



Access & Opportunity Plan

July 2025 - June 2026

Homes. People. Partnerships. Good.

Introduction

Homes for Good's Access & Opportunity Plan for July 2025 - June 2026 establishes our commitment to creating stable housing solutions and strengthening community partnerships throughout Lane County. This plan builds on our foundation of providing homes, serving people, fostering partnerships, and delivering good outcomes for our community.

Our strategic approach centers on four interconnected pillars that guide our work: Listen to Our Communities emphasizes collaboration and resident-driven decision making; Tell the Human Story focuses on sharing client experiences and ensuring our services are usable by all; Create Pathways to Self-Sufficiency supports long-term financial stability and employment opportunities; and Lead and Grow Ethically promotes responsible operations, staff development, and environmental stewardship.

Through 16 specific goals and dozens of tactical initiatives, this plan addresses the full spectrum of our work—from rent assistance and property management to resident services and community development. Each goal includes measurable outcomes and clear accountability, ensuring we can track progress and adapt our approach based on community feedback and changing needs. It represents our continued commitment to housing stability, community engagement, and responsive service delivery that meets people where they are and supports their path forward.

**Listen to our
Communities**



**Tell the
Human Story**



**Create Pathways
to Self-Sufficiency**



**Lead & Grow
Ethically**



Meet the Access & Opportunity Planning Team

The Access & Opportunity Planning Team serves as the strategic coordination hub for Homes for Good's Community Centered Initiatives and organizational development efforts.

This cross-functional team is responsible for developing, implementing, and monitoring our Access & Opportunity Plan while ensuring alignment with our mission to provide stable housing solutions and strengthen community partnerships.



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Pillar #1

Listen to Our Communities

Homes for Good lives within the sphere of our community, and cannot 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.

The goals and tactics in this section are guided by input from residents and aim to improve their experience with our programs. The goals and tactics outlined in this section focus on local partnership and collaboration.

Pillar #1

Listen to Our Communities

Goal #1

Compare feedback from focus groups and surveys with changes made to policies, procedures, and site improvements to ensure resident input drives outcomes.

Rent Assistance

- Based on Landlord feedback, create a more robust informational page for landlords on the Homes for Good website.

Property Management

- Through the 2025 satisfaction survey: gather general service feedback, and assess changes made from 2023 survey.

Resident Services

- Support Resident Councils by providing 2 Resident Council trainings and helping form 1 new Resident Council.

Rent Assistance

- We will expand the customer service survey to participants served remotely.

Resident Services

- Host 2 annual listening sessions in collaboration with RED and Communications to gain feedback on development, programming and resident procedures.

RED

- Develop processes with 3rd party sites to allow ongoing feedback both internally and with residents. Incorporate these into the onboarding of a new property management company in 2025.

Property Management

- Implement customer service surveys within community rooms

Pillar #1

Listen to Our Communities

Goal #2

Shape new development and rehabilitation efforts—including housing type, design, and scale—based on input from residents and community members, with priority for households with greatest housing need.

Goal #3

Use community-based spaces for meetings and workshops to improve usability and participation in familiar and trusted environments.

RED

- Develop a preservation plan based on input from residents about their housing needs.

RED

- Continue rural community outreach regarding the Field on Quince including homeownership opportunities and develops partnerships with Three Rivers Casino and affiliated tribal members.

Rent Assistance

- Create and implement a process for recertification workshops, including: a staffing schedule, facilitators guide, and identifying community spaces to hold the workshops.

Rent Assistance

- Expand Landlord meetings to occur in external Property Management Offices.



Pillar #2

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.

The goals and tactics in this section focus on sharing client experiences to build community understanding and ensuring our communications are usable by all community members. This includes gathering resident stories, improving our content design, and using feedback to demonstrate program impact.

Pillar #2

Tell the Human Story

Goal #4

Use social media and other agency platforms to share the lived experiences of clients, fostering empathy and understanding.

Goal #5

Embed usability best practices in all public-facing content.

Communications

- Create a process and staff resources to continuously collect and share resident stories, quotes and photos to share via social media.

Property Management

- Celebrate successes with residents such as good inspection scores, and share through internal and external channels.

Supportive Housing

- Add a section to quarterly Resident newsletters to talk about policy/procedure modifications and site improvements we make based on their feedback.

Resident Services


- Incorporating a "Resident Corner Section" in quarterly Resident newsletters to provide space for resident groups, councils or individuals to share stories.

Rent Assistance

- Using existing presentations and resident stories, create and present an Agency Overview Presentation to the community.
 - Set Monthly goals to achieve creation of agency overview presentation.
 - Create yearly calendar on where we would present agency overview
 - Set limit on number of agency overviews.
 - Record Agency Overview Presentation.

Communications

- Improve onboarding and training resources for staff who create public facing materials including a training on Functional Design.



Pillar #3

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.

Through execution of the goals and tactics outlined in this section, we strive to make process and programmatic improvements to promote wealth building, and improve the mental, physical and financial health of our residents and program participants.

Pillar #3

Pathways to Self-Sufficiency

Goal #6

Develop and highlight programs that support long-term financial empowerment for households.

Goal #7

Expand internship and job opportunities through targeted recruitment and internal staff engagement, with a focus on residents and individuals with firsthand experience of housing insecurity.

Goal #8

Increase opportunities for HUD Section 3–eligible businesses and workers to promote self-sufficiency and local economic development.

Goal #9

We will create educational & employment opportunities for youth in our programs through intentional partnerships with local organizations serving youth.

Property Management

- Create an action plan for a voluntary rent reporting program that reports on-time rent payments to credit bureau to increase resident credit scores.

Resident Services

- Complete rebrand and rename of FSS program including possible “opt out” options and MTW waiver possibilities to increase enrollment by 25%

RED

- Continue rural community outreach regarding the Field on Quince including homeownership opportunities and develops partnerships with Three Rivers Casino and affiliated tribal members.

Resident Services

- Increase resident employment opportunities through expansions to PSH CREW and FSS internships.

Human Resources

- Integrate trainings and a skills inventory into our Agency Interest List for internal employment opportunities.

Rent Assistance

- Create and implement a process for recertification workshops, including: a staffing schedule, facilitators guide, and identifying community spaces to hold the workshops.



Pillar #4

Lead and Grow Ethically

“Leading & Growing Ethically” means we will lead the way in creating a welcoming and respectful workplace culture that reflects our community values and supports all staff and residents.

The goals and tactics outlined in this section focus on improving our employee experience, building our local workforce, utilizing technologies to provide more access to our programs, and reducing the Agency's carbon footprint.

Pillar #4

Lead and Grow Ethically

Goal #10

Educate and mobilize the private sector to increase affordable housing development and preservation, with a focus on housing stability for cost-burdened households and people experiencing homelessness.

Goal #11

Implement a system to document, report, and respond to incidents of harassment or harm, in compliance with HUD requirements and community standards.

Goal #12

Reduce staff turnover by improving training, clarifying job expectations, and building confidence in tools and systems.

Agency

- Develop a framework for an annual economic impact report or presentation.

Energy Services

- Provide educational programs about the Weatherization program with local Utilities.

Communications

- Create and share social media campaigns and other platforms educational materials addressing funding processes and changes focusing on human impact.

Agency

- Engage with private sector developers and construction companies to gather their input on how to increase housing production of lower middle-income housing.

Supportive Housing

- Provide tools and materials for Kids Club and other resident groups to help them recognize and respond to harmful or unfair treatment in their communities.

Property Management

- Implement maintenance skills assessments and annual training on maintenance tasks and formalized customer service training.

Pillar #4

Lead and Grow Ethically

Goal #13

Improve service delivery by optimizing technology systems and digital tools.

Goal #14

Increase households served by the Weatherization Assistance Program by 10%.

Goal #15

Use data and education to improve the effectiveness and transparency of Local Preference programs.

- IT**
- Implement AI agents both staff facing and public facing for common questions.

- IT**
- Continue Yardi portal implementation focusing on Rent Assistance for recertifications, the Vendor portal and Vendor Shield.

- IT**
- Implement procedures to reduce redundancies and increase efficiency of 2-3 tasks using AI.

- Finance**
- Contact all non ACH vendors and encourage usage of vendor portal

- Rent Assistance**
- Through various communications channels, reach out to Landlords to encourage usage of the landlord portal in Yardi.

- IT**
- Using the Computer on Wheels (COW) host two basic computer skill classes for residents.

- Energy Services**
- Finish the weatherization of Firwood.

- Energy Services**
- Create an action plan to weatherize additional Agency owned properties.

- Rent Assistance**
- Assess who is being served by Local Preferences (LPs) to ensure not creating disparate impact, holding bi-monthly LP meetings to discuss LP Metrics, and incorporating metrics into Executive Director Reports.

- Energy Services**
- Based on feedback from constituents, update and simplify the WX application on the Homes for Good website, as well as adding a method to collect feedback within the application.

Pillar #4

Lead and Grow Ethically

Goal #16

Incorporate environmental stewardship and resource efficiency into workplace practices and service delivery.

RED

- Complete energy efficiency improvements at Bus Barn and HVAC system replacement at Heeran Center.

Property Management

- Based on recommendations from Lane County recycling, launch a Green House Initiative through assessing and implement improved signage and instructions provided at intake for recycling at Public Housing Properties.

Energy Services

- 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.

Property Management

- Train Maintenance staff on appliance repair so that we save money on replacing appliances and reduce our carbon footprint.

Agency

- Research products that our staff offices uses and access eco-friendly-ness with the intention of replacing non-eco-friendly items.

Property Management

- Create process and procedures to reduce the the number of trips that maintenance staff take to pick up supplies to increase "wrench" time for maintenance staff.

Agency

- Create a building usability plan for the Service Center at 100 W 13th Ave. Including potential renovation costs for improvements.

RED

- Plant drought resistant native plants at new developments and rehabs with an emphasis on pest repelling plants.

Energy Services

- Apply for another Fleet Electrification Grant to replace Agency gas vehicles with Electric vehicles.



Benchmarks, Metrics, and Continuous Initiatives

Homes for Good has established continuous work that connects to our plan which are outlined in this section. These are tasks we want to continue to complete year over year.

This section also outlines a number of benchmarks and metrics that Homes for Good has captured and is looking to improve upon.

Benchmarks, Metrics, and Continuous Initiatives

Pillar	Goal	Team	Metrics and Continuous Initiatives	Benchmark
Listen to our Communities	#1	RS	Increasing participation in Resident Satisfaction Survey by 25% and complete a Family Self-Sufficiency (FSS) participant survey.	146 participants in 2023
Listen to our Communities	#1	Coms	Continue evaluating the website search bar functions on a quarterly basis and optimizing based on use.	
Tell the Human Story	#4	RS	Create and distribute a quarterly impact report to provide information on Resident Services and PSH services provided and community impact.	
Tell the Human Story	#4	Coms	Increase the amount of client and staff stories shared, focusing on FSS client successes and PSH residents.	16 stories shared in 2024/25
Lead and Grow Ethically	#11	HR	70% of employees have intermediate understanding of the history of housing discrimination in Lane County, Oregon through our Employee Engagement Survey	87% answered yes within Employee engagement Survey.
Lead and Grow Ethically	#11	Agency	Continue to train staff on reporting incidents of harassment or harm, in compliance with HUD requirements and community standards, and baseline activity.	
Lead and Grow Ethically	#11	HR	Continue budgeting and programming of annual Access & Opportunity related staff trainings.	

Pillar	Goal	Team	Metrics and Continuous Initiatives	Benchmark
Lead and Grow Ethically	#11	SH	Provide annual bystander intervention training at Homes for Good communities.	
Lead and Grow Ethically	#11	HR	Maintain turnover rates consistent with other Public Employers.	14.4% vs. 18% for Oregon Public Employers.
Lead and Grow Ethically	#12	HR	Gather onboarding satisfaction data to set a benchmark of onboarding satisfaction and effectiveness.	
Lead and Grow Ethically	#12	HR	Increase employee engagement score by 10% over the next two years.	73% of respondents answered favorably
Lead and Grow Ethically	#12	HR	Monitor hiring data to local data to assess community representation.	
Lead and Grow Ethically	#12	HR	Increasing candidate favorability score by 10%	74% of respondents answered favorably
Lead and Grow Ethically	#13	Fin	Increase vendor usage of ACH by 10%	
Lead and Grow Ethically	#13	Fin	Have at least 90% of invoices paid within 6 weeks.	
Lead and Grow Ethically	#15	RS	Expand membership of the FSS Advisory Board to include organizations such as: Plaza, NAACP, etc.	