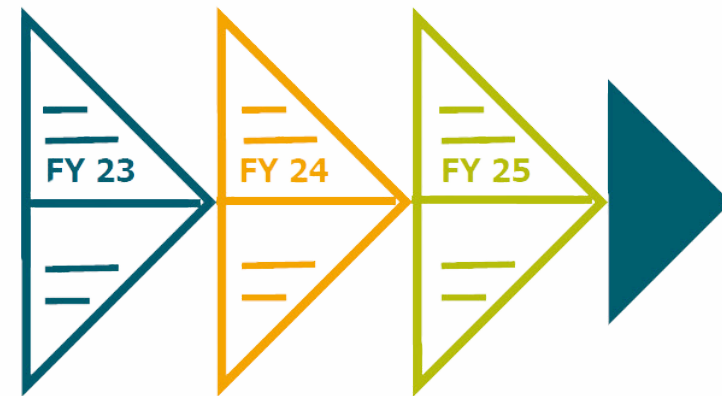




# Strategic Equity Plan



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**July 2024 - June 2025**

**Homes. People. Partnerships. Good.**

# Homes for Good's Organizational Chart

**Executive**



**Rent Assistance**

**Supportive Housing**

**Energy Services**

**Real Estate**

**Finance**

**Communications**

**Human Resources**

**IT**

**Rent Assistance**  
The Rent Assistance team focuses on administering voucher based rental assistance programs, our lobby & customer experience, as well as program intake. Includes Housing Specialists, Office Assistants & Housing Inspectors.

**Finance**  
The Finance team is responsible for managing all financial operations.

**Supportive Housing**  
The Supportive Housing team manages the Public Housing Portfolio and provides resident services to residents living in our communities. Includes Property Management, Maintenance, Resident Services & Family Self Sufficiency.

**Communications**  
The Communications team focuses on outreach and communication efforts to educate and inform residents, partners and the public about Homes for Good programs.

**Energy Services**  
The Energy Services team is responsible for administering the Department of Energy Weatherization Assistance Program, as well as the Heat Crisis Program. Includes Energy Auditors and administrative staff.

**Human Resources**  
The Human Resources team is responsible for employee relations and talent management within the organization.

**Real Estate**  
The Real Estate team is responsible for developing new affordable housing, managing relationships with outside property managers and coordinating Capital Projects for the Public Housing portfolio. Includes Project Development, Asset Management & Capital Projects team members.

**IT**  
The IT team is responsible for managing information technology at Homes for Good office locations & sites.



## Strategic Equity Plan July 2024 - June 2025

Our Diversity, Equity & 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 & Education

- Consultants facilitated the creation of The CORE Team to help guide 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 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, creating building blocks of focus for our SEP, which are reflected in the current SEP overarching goals.

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

- CORE Team 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 Strategic Equity Plan (SEP)

- 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 Strategic Equity Plan (SEP)

- 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: Develop Strategic Equity Plan (SEP)

- The EST 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 EST continued to collect progress on the Strategic Equity Plan and present them to the Board on a quarterly basis.
- The EST recruited four new team members to be part of the writing process.
- The EST 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.

### 2024 Overall DEI Theme: Simplify SEP Goals & Tactics to Focus on Measurable Outcomes

- The EST hosted an all-staff gallery walk to seek feedback to inform 2024-2025 SEP goals & tactics. The Leadership Team hosted a gallery walk with the board of commissioners.
- The EST met with twice the board DEI subcommittee to seek strategic input.
- Based on feedback from the board and staff, the SEP goals and tactics were refined and clarified to ensure progress could reasonably be made within the next plan year, and to ensure goals were connected to measurable outcomes.



# Strategic Equity Plan July 2024 - June 2025

## Meet the Equity Strategy Team



**REBECCA MURPHY-LYONS**  
Programs & Grants Specialist



**TRAVIS BAKER**  
Property Manager



**MARIA HUFFMAN**  
Painter



**CORI LARSON**  
Real Estate Accounting  
Administrator



**LIVI CAMBA**  
Resident Services Specialist



**JOSÉ ZARATE**  
Family Self Sufficiency Coordinator



**JASMINE LEARY-MIXON**  
Executive Support



**JORDYN SHAW**  
Communications Administrative  
Specialist



**BAILEY MCEUEN**  
Human Resources Director



**JACOB FOX**  
Executive Director



## Strategic Equity Plan July 2024 - June 2025

### The Four Pillars

Our Strategic Equity Plan (SEP) is unlike other strategic plans in that it infuses our Diversity, Equity & 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 & inclusive services, communities and work environment.

The SEP is an annual plan that outlines our goals & tactics we will execute to achieve those goals. Goals are tied to one of our “pillars” that guide this work.

**Listen to our  
Communities**



**Tell the Human  
Story**



**Create Pathways  
to Self-Sufficiency**



**Lead & Grow  
Ethically**





## Strategic Equity Plan July 2024 - June 2025

Transforming Goals from Plan  
Year 2024 - 2025

In writing the 2024-2025 Strategic Equity Plan, the Homes for Good Equity Strategy Team took goals from the 2023-2024 plan and refined goals and tactics to:

1. Reflect progress we have made in the last year, and
2. Refine & focus goals to ensure feasibility and measurable outcomes

### 2023-2024

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.

### 2024-2025

We will strategically prioritize measurable outcomes in executing tactics toward goal achievement to assess our growth and success effectively.

### 2023-2024

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

### 2024-2025

We will focus on goals and tactics that are realistic and achievable for our teams within the plan year.



# 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.

We must learn from their experiences and base operational changes on them to improve their experience. The goals and tactics outlined in this section focus on local partnership and collaboration.

# Pillar #1

## Listen to Our Communities

### Goal #1

Measure client satisfaction with policy & procedure modifications and site improvements.

#### Rent Assistance

- Expand customer service survey to participants served remotely
- Seek feedback about experiences of hate & bias

#### Real Estate

- Develop processes with 3rd party sites to allow ongoing feedback both internally and with residents.

#### Supportive Housing

- Increase attendance at the Resident Advisory Board by publicizing meetings through flyers and social media posts.

#### Supportive Housing

- Seek feedback about experiences of hate & bias.
- Increase resident participation for PSH survey by 100%.

### Goal #2

Increase the housing production pipeline in rural communities by 140 units.

#### Finance

- Identify and seek feedback from jurisdictions and organizations in rural Lane County with which we have a financial relationship.

#### Real Estate

- Cultivate relationships with rural jurisdictions in their land acquisition & housing production efforts.

### Goal #3

Focus development & rehabilitation efforts based on input from residents and especially from historically underserved communities.

#### Real Estate

- Develop accessible units based on community need.
- In collaboration with RA & SHD, publish accessibility report.

#### Supportive Housing

- Collaborate with RED team to host 2 annual listening sessions to collect feedback about housing design & development.

#### Executive

- Coordinate sponsorship & participation in events for orgs serving the BIPOC communities.





# 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 outlined in this section focus on keeping a human-centered approach. They include efforts to gather participant feedback and use that in programmatic changes, amplify those voices on our social media platforms, and improve empathy and client interactions for non-client facing team members.

# Pillar #2 Tell the Human Story

## Goal #4

Through social media campaigns, foster empathy by amplifying stories of participants with an emphasis on the formerly unhoused to increase community awareness of why so many people are experiencing homelessness.

### Rent Assistance

- Provide opportunities thru surveys for participants to provide quotes with permission to use in internal & external communications.

### Supportive Housing

- Schedule 2 annual resident engagements to collect stories and feedback for community sharing.

### Rent Assistance

- Create a system that gathers success stories from program participants & landlords.

### Supportive Housing

- Provide quarterly report with information related to eviction prevention services provided by Resident Services.

### Communications

- Implement a system for storytelling the successes of FSS participants & graduates.

### Communications

- Create a social media campaign showcasing Homelessness is a Housing Problem spanning 8-10 posts.

## Goal #5

Catalyze progress by educating and engaging the business community in efforts to increase housing supply in Lane County to address homelessness & housing stability for low wage workers.

### Rent Assistance

- Increase the number of educational events for the landlord community by 20%.

### Rent Assistance

- Develop an avenue to celebrate partnering landlords.



# Pillar #3

## 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.

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 Create Pathways to Self-Sufficiency

## Goal #6

We will increase enrollment in the Family Self-Sufficiency Program by 50%.

### Supportive Housing

Include FSS outreach materials with the Chane of Income process.

### Supportive Housing

- Rebrand & rename FSS program.
- Re-initiate opt-out model for FSS at Keystone & Ketanji Court as pilot sites.

### Finance

- Complete financial impact analysis on FSS program growth & determine the financial feasibility of 50% participation growth.

### Supportive Housing

- Complete software set up to expand FSS program into HUD Multifamily Housing (MFH) sites.
- Enroll 5 new participants from MFH sites.

## Goal #7

We will optimize funding of services through Medicaid billing for rent assistance, supportive housing and climate resilience to ultimately increase self-sufficiency and health outcomes of people we serve, increasing the amount of Medicaid funding used to support Resident Services by at least \$100k during the plan year.

### Supportive Housing

- Complete enrollment as a Health Related Social Needs (HRSN) provider.
- Create team to develop Medicaid billing plan.

### Supportive Housing

- Three Resident Services team members will complete Traditional Health Worker training.

### Finance

- Analyze the financial feasibility of becoming a Medicaid billing entity.

## Goal #8

We will increase participation in the the Housing Choice Voucher (HCV) Home Ownership program by 25% through partnerships with non-traditional housing developers.

### Supportive Housing

- Create program materials to be shared with lenders & partners to increase program understanding.

### Supportive Housing

- Create a program briefing video in Spanish.
- Host an annual Home Ownership workshop to help connect participants to home ownership resources.

# Pillar #3 Create Pathways to Self-Sufficiency

## Goal #9

We will create long term stable employment opportunities by hiring two people we serve in our programs through targeted recruitments.

### Supportive Housing

- Showcase employment opportunities to people we serve through resident newsletters, Resident Services communication and site bulletin boards to increase visibility.

### Supportive Housing

- Re-initiate the FSS Program Internship, people we serve.

### Human Resources

- Prioritize the creation of two English-Spanish bilingual internships by September 30, 2024.

## Goal #10

Through equitable contracting efforts, we will increase the annual amount we compensate BIPPOC & women owned businesses and contractors by 20%.

### Executive

- Utilize the existing Lane County database to solicit bids & services from local minority-owned, women-owned & service disabled owned businesses.

### Real Estate

- Create educational materials about Section 3 programs & equitable contracting initiatives.
- Provide staff training on COBID certifications.

### Real Estate

- Lead quarterly outreach events through CADE Business Accelerator meetings & Oregon Association of Minority Entrepreneurs.

### Executive

- Ensure at least 50% of food purchases for staff events are from small/local businesses.

## Goal #11

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

### Supportive Housing

- Host a youth Intern in partnership with Connected Lane County.

### IT

- Host a youth Intern in partnership with Connected Lane County.



# Pillar #4 Lead & Grow Ethically

“Leading & Growing Ethically” means we will lead the way in creating a racially and socially just organizational culture.

The goals and tactics outlined in this section focus on improving our employee experience, recruiting and regaining a diverse workforce, utilizing technologies to provide more access to our programs, and reducing the Agency’s carbon footprint.

# Pillar #4 Lead & Grow Ethically

## Goal #12

We will develop and implement a robust data collection and reporting mechanism to accurately document and respond to hate & bias incidents in our communities and workplace, allowing us to set a baseline and ultimately reduce hate & bias incidents by 10% this plan year.

### Supportive Housing

- Provide bystander intervention training to Homes for Good's communities.
- Ensure annual fair housing training for staff.
- Train staff on Hate & Bias Response procedure.

### Human Resources

- Continue budgeting and programming DEI staff trainings; at least 2 per year..
- 70% of employees have an intermediate understanding of the history of racism in Lane County.

### Supportive Housing

- Develop materials introducing our Hate & Bias Response Toolkit to communities, including Kids Club to increase resident awareness & understanding.
- Ensure at least 25% of Division staff attend CSH annual Cultural Humility conference.

### Real Estate

- Develop materials introducing our Hate & Bias Response Toolkit to third party managed sites.

### Rent Assistance

- Implement a "housing discrimination" note category in software tools & train staff on it's use.
- Review reports on a monthly basis, taking appropriate action when necessary.

## Goal #13

We will maintain a staff turnover rate at or below the average for public employers in Oregon.

### Human Resources

- Increase favorable onboarding experiences by 10%.
- Increase employee engagement score by 10%.
- Develop Learning & Development program based on engagement survey results.

### Human Resources

- Expand employee assistance program to include an emphases on improving retirement, savings & educational outcomes.

## Goal #14

We will align staff demographics with the diverse populations within our programs through targeted recruitments, fostering cultural competence, empathy, and effectiveness in our services.

### Human Resources

- Create targeted recruitments to the Spanish speaking community.
- Evergreen job ads for Spanish speaking applicants to create a qualified pool.

### Human Resources

- Increase candidate favorability score by 10%.
- Set baseline & increase favorable onboarding survey responses by 10%.

### Supportive Housing

- Increase favorable responses to two employee engagement survey questions, specifically, "I have access to the things I need to do my job well" and "At Homes for Good there is open & honest two way communication."

# Pillar #4 Lead & Grow Ethically

## Goal #15

We will optimize local preference partnership through data analysis & education.

### Rent Assistance

- Utilize Waitlist Connect 2021 data to define geographic areas in which we will provide in-person support for waitlist events.

### Rent Assistance

- Create & facilitate local preference quarterly meetings to increase cross-cultural communication, foster understanding on why we value LP and promote inclusivity.

### Rent Assistance

- Identify metrics to define LP partners who are meeting goals of the preference.
- Report the metrics out & adjust LP partnerships in relationship to metrics.

### Rent Assistance

- Develop Agency overview training & materials.

## Goal #16

We will grow the number of families & individuals from historically underserved and/or underrepresented communities on our programs & waitlists by 10% by enhancing accessibility and mitigating barriers through educational opportunities and intentional relationship building with culturally specific organizations.

### Communications

- Prioritize tabling & community presentations to connect with & education communities we haven't engaged with.

### Rent Assistance

- Host educational workshops about certification & recertification process.
- Implement triennial recertifications.

### Real Estate

- Focus efforts on meeting the needs of historically underserved populations through partnerships with culturally specific organizations.
- Partner with Rent Assistance to develop a comprehensive list of non-profit partners.

### Rent Assistance

- Continue to identify & implement MTW flexibilities.
- Develop a plan to increase BIPOC families served utilizing EHV data.

### Supportive Housing

- Develop action plan to decrease racial disparities in PSH exits to homelessness by 10%.
- Expand FSS Advisory Board membership to orgs serving the BIPOC community.

### Supportive Housing

- Provide volunteer opportunities to business partners through a Day of Caring community project.

### Real Estate

- We will explore the viability of creating a Pan Tribal Affordable Housing Community by developing relationships with tribal nations connected to Lane County



# Pillar #4 Lead & Grow Ethically

## Goal #17

We will increase households served by the Weatherization Assistance Program by 10%.

### Executive

- Once all vital documents are translated, review Language Access Plan & make necessary changes.

### Energy Services

- Based on feedback from constituents, updating and simplifying the WX 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.

### Finance

- Develop an array of financial reports that will allow charts and budget dashboard that can inform decision making.

### Finance

- Complete comprehensive assessment of indirect overhead allocation methodology and direct allocation methodology.

### IT

- Update & improve the IT Disaster Recover Plan.
- Implement security enhancements to further secure Agency data.

## Goal #18

We will ensure our financial stability by optimizing current processes & implementing best practices.

## Goal #19

We will optimize the use of technology to enhance customer service.

### Communications

- Work with Resident Services to create materials and communicate to residents about new software functionalities.

### IT

- Add resident computers to remote site communities. Expand staff work options at remote sites.

# Pillar #4 Lead & Grow Ethically

**Goal #20**  
We will address sustainability & the effects of climate change in our communities.

**Executive**

- Reduce use of paper products in office spaces by purchasing alternative products for toilet paper and paper towels.

**Energy Services**

- Identify and apply to Climate Justice and Carbon Reduction grants to develop an internal Sustainability and Carbon Neutrality strategy for the next 5 years.
- Apply for at least one grant to electrify program fleet vehicles.

**Energy Services**

- Utilize a Climate and Economic Justice Map to identify the most vulnerable populations and plan to use that for Waitlist prioritization and targeted outreach

**Energy Services**

- Provide community cooling spaces utilizing funding from programs like Community Heat Pump Deployment & Landlord Provided Cooling Space Initiative.

**Supportive Housing**

- Based on recommendations from Lane County recycling assessment and implement improved signage and instructions provided at intake. Tracked by reduction in waste charges.

**Real Estate**

- Explore solar investment tax credits to encourage the use of solar power for future developments.

**Real Estate**

- Explore Earth Advantage Net Zero requirements to design future developments toward those goals.



# Strategic Equity Plan July 2024 - June 2025

## Pillars, Goals & Tactics Table

Our goals and tactics are visualized in a table organized by the four main pillars of the plan. Goals are aligned to pillars, and team tactics are aligned to goals.

**Pillar**

**Goal**



**Team**



**Tactic**



-----PILLAR I: LISTEN TO OUR COMMUNITIES-----

<p>Based on input received through client engagement efforts such as focus groups and surveys we will measure client satisfaction with how we have modified policies, procedures and performed site improvements.</p>	<p>Increase housing production pipeline in rural communities by 140 units.</p>	<p>We will focus development and rehabilitation efforts including housing type, design, and scale based on input from residents and especially historically underserved and/or underrepresented communities in affordable housing programs.</p>
<p><b>Agency/Executive</b></p> <ul style="list-style-type: none"> <li>With the collaboration of the Equity Strategy Team and Managers create a centralized document with outside-Agency resources to share with residents and community members</li> </ul>	<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Identify businesses, jurisdictions and organizations based in Rural Lane County that Homes for Good has a financial relationship with. Determine whether to ask these entities for feedback on how Homes for Good can improve the financial relationship.</li> </ul>	<p><b>Agency/Executive</b></p> <ul style="list-style-type: none"> <li>Continue to coordinate participation in events for 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 MOUs, etc.)</li> </ul>
<p><b>Communications</b></p> <ul style="list-style-type: none"> <li>Understanding 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. <a href="#">Create accessibility best practices procedure for communications staff to use</a> (this assumes one of the survey questions we identify will be related to the website)</li> </ul>	<p><b>RED/Asset Management/CAP</b></p> <ul style="list-style-type: none"> <li>We will cultivate relationships with rural Lane County jurisdictions to identify ways Homes for Good can support these jurisdictions in their land acquisition and housing production efforts.</li> </ul>	<p><b>Communications</b></p> <ul style="list-style-type: none"> <li>Communicating effects of being a Moving to Work Agency , create at least 1 social media campaign spanning 4-5 posts.</li> </ul>



**Strategic Equity Plan Year III: Goals + Tactics**

-----PILLAR I: LISTEN TO OUR COMMUNITIES-----

<p><b>Based on input received through client engagement efforts such as focus groups and surveys we will measure client satisfaction with how we have modified policies, procedures and performed site improvements.</b></p>	<p><b>Increase housing production pipeline in rural communities by 140 units.</b></p>	<p><b>We will focus development and rehabilitation efforts including housing type, design, and scale based on input from residents and especially historically underserved and/or underrepresented communities in affordable housing programs.</b></p>
<p><b>Agency/Executive</b></p> <ul style="list-style-type: none"> <li>With the collaboration of the Equity Strategy Team and Managers create a centralized document with outside-Agency resources to share with residents and community members</li> </ul>	<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Identify businesses, jurisdictions and organizations based in Rural Lane County that Homes for Good has a financial relationship with. Determine whether to ask these entities for feedback on how Homes for Good can improve the financial relationship.</li> </ul>	<p><b>Agency/Executive</b></p> <ul style="list-style-type: none"> <li>Continue to coordinate participation in events for 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 MOUs, etc.)</li> </ul>
<p><b>Communications</b></p> <ul style="list-style-type: none"> <li>Understanding 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. <a href="#">Create accessibility best practices procedure for communications staff to use</a> (this assumes one of the survey questions we identify will be related to the website)</li> <li>Optimize website functionality to improve user experience.</li> </ul>	<p><b>RED/Asset Management/CAP</b></p> <ul style="list-style-type: none"> <li>We will cultivate relationships with rural Lane County jurisdictions to identify ways Homes for Good can support these jurisdictions in their land acquisition and housing production efforts.</li> </ul>	<p><b>Communications</b></p> <ul style="list-style-type: none"> <li>Communicating effects of being a Moving to Work Agency , create at least 1 social media campaign spanning 4-5 posts.</li> </ul>
<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Support the activation of Yardi Rent Café portals.</li> <li>Transition to Yardi – improve our efficiency and capabilities, and expand self-service options for residents, landlords, and applicants</li> </ul>		<p><b>Supportive Housing</b></p> <ul style="list-style-type: none"> <li>SH and RED teams will collaborate to host annual listening sessions to collect and incorporate resident/participant feedback in housing design and development.</li> </ul>
<p><b>IT</b></p> <ul style="list-style-type: none"> <li>Support the activation of Yardi Rent Café portals.</li> <li>Implement a new phone system with better mobility and customer service features.</li> <li>Work with RA to provide training laptops for the Yardi resident portal rollout.</li> </ul>		<p><b>RED/Asset Management/CAP</b></p> <ul style="list-style-type: none"> <li>Develop appropriate number of accessible units in new construction based on recent survey feedback/need in community and working with Rental Assistance and Supportive housing, publish accessibility report, making it easier for people who need accessible units to get them.</li> <li>SH and RED teams will collaborate to host two annual listening sessions to collect and incorporate resident/participant feedback in housing design and development.</li> <li>Identify and partner with organizations that specialize in the types of housing Homes for Good has not developed in the past.</li> <li>We will explore the viability of creating a Pan Tribal Affordable Housing Community by developing relationships with tribal nations connected to Lane County including the Coquille Indian Tribe, the Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians and the Confederated Tribes of Grand Ronde.</li> </ul>
<p><b>Rent Assistance</b></p>		

<ul style="list-style-type: none"> <li>We will expand the customer service survey to participants served remotely.</li> <li>Make policy/procedure modifications to policy/procedure based on 2023 survey and track changes in satisfaction post modifications.</li> <li>Identify questions - experience discrimination/hate and bias.</li> </ul>		
<b>Supportive Housing</b> <ul style="list-style-type: none"> <li>Publicize RAB and meeting through site flyers and social media posts, including participants in PSH and PBV programs.</li> <li>Make policy/procedure modifications to PSH policy/procedure based on 2024 survey and track changes in satisfaction post modifications.</li> <li>Identify questions - experience discrimination/hate and bias.</li> <li>Increase resident participation from PSH in resident survey for 2024 (other programs will not have survey until 2025)</li> </ul>		
<b>RED/Asset Management/CAP</b> <ul style="list-style-type: none"> <li>Develop processes with 3rd party sites to allow ongoing feedback both internally and with residents.</li> </ul>		

-----PILLAR II: TELL THE HUMAN STORY-----

<p><b>Through social media campaigns, we will foster empathy by amplifying the stories of Homes for Good clients with an emphasis on clients who were formerly unhoused to increase community awareness of why so many people are experiencing homelessness.</b></p>	<p><b>Catalyze progress by educating and engaging the business community in efforts to increase housing supply in Lane County to address homelessness and housing instability for low wage workers.</b></p>
<b>Communications</b> <ul style="list-style-type: none"> <li>Create a campaign on the basis of the book homelessness is a housing issue, informational social media campaign to span 8-10 posts.</li> <li>Implement a system for storytelling the successes of FSS participants and graduates.</li> </ul>	Agency/Executive <ul style="list-style-type: none"> <li>Develop scope of work for Building Home Housing Production Team 2.0 work.</li> <li>Engage with private sector developers and construction companies to gather their input on how to increase housing production of lower middle-income housing.</li> </ul>
<b>Rent Assistance</b> <ul style="list-style-type: none"> <li>Complete a participant survey that creates an opportunity for participants to provide quotes with permission to use them for internal and external communications.</li> <li>Create a platform that gathers success stories from Rent Assistance programs from both participants and partnering landlords.</li> </ul>	<b>Rent Assistance</b> <ul style="list-style-type: none"> <li>Increase the number of educational events for the landlord community by 20%.</li> <li>Develop an avenue to celebrate partnering landlords.</li> </ul>
<b>Supportive Housing</b> <ul style="list-style-type: none"> <li>Schedule 2x annual resident quarterly to collect resident stories and feedback for community sharing.</li> <li>Provide quarterly report with information related to eviction prevention services provided by Resident Services</li> </ul>	

**-----PILLAR III: CREATE PATHWAYS FOR SELF-SUFFICIENCY-----**

<p><b>We will increase enrollment in the Family Self-Sufficiency Program by 50%.</b></p>	<p><b>We will optimize funding of services through Medicaid billing for rent assistance, supportive housing and climate resilience to ultimately increase self-sufficiency and health outcomes of people we serve, increasing the amount of Medicaid funding used to support Resident Services by at least \$100k during the plan year.</b></p>	<p><b>We will increase the Housing Choice Voucher Home Ownership Program by 25% through partnerships with non-traditional housing developers.</b></p>
<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Complete financial impact analysis on FSS program growth and determine whether PH Operating Subsidy can be increased to offset the increase in Escrow account disbursements.</li> </ul>	<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Analyze the financial feasibility of becoming a Medicaid billing entity.</li> </ul>	<p><b>Supportive Housing</b></p> <ul style="list-style-type: none"> <li>Create S8HO program materials to be shared with lenders and program partners to increase program understanding.</li> <li>Create a bilingual S8HO briefing video</li> <li>Host annual Home Ownership workshop/fair to help connect participants to Home Ownership resources.</li> </ul>
<p><b>Supportive Housing</b></p> <ul style="list-style-type: none"> <li>Assess steps to rebrand &amp; rename the Family Self-Sufficiency program to help redefine program success beyond employment and increased earnings.</li> <li>Re-initiate "opt out" model at Keystone and Ketanji Court as pilot sites during 2024.</li> <li>Complete Yardi set up to expand FSS program into HUD Multifamily sites and enroll 5 new participants from MFH in 2024.</li> <li>Create staff "onboarding" materials for FSS that highlight program basics and "opportunity" periods that are best to apply to FSS.</li> <li>Include FSS outreach materials with the Change of Income process.</li> </ul>	<p><b>Supportive Housing</b></p> <ul style="list-style-type: none"> <li>We will complete our enrollment as an HRSN provider and establish referral process through Connect Oregon.</li> <li>We will create a team to develop and execute a Medicaid billing plan.</li> <li>Three Resident Services team members will complete traditional health worker training.</li> </ul>	
<p><b>We will create long-term stable employment opportunities by hiring two people we serve in our programs through targeted recruitment.</b></p>	<p><b>Through equitable contracting we will increase the annual amount we compensate BIPOC, and women owned business and contractors by 20%.</b></p>	<p><b>We will create educational and employment opportunities for youth in our programs through intentional partnerships with local organizations serving youth.</b></p>
<p><b>HR</b></p> <ul style="list-style-type: none"> <li>Prioritize the creation of two Homes for Good English-Spanish bilingual internships by 09.30.2024.</li> </ul>	<p><b>Agency/Executive</b></p> <ul style="list-style-type: none"> <li>Ensure at least 50% of food purchases for staff events is from small/local businesses</li> <li>Utilize the existing Lane County database to solicit bids and services for local minority-owned, women-owned and service-disabled owned businesses.</li> </ul>	<p><b>Supportive Housing</b></p> <ul style="list-style-type: none"> <li>Host a youth Intern in Partnership with Connected Lane County.</li> </ul>

<p><b>Supportive Housing</b></p> <ul style="list-style-type: none"> <li>• Re-initiate the Family Self Sufficiency Program Internship.</li> <li>• Include quarterly newsletters and Homes for Good job postings at site bulletin boards to increase visibility of employment opportunities to people we serve</li> <li>• Showcase recruitment advertisements to the people we serve through Resident Services communications.</li> </ul>	<p><b>RED/Asset Management/CAP</b></p> <ul style="list-style-type: none"> <li>• Collaborate with Communications to create educational materials about Section 3 programs and equitable contracting initiatives.</li> <li>• Expand framework for promoting procurement opportunities to those who meet Section 3 or MWESB definitions including BIPOC, and women owned businesses, including a contractor interface on the website.</li> <li>• Work with General Contractors to build project specific plans for reaching MWESB attainment goals.</li> <li>• Provide staff training on COBID certifications including bilingual assistance. Host educational opportunities.</li> <li>• Lead quarterly outreach events through CADE Business Accelerator meetings and Oregon Association of Minority Entrepreneurs.</li> <li>• Post General Conditions jobs with contractors on social media.</li> </ul>	<p><b>IT</b></p> <ul style="list-style-type: none"> <li>• Host a youth Intern in Partnership with Connected Lane County.</li> </ul>
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-----PILLAR IV: LEAD & GROW ETHICALLY-----

<p><b>We will develop and implement a robust data collection and reporting mechanism to accurately document and respond to hate &amp; bias incidents in our communities and workplace, allowing us to set a baseline and ultimately reduce hate &amp; bias incidents by 10% this plan year.</b></p>	<p><b>We will maintain a staff turnover rate at or below the average public employers in Oregon.</b></p>	<p><b>We will align staff demographics with the diverse populations within our programs through targeted recruitments, fostering cultural competence, empathy, and effectiveness in our services.</b></p>	<p><b>We will optimize local preference partnerships through data analysis and education.</b></p>
<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>Develop tracking mechanism for us to be able to track and report increased compensation to BIPOC and other historically marginalized businesses.</li> </ul>	<p><b>HR</b></p> <ul style="list-style-type: none"> <li>Increasing favorable onboarding experience by 10%</li> <li>Increase employee engagement score by 10%.</li> <li>Expand employee assistance program to include an emphasis on improving financial, retirement, savings &amp; educational outcomes.</li> <li>Develop Learning &amp; Development program based on Culture Amp Engagement results.</li> </ul>	<p><b>HR</b></p> <ul style="list-style-type: none"> <li>Targeted recruitments to Spanish speaking community</li> <li>Evergreen job posting for Spanish speaking applicants to create qualified pool</li> <li>Increasing candidate favorability score by 10%</li> <li>Set baseline and increase favorable responses in onboarding surveys by 10%</li> </ul>	<p><b>Rent Assistance</b></p> <ul style="list-style-type: none"> <li>Utilize Waitlist Connect 2021 data to define geographical areas in which we will provide in person support for waitlist events. Create and facilitate Local Preference quarterly meetings to increase cross-cultural communication, foster understanding on why we value local preference, and promote inclusivity.</li> <li>Identify metrics that will be utilized 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.</li> <li>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.</li> </ul>
<p><b>HR</b></p> <ul style="list-style-type: none"> <li>70% of employees have intermediate understanding of the history of racism in Lane County, Oregon. Add question to engagement survey.</li> <li>Continue annual budgeting and programming of DEI related staff training; at least 2 per year.</li> </ul>	<p><b>Supportive Housing</b></p> <ul style="list-style-type: none"> <li>SHD will increase staff positive responses to at least two employee engagement survey areas, specifically to "I have access to the things I need to do my job well" and "At Homes for Good there is open and honest two-way communication".</li> </ul>		
<p><b>Rent Assistance</b></p> <ul style="list-style-type: none"> <li>Implement a "housing discrimination" Yardi Memo note</li> </ul>			

<p>category, train staff on its use and review notes generated on a monthly basis with Leadership Team. Take appropriate action based on trending notes.</p>			
<p><b>Supportive Housing</b></p> <ul style="list-style-type: none"> <li>• Provide annual bystander intervention training at Homes for Good communities.</li> <li>• Ensure at least 25% of SHD staff attend CSH annual Cultural Humility – Centering Racial Equity and Anti-Oppressive Practices.</li> <li>• Ensure annual fair housing training for staff.</li> <li>• Develop materials to introduce our Bias Response Toolkit, including educational materials for Kids Club to increase resident understanding of discrimination.</li> <li>• Staff training on hate &amp; bias response procedure and racial/social justice</li> </ul>			
<p><b>RED/Asset Management/CAP</b></p> <ul style="list-style-type: none"> <li>• Develop materials to introduce our Bias Response Toolkit for third party managed sites</li> </ul>			
<p><b>Supportive Housing</b></p> <ul style="list-style-type: none"> <li>• Provide annual bystander intervention training at Homes for Good communities.</li> <li>• Ensure at least 25% of SHD staff attend CSH annual Cultural Humility – Centering Racial Equity and Anti-Oppressive Practices.</li> <li>• Ensure annual fair housing training for staff.</li> <li>• Develop materials to introduce our Bias Response Toolkit, including educational materials for Kids Club to increase resident understanding of discrimination.</li> <li>• Staff training on hate &amp; bias response procedure and racial/social justice</li> </ul>			

<p><b>We will grow the number of families &amp; individuals from historically underserved and/or underrepresented communities on our programs and waitlists by 10% by enhancing accessibility and mitigating barriers through educational opportunities and intentional relationship building with culturally specific organizations.</b></p>	<p><b>Increase households served by the Weatherization Assistance Program by 10%</b></p>	<p><b>Ensure financial sustainability by optimizing current processes and implementing best practices.</b></p>	<p><b>Optimize technology to enhance customer service.</b></p>	<p><b>Address sustainability and the effects of climate change in our communities.</b></p>
<p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Prioritize tabling, and community presentations that help connect and educate communities we historically have not engaged with i.e. Plaza de Nuestra Comunidad.</li> </ul>	<p><b>Agency/Executive</b></p> <ul style="list-style-type: none"> <li>• After all vital documents are translated, review the Language Access Plan, and make any necessary changes.</li> </ul>	<p><b>IT</b></p> <ul style="list-style-type: none"> <li>• Update and improve the IT disaster recovery plan.</li> <li>• Implement security enhancements to further secure Agency data.</li> </ul>	<p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Working with Resident Services, create and Materials, and communicate to residents about new software functionalities with Yardi to do things like pay rent, submit forms, etc.</li> </ul>	<p><b>Agency/Executive</b></p> <ul style="list-style-type: none"> <li>• Reduce use of paper products in office spaces by purchasing alternative products for toilet paper and paper towels.</li> </ul>
<p><b>Rent Assistance</b></p> <ul style="list-style-type: none"> <li>• Create and execute educational workshop(s) about Homes for Good's certification and re-certification processes.</li> <li>• Engagement with MTW Cohorts in identifying and implementing MTW 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.</li> <li>• Implementation of triennial certification (include how BIPOC families fall struggle with paperwork process)</li> <li>• Utilization of the data gained from participation in the Emergency Housing Voucher (EHV) Cohort to develop plan to increase the BIPOC families we house.</li> </ul>	<p><b>Energy Services</b></p> <ul style="list-style-type: none"> <li>• Based on feedback from constituents, updating and simplifying the WX application on the Homes for Good website, as well as adding a method to collect feedback within the application</li> <li>• Do targeted outreach to the populations identified as highest need according to the Climate and Economic Justice mapping tool.</li> </ul>	<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>• Develop an array of financial reports that will allow charts and budget dashboard that can inform decision making.</li> <li>• Complete comprehensive assessment of indirect overhead allocation methodology and direct allocation methodology.</li> </ul>	<p><b>IT</b></p> <ul style="list-style-type: none"> <li>• Add resident computers to remote site community rooms.</li> <li>• Expand staff work options at remote sites.</li> <li>• Continue the Yardi software implementation, cleanup, and optimization.</li> </ul>	<p><b>Supportive Housing</b></p> <ul style="list-style-type: none"> <li>• Based on recommendations from Lane County recycling assessment and implement improved signage and instructions provided at intake. Tracked by reduction in waste charges.</li> </ul>
<p><b>Supportive Housing</b></p> <ul style="list-style-type: none"> <li>• Develop action plan to decrease racial disparities in PSH exits to homelessness by 10%</li> </ul>				<p><b>RED/Asset Management/CAP</b></p> <ul style="list-style-type: none"> <li>• Explore Solar Investment Tax Credits to encourage solar at more future developments</li> </ul>

<ul style="list-style-type: none"> <li>• Work to expand membership of the FSS Advisory Board to organization serving the BIPOC community.</li> <li>• Provide volunteer opportunities to business partners through a Day of Caring community project.</li> </ul>				<ul style="list-style-type: none"> <li>• Explore Earth Advantage Net Zero requirements to design future developments toward those goals</li> </ul>
<p><b>RED/Asset Management/CAP</b></p> <ul style="list-style-type: none"> <li>• We will focus efforts on meeting the needs of historically underserved populations in our community through partnerships with culturally specific organizations, such as the NAACP, OAME/CADE, and Plaza de Nuestra Comunidad.</li> <li>• Partnering with RA develop a comprehensive list of non-profit partners and analyze the communities they serve to ensure we are providing housing for communities that have been typically underserved.</li> <li>• We will explore the viability of creating a Pan Tribal Affordable Housing Community by developing relationships with tribal nations connected to Lane County including the Coquille Indian Tribe, the Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians and the Confederated Tribes of Grand Ronde.</li> </ul>				<p><b>Energy Services</b></p> <ul style="list-style-type: none"> <li>• Identify and apply to Climate Justice and Carbon Reduction grants to develop an internal Sustainability and Carbon Neutrality strategy for the next 5 years.</li> <li>• Utilize a Climate and Economic Justice Map to identify the most vulnerable populations and plan to use that for Waitlist prioritization and targeted outreach <a href="https://screeningtool.geoplatform.gov/en/#12.68/44.06415/-123.1515">https://screeningtool.geoplatform.gov/en/#12.68/44.06415/-123.1515</a></li> <li>• Identify and apply for at least one grant to begin the process of electrifying our auditor fleet</li> <li>• 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</li> </ul>