inclusion and Diversity (COBID) etc. to benefit from these organizations
Lead and Grow Ethically	<ul style="list-style-type: none"> Continue hybrid work to limit emissions and commuting, where appropriate. Explore methods of saving paper in our office environment through the use of new software tools available through Yardi. Explore alternatives to using traditional paper, paper towels, toilet paper, etc in our office spaces. Support recycling programs in our housing communities and office spaces. Create a list, matching employees with Homes for Good properties based on location as their report site in case of an emergency. Remaining a hybrid workplace to stay "practiced" and easily pivot in the event of an emergency After all vital documents are translated, review the Language Access Plan and make any necessary changes. With the Goal of staff feeling comfortable in the transition of transferring to a Bilingual staff member, or interpretation service, provide a Customer Service-Level Spanish training, with refresher trainings and materials as needed, to better equip staff when working with Spanish speaking residents or businesses. Create specific outreach to the Housing Choice Voucher for participants to be on the Homes for Good Board during the Board Recruitment process.

Finance

Primary Tactics

Listen to our Communities	
Tell the Human Story	
Create Pathways to Self-Sufficiency	
Lead and Grow Ethically	<ul style="list-style-type: none">• Work with Utility Companies to get paperless billing.• Improve our efficiency and capabilities, and expand self-service options for residents, landlords, and applicants through the transition of Yardi.• Develop charts and budget dashboards that can inform decision making.

Secondary Tactics

Listen to our Communities	
Tell the Human Story	
Create Pathways to Self-Sufficiency	
Lead and Grow Ethically	<ul style="list-style-type: none">• (Supportive Housing) Continue research viability of and cost of self-managing our Permanent Supportive Housing communities, keeping in mind the context of how Permanent Supportive Housing communities will differ from our current Public Housing properties.• (Supportive Housing) Explore partnerships for providing Qualified mental Health Provider (QMHP) and Care Coordination Organization (CCO) billing services.

Communications

Primary Tactics

Listen to our Communities	<ul style="list-style-type: none"> • Communicate software changes for Yardi Voyager that are public facing. • Communicate the effects of being a Moving to Work Agency. • Understand the best practices for accessibility on social media and websites—including designing for color blindness, and formatting for screen readers, and incorporating best practices into our website and social media past alt text. • Improve website search functionality using data to improve user experience • Refine materials in event to-go bag based on event feedback through internal survey. • Prioritize tabling, and community presentations that help connect and educate communities we historically have not engaged with i.e. Plaza de Nuestra Comunidad • Target outreach through events and other methods to get more contractors and subcontractors on our email list to be notified when Bids are open.
Tell the Human Story	<ul style="list-style-type: none"> • Use external channels to spotlight business and contractor that Homes for Good works with such as landscapers, janitorial, food trucks
Create Pathways to Self-Sufficiency	<ul style="list-style-type: none"> • Increase advertisement of the specific uses of the Homes for Good Foundation Scholarship (i.e., trade, vocational program, certificate, etc.).
Lead and Grow Ethically	<ul style="list-style-type: none"> • In coordination with the Safety Committee and the Office Coordinator, create two employee messaging campaigns. One about individual and family preparedness for employees, and other about basic safety and vulnerabilities of the 100 W 13th Ave Office Building. • Explore and implement technology solutions for increased language capabilities and accessibility for the Homes for Good website. • Create educational materials to help residents access computer literacy programs and other community resources to increase knowledge of how to use technology. • Communicate with residents about new software functionalities with Yardi to do things like pay rent, submit forms, etc.

Secondary Tactics

Listen to our Communities	<ul style="list-style-type: none"> • (Energy Services) Based on feedback from constituents, updating and simplifying the Weatherization application on the Homes for Good website, as well as adding a method to collect feedback within the application • (Energy Services) Do targeted outreach to the populations identified as highest need according to the Climate and Economic Justice mapping tool. • (Rent Assistance) Make improvements to the Wait List process using wait list Connect 2021 data and educating the community about the populations we served. • (Rent Assistance) Educate on Local Preferences to increase cross-cultural communication, foster understanding on why we value local preference, and promote inclusivity. • (Rent Assistance) Collaborate with the Communications Team to develop training and presentation materials and train the Landlord and Community Relations Specialist to provide an Agency Overview presentation for requested partner trainings about our services. • (Rent Assistance) Utilize in-person, one-on-one support at pop up sites for wait list openings to bring access to rural or other marginalized communities.
Tell the Human Story	<ul style="list-style-type: none"> • (Rent Assistance) Highlight success stories from Rent Assistance programs from both participants and partnering landlords. • (Rent Assistance) Develop an avenue to celebrate partnering Landlords. • (Supportive Housing) Publish a quarterly event calendar to enable Homes for Good staff, Third Party Property Management staff and board members to participate in participant-facing events.

	<ul style="list-style-type: none"> • (Supportive Housing) Continue working to collect photos and permission forms at all events for social media and newsletter sharing. • (Supportive Housing) Highlight Family Self Sufficiency graduates and resident success stories through internal and external newsletters, the Homes for Good website, and social media. • (Supportive Housing) Collect and share information about resident owned businesses through internal and external newsletters, and social media. • (Supportive Housing) Celebrate resident initiated efforts for community building efforts like community gardens and celebration. • (Supportive Housing) Use community education about Permanent Supportive Housing to highlight our focus on marginalized communities.
Create Pathways to Self-Sufficiency	<ul style="list-style-type: none"> • (Supportive Housing) Assess steps to rebrand & rename the Family Self-Sufficiency program to help redefine program success beyond employment and increased earnings. • (Supportive Housing) Create official digital and printed copies of community resources including DaisyChain, ParentingNow, etc. for youth specific needs and parenting resources. • (Supportive Housing) Create 60-second spotlights for Resident Services, Family Self-Sufficiency, and Section 8 Homeownership programs at quarterly All-Staff meetings. • (Supportive Housing) Create a bilingual Section 8 Homeownership briefing video.
Lead and Grow Ethically	

HR

Primary Tactics

Listen to our Communities	<ul style="list-style-type: none"> • Build employee trust through CultureAmp employee engagement survey and communicating about internal improvements that come from survey results.
Tell the Human Story	
Create Pathways to Self-Sufficiency	<ul style="list-style-type: none"> • Prioritize the creation of two Homes for Good English-Spanish bilingual internships by September 2024
Lead and Grow Ethically	<ul style="list-style-type: none"> • Work with TransPonder to provide staff training on topics such as queer and trans microaggressions, pronouns and names, and implicit and explicit biases. • Reboot new hire onboarding - include an Equity Strategy Team meet & greet, DEI journey and SEP review. • Continue Tusk & Banyan Coaching & Consulting's engagement with the Supervisor Team • Have Leadership Team and Equity Strategy Team members attend the Government Alliance on Race & Equity (GARE) or Partners in Diversity conference for Equity • Continue annual budgeting and programming of DEI related staff training. • Continue expanding pronoun accessibility including elimination of binary language in documents and adding a pronoun field in Bamboo • Document and standardize the hiring process – include training piece, candidate and hiring manager feedback component. • Review job descriptions to determine who needs to drive as a primary function, a secondary function and who does not need to drive, with the plan to connect with HARRP next year. • Use Work from Home Culture Amp feedback to review and evaluate hybrid work plan. Continue offering remote work and as much flexibility as possible while meeting the needs of people we serve. • Continue offering flexibility to people with disabilities, returning from leave and new parents. • Develop Learning & Development program based on Culture Amp Engagement results. • Design an Employee Assistance Program (EAP)-like program for employees to access financial wellness classes and resources • Put together general education materials about the Public Service Loan forgiveness program, use these materials for existing staff and in recruitment. • Research the benefits and disadvantages of an Agency funded Dependent Care Assistance Plan (DCAP) account for employees and make decision for Fiscal Year 23 budgeting. • Research payroll deduction option for the OregonSaves education savings program to implemented in Fiscal Year 24 or Calendar Year 24.

Secondary Tactics

Listen to our Communities	
Tell the Human Story	
Create Pathways to Self-Sufficiency	<ul style="list-style-type: none"> • (Supportive Housing) Expand the teen internship to one additional Public Housing property. • (Supportive Housing) Expand youth internships for summer food programming.
Lead and Grow Ethically	<ul style="list-style-type: none"> • (Supportive Housing) Increase hiring of front-line staff who are bilingual in Spanish across all divisions but with a focus on Supportive Housing & Maintenance classifications. Have evergreen job postings, referral cards, or a way to inquire, or get on an interest list outside of normal jobs postings. • (Supportive Housing) Expedite pre-determined Reasonable Accommodations directly to Property Managers, instead of waiting in the queue.

IT

Primary Tactics

Listen to our Communities	
Tell the Human Story	
Create Pathways to Self-Sufficiency	
Lead and Grow Ethically	<ul style="list-style-type: none">• Through Yardi software conversion, reduce paperwork usage and optimize accessibility.

Secondary Tactics

Listen to our Communities	<ul style="list-style-type: none">• (Communications) Communicate software changes for Yardi Voyager that are public facing.• (Communications) Improve website search functionality using data to improve user experience.
Tell the Human Story	
Create Pathways to Self-Sufficiency	<ul style="list-style-type: none">• (Supportive Housing) Assess and set goals for Internet & device access for health, employment, education, or other self-sufficiency activities.
Lead and Grow Ethically	<ul style="list-style-type: none">• (Finance) Improve our efficiency and capabilities, and expand self-service options for residents, landlords, and applicants through the transition of Yardi.• (Communications) Explore and implement technology solutions for increased language capabilities and accessibility for the Homes for Good website.• (Supportive Housing) Review access to community room computers.• (Supportive Housing) Provide training/resident support sessions to introduce Yardi portals.

Rent Assistance

Primary Tactics

Listen to our Communities	<ul style="list-style-type: none"> • Expand customer service survey to participants served remotely. • Make improvements to the Wait List process using wait list Connect 2021 data and educating the community about the populations we served. • Educate on Local Preferences to increase cross-cultural communication, foster understanding on why we value local preference, and promote inclusivity. • Identify metrics to define Local Preference partners who are meeting the goals of the preference. Report the metrics out and adjust Local Preference partnerships in relationship to metrics. • Collaborate with Communications to develop training and presentation materials and train the Landlord and Community Relations Specialist to provide an Agency Overview presentation that can be used when partners request for their staff to be trained about our services. • Implement a "housing discrimination" HMS note category, train staff on its use, and review notes generated monthly with Leadership Team. Take appropriate action based on trending notes. • Continued participation in the Emergency Housing Voucher (EHV) Cohort to advance racial equity for EHV. Utilize data to guide change for the EHV program. • Utilize in-person, one-on-one support at pop up sites for wait list openings to bring access to rural or other marginalized communities. • Utilize the client survey as an avenue for feedback on transportation needs and general accessibility barriers. • Engage third parties for feedback via surveys.
Tell the Human Story	<ul style="list-style-type: none"> • Complete a participant survey that creates an opportunity for participants to provide quotes with permission to use them for internal and external communications. • Highlight success stories from Rent Assistance programs from both participants and partnering landlords. • Increase the number of educational events for the landlord community • Develop an avenue to celebrate partnering Landlords. • Provide Volunteer opportunities at in-person, one-on-one support at pop up sites for wait list openings
Create Pathways to Self-Sufficiency	
Lead and Grow Ethically	<ul style="list-style-type: none"> • Host educational workshop for re-certification • Engage with Moving to Work Cohorts to identify and implement Moving to Work flexibilities Continue to work with HUD Portland Field Office and HUD in DC on the disconnect between HUD definition of registered sex offender and State of Oregon definition with the goal of amending the national definition.

Secondary Tactics

Listen to our Communities	<ul style="list-style-type: none"> • (Communications) Communicate software changes for Yardi Voyager that are public facing. • (Communications) Communicate the effects of being a Moving to Work Agency. • (Real Estate Development) Collaborate with Rent Assistance to develop a comprehensive list of non-profit partners to further engagement with culturally specific organizations. The goal of this engagement will be to assess how best we can serve the expectations for Oregon Housing and Community Services (OHCS) funding applications and the clients of culturally specific organizations who need housing. • (Real Estate Development) Work with Rent Assistance and Supportive Housing to publish the accessibility report based on the survey conducted to make it easier for people who need accessible units to get them. • (Real Estate Development) Create processes for responding to instances of discrimination at properties we own and manage. This will include a crisis team that will bring in community partners to address and manage situations to find solutions.
Tell the Human Story	
Create Pathways to Self-Sufficiency	
Lead and Grow	

Supportive Housing

Primary Tactics

<p>Listen to our Communities</p>	<ul style="list-style-type: none"> • Complete Fiscal Year 23 resident survey and highlight the data. • Publicize the Resident Advisory Board (RAB), and its meetings through site flyers and social media posts. Increase representation from sites not represented including Permanent Supportive Housing (PSH) and Project Based Vouchers (PBV). • Utilize the Fiscal Year 23 resident survey as an avenue for feedback on transportation needs. • Work on procedures and processes for the Shelter + Care (SPC) and Section 8 Home Ownership so participants better understand the program(s) and how they benefit them. • Utilize resident newsletters to highlight organizations that are close to third party and Homes for Good sites and note how they assist clients and to promote events and resources for culturally specific communities. • Utilize relationship with the Corporation for Supportive Housing (CSH) and other local orgs to offer culturally specific trainings to staff on an ongoing basis • Work to expand membership of Family Self-Sufficiency advisory board to organizations serving the BIPOC community. • Utilize events such as Community Night Out and the Whole Health fair to bring together partners and residents to share resources. • Implement new preferences in Public Housing for Move On participants and Survivors of Domestic Violence by finalizing Memorandum of Understanding (MOU)'s . • Continue participation in Lane Housing Collaborative. • Provide Resident learning opportunities including presentations, events, and newsletter articles to increase community understanding of discrimination and harassment. • Refine investigation and lease enforcement procedures to ensure timely and appropriate response to incidents of harassment or discrimination in our communities. • Provide training to on-site staff on harassment, discrimination and hate/bias incident response. • Develop racial disparity analysis plan for Permanent Supportive Housing programs (SPC/Madrone and The Commons on MLK specifically) • Utilize the resident survey as an avenue for feedback on transportation needs and general accessibility barriers.
<p>Tell the Human Story</p>	<ul style="list-style-type: none"> • Complete a participant survey that creates an opportunity for participants to provide quotes with permission to use them for internal and external communications. • Implement an annual Family Self Sufficiency graduation celebration. • Publish a quarterly event calendar to enable Homes for Good staff, Third Party Property Management staff and board members to participate in participant-facing events. • Create staff volunteer opportunities at Extra Helping/Senior Grocery events, Community Night Out, and annual Spring/Fall Spruce Up events. • Continue working to collect photos and permission forms at all events for social media and newsletter sharing • Work with the communications team to collect and highlight Family Self Sufficiency graduates and resident success stories through internal and external newsletters, the Homes for Good website, and social media. • Collect and share information about resident owned businesses through internal and external newsletters, and social media • Celebrate resident initiated efforts for community building efforts like community gardens and celebrations. • Use community education about Permanent Supportive Housing to highlight our focus on marginalized communities
<p>Create Pathways to Self-Sufficiency</p>	<ul style="list-style-type: none"> • Continue building partnership with school districts to support youth in our communities • Expand youth programming to include Adulting 101 group for teens • Expand youth internships for summer food programming • Continue building partnership with Bethel district to support youth at Sarang and neighboring communities • Apply for funding to add air conditioning units to community rooms at properties without individual Ductless Heat Pumps (DHP)'S/air conditioning units • Partner with the Toolbox Project, and other partners, for bike repair events and resident education opportunities, including opportunities for Spanish speakers. • Create a baseline for water & air filtration & air in individual participant homes to improve or track in future years • Assess and communicate transportation options that do not require a car to build program participant and staff knowledge • Assess and set goals for Internet & device access for health, employment, education or other self-sufficiency activities. • Access to Family Self Sufficiency funds for anyone in the household to utilize for certificate payment • Assess steps to rebrand & rename the Family Self-Sufficiency program to help redefine program success beyond employment and increased earnings • Ensure access to Family Self-Sufficiency funds for anyone in the household to utilize for certificate payment.

	<ul style="list-style-type: none"> • Assess Family Self Sufficiency program participants who do not graduate this year for trends, to address complexities of self-sufficiency (physical, mental, financial, and overall quality of life) with a focus on equity for BIPOC communities. <ul style="list-style-type: none"> ◦ Measure data trends over time: <ul style="list-style-type: none"> How many households per fiscal year: <ul style="list-style-type: none"> ▪ Increase from one HUD income level to the next ▪ Racial disparities in Increase from one HUD income level to the next ▪ "Graduate"/Complete a Family Self Sufficiency contract of participation ▪ Purchase a home • Track Family Self Sufficiency advisory committee meeting attendance by partner to measure community representation in formal HUD family self-sufficiency program • Re-initiate "opt out" model of Family Self-Sufficiency program at Permanent Supportive Housing sites when EID is discontinued in December of 2023. • Expand Family Self Sufficiency program into HUD Multifamily sites • Promote food security through Resident Services food programs tailored to each population and working with Food for Lane County to set up a central pantry of self-stable food for resident access. • Expand the teen internship program to one additional Public Housing property • Create official digital and printed copies of community resources including DaisyChain, ParentingNow, etc. for youth specific needs and parenting resources • Partner with local lenders to promote Section 8 Homeownership programs through a bilingual Section 8 Homeownership briefing video and learn about strategies for homeownership with record high home prices • Create 60-second spotlights for Resident Services, Family Self-Sufficiency, and Section 8 Homeownership programs at quarterly All-Staff meetings • Train all staff that interact with participants and feedback annually and at onboarding on how to use Family Self Sufficiency as a launchpad for the Section 8 Homeownership program • Create a bilingual Section 8 Homeownership briefing video. • Connect with community partners for youth training and workforce development opportunities.
<p>Lead and Grow Ethically</p>	<ul style="list-style-type: none"> • Host Hollaback Bystander Intervention training for our housing communities. • Using cooling assessment, build strategy to increase AC and Ductless Heat Pumps (DHP) access in all apartments and community rooms. • Apply for GGRP funds for HUD Multifamily Housing sites to increase energy saving measures. • Refine and improve resident emergency response procedures and resources. • Build out staff and resident training to increase resiliency and emergency response systems • Continue to develop site evacuation plans. • Finish translation of vital documents as defined by the Language Access Plan. • Review access to community room computers. • Provide training/resident support sessions to introduce Yardi portals. • Expedite pre-determined Reasonable Accommodations directly to Property Managers instead of waiting in the queue. • Partner with Transponder to support participants and applicants who don't use their legal name. • Continue research viability of and cost of self-managing our Permanent Supportive Housing communities, keeping in mind the context of how Permanent Supportive Housing communities will differ from our current Public Housing properties. • Continue work on Bridges on Broadway as initial property to self-manage. • Explore partnerships for providing Qualified mental Health Provider (QMHP) and Care Coordination Organization (CCO) billing services. • Increase hiring of front-line staff who are bilingual in Spanish across all divisions but with a focus on Supportive Housing & Maintenance classifications. Have evergreen job postings, referral cards, or a way to inquire, or get on an interest list outside of normal jobs postings.

Secondary Tactics

Listen to our Communities	<ul style="list-style-type: none">• (Communications) Communicate software changes for Yardi Voyager that are public facing.• (Real Estate Development) Work with Rent Assistance and Supportive Housing to publish the accessibility report based on the survey conducted to make it easier for people who need accessible units to get them.• (Real Estate Development) Work with Third-Party Property Management Companies and Homes for Good Resident services to create shared vision for properties to include adoption of three-way Memorandum of Understandings and two combined trainings or community events.• (Real Estate Development) Create processes for responding to instances of discrimination at properties we own and manage. This will include a crisis team that will bring in community partners to address and manage situations to find solutions.• (Real Estate Development) Develop processes with Third-Party Property Management Companies and Homes for Good Resident Services to allow ongoing feedback loop between residents, Homes for Good staff, and Property Management.• (Real Estate Development) Work with Third-Party Property Management Companies and Homes for Good Resident services to create shared vision for properties to include adoption of three-way Memorandum of Understandings and two combined trainings or community events.
Tell the Human Story	
Create Pathways to Self-Sufficiency	
Lead and Grow Ethically	<ul style="list-style-type: none">• (Real Estate Development) Utilize the funding from programs like the Community Heat Pump Deployment Program and the Landlord Provided Cooling Space Initiative to provide AC or cooling centers for our residents.

Real Estate Development, Asset Management, CAP

Primary Tactics

<p>Listen to our Communities</p>	<ul style="list-style-type: none"> • Develop processes with Third-Party Property Management Companies and Homes for Good Resident Services to allow ongoing feedback loop between residents, Homes for Good staff, and Property Management. • Continue building our relationship with the Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians with the goal of entering a MOU or other formal partnership to provide housing or partnering in the development of housing at the Field on Quince. • Meet with established culturally specific organizations at least quarterly to build relationships and work towards deeper engagement with project development. • Collaborate with Rent Assistance to develop a comprehensive list of non-profit partners to further engagement with culturally specific organizations. The goal of this engagement will be to assess how best we can serve the expectations for Oregon Housing and Community Services (OHCS) funding applications and the clients of culturally specific organizations who need housing. • Determine the appropriate number of accessible units for all new construction developments based on need in community and targeted populations. • Create a documented plan for implementing Universal Design and accessibility features for all new developments. This will include targeted outreach to people with disabilities to gain feedback on the accessibility of our housing. • Work with Rent Assistance and Supportive Housing to publish the accessibility report based on the survey conducted to make it easier for people who need accessible units to get them. • Work with Third-Party Property Management Companies and Homes for Good Resident services to create shared vision for properties to include adoption of three-way Memorandum of Understandings and two combined trainings or community events. • Create processes for responding to instances of discrimination at properties we own and manage. This will include a crisis team that will bring in community partners to address and manage situations to find solutions. • Provide trauma informed care training for Third-Party Property Management staff.
<p>Tell the Human Story</p>	
<p>Create Pathways to Self-Sufficiency</p>	<ul style="list-style-type: none"> • Identify the type of housing we can and should be producing in the next 5 to 10 years by: <ol style="list-style-type: none"> 1. Identifying funding streams for different housing types, including an approach for smaller projects and scaling projects for rural areas. 2. Discussing with the communities their need for housing, and what housing types fit those needs. 3. Identifying and partnering with organizations that may specialize in housing types that Homes for Good haven't developed in the past. • Adopt an Equitable Contracting Initiative Implementation Plan and Program Guide. Work with Communications to build educational materials for both internal and external partners to roll this out. This will include providing a contractor landing page on our website and specific procedures based on staff job positions. Develop and roll out training for staff. • Identify and train internal staff to assist with Certification Office for Business Inclusion and Diversity (COBID) • certifications including bilingual assistance. • Collaborate in developing and participating in quarterly outreach events through Contracting Alliance for Diversity & Equity (CADE) Business Accelerator meetings and Oregon Association of Minority Entrepreneurs (OAME)
<p>Lead and Grow Ethically</p>	<ul style="list-style-type: none"> • Utilize the funding from programs like the Community Heat Pump Deployment Program and the Landlord Provided Cooling Space Initiative to provide air conditioning or cooling centers for our residents. • Identify and utilize funding sources available for resiliency and sustainability in existing and new communities.

Secondary Tactics

Listen to our Communities	<ul style="list-style-type: none">• (Communications) Target outreach through events and other methods to get more contractors and subcontractors on our email list to be notified when Bids are open.
Tell the Human Story	
Create Pathways to Self-Sufficiency	<ul style="list-style-type: none">• (Supportive Housing) Continue building partnerships with school districts to support youth in our communities.• (Supportive Housing) Connect with community partners for youth training and workforce development opportunities.
Lead and Grow Ethically	<ul style="list-style-type: none">• (Supportive Housing) Continued research viability of and cost of self-managing our Permanent Supportive Housing communities, keeping in mind the context of how Permanent Supportive Housing communities will differ from our current Public Housing properties.• (Supportive Housing) Continue work on Bridges on Broadway as initial property to self-manage.

Energy Services

Primary Tactics

Listen to our Communities	<ul style="list-style-type: none"> Based on feedback from constituents, updating and simplifying the Weatherization application on the Homes for Good website, as well as adding a method to collect feedback within the application Do targeted outreach to the populations identified as highest need according to the Climate and Economic Justice mapping tool. Attend two events each year in partnership with culturally specific organizations
Tell the Human Story	
Create Pathways to Self-Sufficiency	
Lead and Grow Ethically	<ul style="list-style-type: none"> Procure a consultant to help identify and apply to Climate Justice and Carbon Reduction grants to develop an internal Sustainability and Carbon Neutrality strategy for the next 5 years. Utilize a Climate and Economic Justice Map to identify the most vulnerable populations and plan to use that for Waitlist prioritization and targeted outreach Climate & Economic Justice Screening Tool. Utilize the funding from programs like the Community Heat Pump Deployment Program and the Landlord Provided Cooling Space Initiative to provide AC or cooling centers for our residents. Identify and apply for at least one grant to begin the process of electrifying our auditor fleet.

Secondary Tactics

Listen to our Communities	
Tell the Human Story	
Create Pathways to Self-Sufficiency	<ul style="list-style-type: none"> (Real Estate Development) Utilize the funding from programs like the Community Heat Pump Deployment Program and the Landlord Provided Cooling Space Initiative to provide AC or cooling centers for our residents. (Supportive Housing) Create a baseline for water & air filtration & air in individual participant homes to improve or track in future years.
Lead and Grow Ethically	<ul style="list-style-type: none"> (Supportive Housing) Using cooling assessment, build strategy to increase air conditioning and Ductless Heat Pumps (DHP) access in all apartments and community rooms. (Supportive Housing) Apply for GGRP funds for HUD Multifamily Housing sites to increase energy saving measures.