



## REQUEST FOR PROPOSALS

### Organizational Development and Diversity Equity and Inclusion Services supporting Homes for Good

Issue Date: Tuesday February 8<sup>th</sup> , 2022

Due Date: Thursday, March 31<sup>st</sup>, 2022 at 11:59pm (Extended)

RFP Contact: Ela Kubok  
Communications Director  
(541) 682-2506  
[ekubok@homesforgood.org](mailto:ekubok@homesforgood.org)  
Homes for Good  
100 West 13th Avenue  
Eugene Oregon, 97401

Document Availability: Electronic copy of the RFP and all associated documents will be available on the Homes for Good website ([www.homesforgood.org](http://www.homesforgood.org)) beginning February 8th, 2021.

THE RESPONSIBILITY FOR SUBMITTING A RESPONSE TO THIS RFP TO HOMES FOR GOOD ADDRESS NOTED ABOVE ON OR BEFORE THE STATED TIME AND DATE WILL BE SOLELY AND STRICTLY THE RESPONSIBILITY OF THE OFFEROR.

### Overview

Homes for Good is Lane County's Public Housing Authority and we believe that living in an affordable home is a human right. Our primary work is to help people with low incomes in Lane County secure and maintain affordable housing and at any point in time we provide an affordable home to over 5,000 households. The shortage of affordable housing in Lane County is a humanitarian crisis and people who don't have an affordable home experience trauma and health disparities more deeply than people who have an affordable home. Homes for Good aims to add 265 new housing units to the Lane County housing market by 2025. Homes for Good is working to center equity and people in our work, both people served in our programs as well as our employees. We are currently working on developing an Strategic Equity Plan that reflects our focus on both people we serve and our employees. In the next few years, we want to focus on deepening our journey with Diversity, Equity and Inclusion through belonging and connecting with our tagline: *Homes.People.Partnerships.Good.*

Homes for Good has 121 full time employees, 82 of employees represented by AFSCME Local 3267, 10 supervisors/managers, 10 members of the Leadership Team. In the past five years, Homes for Good has been growing rapidly in the programmatic space and the real estate development space as the result of new and increased funding from Federal, State, and local government sources. Through this rapid growth, we have increased the diversity of our employee base, and have committed to changing the culture of our organization through education and efforts related to diversity, equity and inclusion.

Homes for Good is seeking to secure a team of consults to support the growth of our employees, the growth of our organization, and our engagement with people who need an affordable home all of which will be strongly connected to our Strategic Equity Plan.



## Scope of Work

The selected consultants will collaborate closely with each other, and the Homes for Good Team on various projects over the next five years. The engagement opportunities outlined below should be thought of as a menu of options. Please respond to the categories that excite you based on your personal and professional journey, and your vision of what can be possible for an organization like ours. You can respond to multiple categories or just one. After consultants are under contract, more detailed scoping and planning will be completed between selected consultants and the Homes for Good Team.

### **Professional development for existing employees**

- Context: We want to stand up a professional development cohort that is organized with a monthly facilitated group engagement with individual coaching as a component of the cohort.
- Goal: Promote from within and increase diversity of management team

### **Team building for supervisors, managers, and directors**

- Context: Monthly group facilitation with individual coaching as wanted/needed
- Goal: Build trust between all managers, manage organization and implement changes as a cohesive team.

### **Implement and nurture new governance board**

- Context: New governance board authorized and now needs to be implemented and nurtured.
- Goal: Active and engaged governance board with dynamic and positive relationship with staff.

### **Strategic Equity Plan implementation and progress measurement**

- Context: Strategic Equity Plan creation in progress. Engagement with people we serve, and the community is about to begin, after which, the plan will be finalized.
- Goal: The Strategic Equity Plan is implemented with clear measurement metrics.

### **Support data driven organizational growth strategies**

- Context: Organization is going rapidly. 20% increase in employee base, 250 new units of affordable housing and \$10mm in new rent assistance distributed in past year alone. created in the past year.
- Goal: Data driven systems created to anticipate growth and allow for proactive scale up of operational systems with assessment of budgetary and cash management impacts.

### **Financial systems review and recalibration**

- Context: Organization is shifting from historic approach of interfund accounting from a few key bank accounts to creating programmatic bank account separation and dramatically increasing the number of accounts. This change along with other changes across the organization require that we reassess staffing structure, financial controls, financial analytics and reporting.
- Goal: Finance and accounting department reflects and responds to the rapid growth and change within the organization.



## Selection Criteria

Proposals will be evaluated based on the following criteria:

- Complex Organizational Development Stewardship **(20 points)**
- Diversity Equity and Inclusion Experience **(20 points)**
- Quality of proposal **(15 points)**
- Demonstrating understanding of Homes for Good and our needs **(15 points)**
- Overall Impression **(15 points)**
- Capacity/team skills **(15 points)**

Total points available: **100 points**

## Proposal Content

All proposals should include

- 1) Coversheet (design a cover to include company name, title of the RFP – hint make it visually attractive)
- 2) Statement including:
  - Brief descriptions of the team, company values and philosophy, experience and previous collaborations and accomplishments
  - Introduction of each team member that would be collaborating with Homes for Good, their detailed experience, skills, and special powers
  - Hourly Fee schedule for each team member
  - Why are you excited about working with Homes for Good?
  - In a short paragraph (300 words) define best practices and your background with Complex Organizational Development
  - Describe how your team can support our Diversity, Equity and Inclusion efforts
  - List areas of expertise and interest you are wanting to collaborate on out of our above list of categories
  - Examples of past collaborations, work, partnerships engagements with Public Agencies. Include at least two (2) examples
- 3) Two previous client quotes or written testimonies. As well as list of clients engaged with in the past two (2) years. Please include client's main point of contact info for reference check.
- 4) Expand on our scope of work and how your team matches our needs with skills and expertise to provide technical assistance in the area you have selected to respond to.

The proposals should not exceed 10 pages (including the cover page)



## Submission and Selection Process

- A. A copy of the entire proposal must be received by Agency no later than **11:59 p.m. Thursday March 31st, 2022 (Extended)**. Late proposals will not be accepted. Please minimize file size to allow for a single electronic submission.

Email proposals to:  
Ela Kubok, Communications Director  
[ekubok@homesforgood.org](mailto:ekubok@homesforgood.org)

Only emailed proposals will be accepted. A confirmation receipt will be emailed within one business day.

All Electronic submittals should be labeled to match the requirements of the "Proposal Content" section. All materials shall be in 8.5" x 11" format. A single PDF is preferred, although multiple files will be accepted.

Agency may at its sole and absolute discretion, reject any and all, or parts of any and all, proposals; postpone or cancel, at any time, this RFP process; or waive any irregularities in this RFP or in the proposals received as a result of this RFP. Also, the determination of the criteria and process whereby proposals are evaluated, the decision as to who shall receive a contract award, or whether or not an award shall ever be made, shall be at the sole and absolute discretion of Agency. Agency may at any time request clarifications and supplemental information from any respondent after receipt of proposals. Additionally, Agency may enter into a contract for all or a portion of the planned developments, at the discretion of Agency.

No Pre-Proposal conference will be held. Requests for additional information or clarification should be directed towards Ela Kubok at [ekubok@homesforgood.org](mailto:ekubok@homesforgood.org) or (541) 682-2506. Do not contact any other Agency Board Member or staff member to discuss this project in any way during the RFP selection process.

- B. All documents submitted to Homes for Good shall become public records, subject to disclosure, unless otherwise protected pursuant to the Oregon Public Records Law.
- C. The contractors will be selected based on several factors, including, but not limited to those outlined above in the "Selection Criteria" Section. Agency will carry out the following process to rate proposals and negotiate an agreement for professional services:
- Written proposals submitted in accordance with this RFP will be evaluated by a committee of Agency staff and/or project consultants.
  - The committee will rate the proposals according to the selection criteria outlined and select top Marketing Teams. Interviews may be held, if necessary, to make a final selection and recommendation.
  - Based on the ratings of the written proposals and interviews, the committee will recommend to the Agency who should be selected.
  - The Agency will negotiate a contract, including duration and a not to exceed amount, with the top ranked Marketing Teams. If an agreement cannot be reached with the top ranked Marketing Team, Agency will then negotiate with the second ranked Marketing Team.



**D. Projected Schedule**

Task	*Date
RFP Issue Date	February 8th, 2022
Proposals Due	March 31st, 2022 at 11:59pm
Committee Evaluation	April 4th-15th 2022
Interviews	Week of April 11 <sup>th</sup> , 2022
Final Selection and Notification	Week of April 18th, 2022

\*All above dates are subject to change at Agency's discretion.

- E. Within 10 business days of Homes for Good making the selection, Homes for Good will notify the selected Consultants in writing via email. Homes for Good will also notify in writing all applicants that submitted proposals that were not selected.



## **ADDENDUM #1 – Background on Diversity Equity and Inclusion work**

Below are some key milestones in our Diversity Equity and Inclusion journey.

### **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 applied for and received a \$15,000 grant from Meyer Memorial Trust to support an all-staff DEI educational workshop.
- 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 completed an assessment interview with members of the LT, CORE Team, Board Members and community leaders.
- The Consultants created an employee experience survey, and this survey was completed by employees. We engaged a Human Resources expert from the consultant team to review our human resources policies. We completed an organization assessment highlighting themes and recommendations for growth.
- CORE Team, LT and Extended Leadership Team (included supervisors and non-supervisors) all attended an Effective Supervision Training with Cliff Jones who is a very experienced DEI consultant.
- 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.**

- There was a gap in our DEI forward movement in late 2019 and early 2020, which was compounded by the disruption caused by the COVID-19 pandemic.
- CORE Team focuses on providing input in the EST application and charter and officially closes out their work as a team.





- The Consultants facilitate numerous sessions with the LT to grow individual and collective capacity to continue the growth of DEI into our organizational culture
- The Consultants created, distributed, and summarized an all-staff survey related to the move into The Olive. Staff that were assigned to The Olive were moving from our former administrative offices in Springfield and Eugene. Both of these offices had very different cultures and we wanted the move to create opportunities to create a new culture that was more focused on growing our organization in an equitable way. The goal was to use the staff survey on the move into The Olive to inform an all-staff engagement session focused on the move. Because until recently there hasn't been any certainty as to when we could return to the office this all-staff engagement session never occurred.
- The EST application process launched, and the team members were selected. Staff members along with our two Appointed Commissioners served as the selection committee.
- We launched a DEI related employee educational benefit that provided \$50 of funding for educational materials and two hours of paid time per week to invest in our personal DEI journey. This benefit will continue going forward.
- We refined our Performance Management System and began to use the goal setting component including the requirement that every employee have at least one goal must be related to DEI and racial justice.
- 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**

- Our Consultants facilitate a joint meeting between the Equity Strategy Team and the Leadership Team. The focus of this meeting is to shape the focus of the Equity Strategy Team and clarify how decision making will be shared between the Equity Strategy Team and the Leadership Team. We also agreed that the primary focus of the EST during 2021 will be the SEP.
- Equity Strategy Team has reoccurring meetings and begins development of the Strategic Equity Plan framework, format and overarching goals.
- The Strategic Equity Plan overarching goals that have been 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.
- Over the course of the next few months there will be robust engagement with employees, our Board, our clients and community leaders



## **ADDENDUM #2 – Background on Organizational Development and Growth**

Below are some key milestones in our Organizational Development Journey

### **2015 Overall Theme: New Leadership: New Executive Director**

- Change management
- Programmatic expectations alignment
- Building compliance systems and processes
- Planning for adding a Housing Liaison and Landlord Liaison positions

### **2016 Overall Theme: Focus on Board Management and increased interaction with the board**

- First Governance Discussions with the board, clarifying the relationship with Lane County Administration, and the confusion of authority/separation
- New Leadership in the Rent Assistance Division
- New Leadership in Finance
- New Landlord Liaison position in Rent Assistance Division

### **2017 Overall Theme: Focus on Communications both internal and external:**

- engagement with a marketing firm to connect with the community, partners, people we serve and employees about rebranding and changing the organization's name
- establishing a communications role
- taking overboard management from Lane County Administration
- Purchasing a building to create one single office culture

### **2018 Overall Theme Rebranding – new name launched – Homes for Good**

- reintroducing the organization to the Community, aspiring name and future visioning
- focusing on planning IT infrastructure changes, new leadership in IT
- Planning for one central service center, new single administrative hub, design focused on people we serve and employees
- New Human Resources Leadership
- New Resident Services Leadership

### **2019 Overall Theme: Affordable Housing development expansion**

- New office redesign under construction
- Growing the Real Estate Development Team
- 5 projects in development and construction
- Multiplying active construction sites and # of homes to be created
- New Housing Liaison position in the Supportive Housing Division
- DEI initiative launches

### **2020 Overall Theme: Pandemic introducing working from home**

- Transformation to working from home
- New administrative office relocation
- Merging two office teams, on site and virtually
- Health and Safety of employees
- Executive Coaching engagement begins
- Strategic Planning centering Equity begins





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- Lane County experiences a major wildfire in the community
- New weekly supervisor meeting structure launched

### **2021 Overall Theme: Recovery and preparedness, hybrid future, new funding streams**

- New Governance path approved by the board
- New funding sources for rent assistance, launching state and county programs
- New founding sources following wildfire recovery
- To date hiring 30+ employees
- New position created: HR generalist to support the HR Director and HR vision for the organization
- New Energy Services Leadership
- Strategic Planning centering Equity continues

### **2022 Overall Theme: Growth**

- Equity Strategic Plan roll out
- New funding available, growing programs and people
- Centering people we serve in customer service, centering employees in our human resource wellness
- Creating a new company and office culture as the hybrid flexible work agreement launches



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## **ADDENDUM #3 Strategic Equity Plan**

**<SEP Introduction starts on the next page>**



Strategic Equity Plan Overarching Goals Update

# Meet the Equity Strategy Team



**JORDYN SHAW**  
Communications  
Administrative Specialist



**BAILEY MCEUEN**  
Human Resources Director



**JACOB FOX**  
Executive Director



**JOSÉ ZARATE**  
Resident Services  
Specialist



**REBECCA  
MURPHY- LYONS**  
Housing Specialist



**STEVE OCHS**  
Real Estate Development  
Director



**MELANIE CHURCH**  
Property Management  
Analyst



**MARIA HUFFMAN**  
Painter



**ALLIE GAY**  
Resident Services Specialist



**TRAVIS BAKER**  
Property Manager

# Strategic Equity Plan Overarching Goals

## Progress from July to December



**The Equity Strategy Team hosted 12 team meetings to discuss actions steps and tactics for FY22.**

**Each meeting focused on a 3-6 specific goals**

### **Teams included:**

- Family Self Sufficiency
- Communications/HR/IT- Communications and IT focus
- Communications/HR/IT- HR Focus
- Capital Projects
- Real Estate Development and Asset Management
- Rent Assistance- Office Assistants + Inspectors
- Rent Assistance- Intake
- Rent Assistance- Housing Specialists
- Energy Services
- Supportive Housing- Property Managers and Assistant Property Managers
- Supportive Housing- Maintenance
- Finance



# Strategic Equity Plan Overarching Goals

## Progress from July to December



### Team Meetings- Sample Agenda

## Strategic Equity Plan

### OVERARCHING GOALS TEAM MEETING

Communications/HR/IT - HR Focus

November 1st, 2021 10am-11am



Facilitator: Steve Ochs

Note Taker: Jordyn Shaw

#### Purpose and Format:

- The purpose of these team meeting is to gather staff feedback in how the Agency can achieve the goals outlined in the Strategic Equity Plan Overarching Goals Document.
- This is not a time to re-write the goals, it is a time to talk about how we can make these goals a reality, and what steps would be needed to get there.
- An EST Member will facilitate the discussion surrounding each of the goals outlined on the Agenda. Another EST Member will take notes. After all the team meetings, the notes will be compiled for discussion and review for how to proceed.

#### Before the meeting, for each of the goals below, think about:

- 1) What steps can be taken to achieve this goal?
- 2) How can my team help to move this goal forward?
- 3) What support would my team need to achieve this goal?
- 4) What other clarifications are needed surrounding this goal?

#### Introduction + Meeting Set Up (5 Minutes)

**1** FY 22: 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.

(10 Minutes)

**2** FY22: We have developed the framework of a plan to expand client employment opportunities and expand the number of contracts we have with businesses owned by people from the BIPOC community and businesses owned by women.

(10 Minutes)

**3** FY 22: 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.

(10 Minutes)

**4** FY22: 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.

(10 Minutes)

#### Other Feedback/Considerations (10 Minutes)

#### Wrap Up (5 Minutes)



# Strategic Equity Plan Overarching Goals

## 3-Year Equity Plan



# Strategic Equity Plan Overarching Goals

## 4 Main Core Values and Themes



#1 Listen to our communities

#2 Tell the human story

#3 Create pathways to self-sufficiency

#4 Lead and grow ethically

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# #1 Listen to Our Communities

## FY 22 Goals + Tactics



**FY 22- We will offer to develop new relationships with culturally specific organizations, organizations serving the BIPOC Communities and BIPOC leaders in Lane County.**

- Develop list of culturally specific organizations and organizations with programs that support the BIPOC community
- Engage with leadership of organizations supporting the BIPOC community to share programmatic details and outreach strategies and get input on how we can more deliberately align programs and outreach strategies.
- Determine whether these organizations are interested in partnering on programs and real estate development.

**FY 22- We will use specific instances of housing discrimination faced by our prospective and existing clients to identify trends in housing discrimination occurring in Lane County. We will pay careful attention to specific instances and trends of housing discrimination that are being experienced by people from the BIPOC community and people with disabilities.**

- Create survey for people who have recently leased up their Housing Choice Voucher to identify challenges that have been experienced during the lease up processes
- Modify existing surveys so that current residents/participants can share stories of their lived experience (SHD) with an emphasis on their experience searching for housing and engaging with landlords
- Formalize our partnership with the Fair Housing Council of Oregon to facilitate trainings and growth in expertise by Homes for Good staff related to strategies for addressing housing discrimination (RA)
- Create opportunities for the BIPOC community, people with disabilities and Homes for Good staff members to provide input on the design, location and accessibility features of affordable housing apartment communities

# #2 Tell the Human Story

## FY 22 Goals + Tactics



**FY 22- Staff that don't engage with our clients as part of their core responsibilities will be provided the opportunities to be directly in service to increase empathy and understanding of the people we serve. All staff receive training on empathy and de-escalation for people experiencing trauma and crisis.**

- Expand service opportunities on our properties, like the Reading Program, for non-client facing employees.
- Create annual volunteerism opportunity for non-client facing staff and allow family members and friends of employee to participate
- Provide periodic trauma informed de-escalation training for employees with an emphasis on building skills for non-client facing employees

**FY 22- Homes for Good will educate the business community about efforts to implement a Strategic Equity Plan to infuse equity into the culture and growth of our organization and our efforts to target our housing resources to communities most marginalized in our community with an emphasis on people from the BIPOC community and people with disabilities.**

- Develop a yearly calendar of outreach and education events for the business community
- Leverage our Chamber of Commerce membership to engage with the business community
- Conduct outreach and training opportunities with vendors and contractors
- Create frameworks and provide technical assistance for vendors and contractors to develop their own DEI strategies

# #3 Create Pathways to Self-Sufficiency Pt. 1

## FY 22 Goals + Tactics



**FY 22- We have developed the framework of a plan to expand client employment opportunities and expand the number of contracts we have with businesses owned by people from the BIPOC community and businesses owned by women.**

**FY 22- Homes for Good’s programmatic resources, like the Housing Choice Voucher Home Ownership Program, that are proven to build wealth have been assessed with the goal to increase wealth for clients from the BIPOC community.**

**FY 22- We will continue affordable housing production and the rehabilitation of existing affordable within the metro area and rural areas. We will experiment with housing types and scale for rural Lane County based on input from local residents and especially the BIPOC community.**

- Redesign and reimplement the FSS internship program.
- Design internship program for maintenance positions.
- Attend hiring events and other methods of outreach for maintenance positions
- Evaluate bonding and insurance requirements for contracts. Create educational materials and connect potential contractors to technical assistance and other resources
- Create a framework for Section 3 outreach and reporting that complies with HUD requirements

- Increase BIPOC enrollment and participation in the Family Self Sufficiency (FSS) program as the primary programmatic pipeline to homeownership
- Increasing language capacity and diversity of FSS staff, as well as increasing cultural competency in FSS services
- In partnership with FSS and Rent Assistance create internal and public outreach materials to explain and promote the Housing Choice Voucher Home Ownership Program to clients

- Increase cross department involvement in neighborhood and resident meetings, as well as outreach tactics and incentives to increase community participation
- Organize focus groups for people from rural Lane County and the BIPOC community to gather input on their unique housing needs
- Complete outline of Homes for Good Rural Affordable Housing Development plan

# #3 Create Pathways to Self-Sufficiency Pt. 2

## FY 22 Goals + Tactics



**FY 22- We will communicate our goal of improving educational achievement for children and youth that are served by Homes for Good to education leaders in Lane County and seek their input and partnership in this effort.**

- Create and strengthen partnerships with organizations in Lane County serving youth through adding members to the FSS Advisory board from organizations like Looking Glass and DevNW
- Identify organizations working with children and youth in the community and engage with the leadership from those organization on how to better partner and communicate to improve educational achievement for children and youth served by Homes for Good
- Work in partnership with school districts to promote and create readiness for college and trade school

**FY 22- We will determine what funding resources would be necessary to make the Family Self Sufficiency program automatic enrollment program for any qualified client. Programmatic outreach will focus on BIPOC and Spanish speaking clients.**

- Grow expertise on how HUD funds the FSS Escrow savings account and confirm that if FSS enrollment grows that HUD funds the growth in the Escrow account
- Determine if auto-enrollment is realistic, including what funding would and staffing would be required. If it is realistic, create a path to move the program forward in this direction
- Create a plan to modify the FSS program to have different engagement levels: low, medium, and high for different client motivations and needs with a new auto-enrollment entrance



# #4 Lead and Grow Ethically

## FY 22 Goals + Tactics



**FY 22- We will develop a plan to expand our employee assistance program to include an emphasis on improving health outcomes, savings outcomes and educational outcomes.**

- Engage with DevNW to design an expansion of the existing Employee Assistance Program to include access to financial wellness classes and homeownership preparedness resources
- Compile general education materials about the Public Service Loan forgiveness program, use these materials for existing staff and in recruitment, and partner with DevNW for individual advising on this program.
- Research the benefits and disadvantages of an Agency funded Dependent Care Assistance Program
- Determine feasibility of payroll deduction for OregonSaves education savings program

**FY 22- 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.**

- Finalize Integrated Preparedness Plan (IPP)
- Complete annual review and update Continuity of Operations Plan, hazard annexes and IPP
- Create flood plan for Riverview Terrace
- Restructure safety committee
- Consider securing additional emergency communications devices
- All staff complete FEMA training IS-100 Introduction to the Incident Command System
- Complete mini-tabletop exercise on workplace violence
- Complete fire/evacuation drill
- Complete annual drill to test emergency communications

# Strategic Equity Plan Overarching Goals

## Evolving Goals Over Three Years



### FY 22

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.

### FY 23

We will implement an expansion of our employee assistance program to include components focused on improving health outcomes, retirement outcomes, savings outcomes and educational outcomes.

### FY 24

Employee health outcomes, retirement outcomes, savings outcomes and educational outcomes have improved.



**Questions?**  
**Thank you!**