



# Strategic Equity Plan

**We have identified four  
main areas of focus for our plan:**

**Homes for Good's Strategic Equity Plan is unlike other strategic plans in that it infuses our Diversity, Equity, and Inclusion goals into a larger strategic plan for the Agency to make sure all of our efforts are steering us in the direction of more equitable and inclusive services.**

**Our Strategic Equity Plan is an annual plan that outlines our goals, and the actions we are going to take to achieve those goals. Each goal builds and transforms over a three year period and the steps to achieve those are evaluated and adjusted on an annual basis based on progress.**

## **Listen to our Communities**

Our Agency lives within the the sphere of our community, and can not be separated from that context. In order to be a responsible community organization, we must collaborate-- and most importantly listen-- to other organizations and people within our community. We must learn from their experiences and base operational changes on them to improve their experience. These goals focus on local partnership and collaboration.

## **Tell the Human Story**

The people we serve are the heart of our work. As a social service organization, we work for and with people. These goals focus on keeping a human-centered approach. They include efforts to gather participant feedback and use that in programmatic changes, amplifying those voices on our media platforms, and improved empathy and client interactions for non-client facing staff.

## **Create Pathways to Self-Sufficiency**

We usually associate "Self-Sufficiency" with our "Family Self-Sufficiency Program," but creating pathways to self-sufficiency looks to improve more than just one program. With these goals, we hope to make process and programmatic improvements to promote wealth building, and improve the mental and physical health of our all of our Residents and Program Participants.

## **Lead and Grow Ethically**

"Leading and Growing Ethically" means we will lead the way in creating a racially and socially just organizational culture. These goals focus on improving our employee experience, recruiting and retaining a diverse workforce, utilizing technologies to provide more access to our programs, and reducing the Agency's carbon footprint.



**Strategic Equity Plan**  
**Quarter 3: January - March 2023**  
**Progress Report**

## Listen to our Communities

Our Agency lives within the the sphere of our community, and can not be separated from that context. In order to be a responsible community organization, we must collaborate-- and most importantly listen-- to other organizations and people within our community. We must learn from their experiences and base operational changes on them to improve their experience. These goals focus on local partnership and collaboration.

We will develop new client engagement systems to share with clients the programmatic improvements we are achieving, and we will seek guidance from our clients on how we can continue to make programmatic improvements based on direct feedback from the people we serve. We will intentionally focus this client engagement on clients from the BIPOC community clients with disabilities.

- Continuity of Operations Presentation at RAB about evacuation planning.
- The FSS Program updates based on the feedback of the focus groups including:
- Starting a monthly group that allows participants to share resources and connect with one another and reach out to participants in ways that they identified as meaningful.
- Having coordinators write handwritten notes when a participant is going through a hard time, or at a time of celebration.
- Creation of social media campaign to share FSS Focus group quotes—Campaign in both English and Spanish to promote Spanish Speaking Coordinator.
- Customer experience survey (Opiniator) launched 11/30/22 in the lobby of our Service Center. Responses received starting January.
- Engagement at RAB for Annual Plan/Moving to Work at the Resident Advisory Board Meeting.
- Implementation of CutureAmp for internal employee surveys to receive feedback in a safe and confidential way, but will also allow for staff to view the data in meaningful ways that will provide much more insight into your experiences and potential actions the Agency can take to improve. First Employee Engagement survey was conducted, and closed March 31st.

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

- In discussions with DHS and 15th Night regarding local preference for project based vouchers.
- In discussions with Head Start regarding local preference for tenant based vouchers
- In discussions with Restorative Justice, Center for Dialogue and Resolution regarding local preference for tenant based vouchers
- Met with Three Rivers Casino staff (including Tribal Council Member) to discuss local preference for Project Based Vouchers.
- Engaged with Centro Latino Americano, Lane African American/Black Student Success, and Honey (Culturally Specific Organizations), Head Start of Lane County, Parenting Now, Eugene Relief Nursery, Daisy CHAIN, and Nurturely (Culturally Responsive Organizations), and Early Childhood CARES, and Parkside Community Preschool (Organizations that serve children with disabilities/delays) around resident preference, site programing and site design for Ollie Court.
- Executed MOU with Centro Latino Americano for Ollie Court. Additional MOUs with other organizations are being explored.

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

- Applied and accepted to Advancing Equity through Emergency Housing Vouchers Community of Practice Cohort. Cohort focuses on examining structural racism in housing inequality.
- Partnering with Oregon Housing and Community Services (OHCS) and Lane County in the distribution of emergency rental assistance funds via OREDAP
- Signed MOUs with Siuslaw Outreach Services, Sponsors Inc. and Senior & Disabled Services to partner at Quince Street Apts.
- Expansion of Public Housing local preference to include MOVE ON and Domestic Violence (DV)

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.

- Partnering with Lane Council of Governments (LCOG) on data evaluation for the Waitlist Connect, based on demographics, and area poverty levels
- Rent Assistance Supervisor presented at BOLI Fair Housing Event.
- Revised Affirmatively Furthering Fair Housing Marketing Plan (AFHMP) for Abbie Lane, Village Oaks, and Fourteen Pines, to develop new strategies to engage under represented populations.



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We will translate our data into stories that educate our staff in a manner that grows our ability to be emphatic towards the challenges faced by people experiencing poverty in our apartment communities and rent assistance programs.

- Internal initiative to gather more resident photos to share in internal newsletter and external social media platforms.
- Homes for Good Foundation email communication with staff sharing quotes from scholarship recipients.

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.

- Energy Services Department Participated in a Weatherization Workshop organized by Beyond Toxics and targeted to historically marginalized communities.
- "Spring Spruce Up" Events scheduled for two Public Housing sites.

Homes for Good's external communication channels are used as a platform to share and amplify the stories of Homes for Good clients with an emphasis on clients from the BIPOC community and people with disabilities.

- Energy Services Department Participated in a Weatherization Workshop organized by Beyond Toxics and targeted to historically marginalized communities.
- "Spring Spruce Up" Events scheduled for two Public Housing sites.
- Shared resident event photos from Permanent Supportive Housing and Public Housing sites.

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.

- Joined Oregon Association of Minority Entrepreneurs (OAME) and will attend regular meetings.
- Held outreach event at Florence Events Center to highlight efforts to provide housing resources on the coast with marketing targeting communities of color.
- Met with Meili Construction to discuss and strategize implementation of Equitable Contracting Initiative (ECI) requirements for Lazy Days.
- Met with Chambers construction to discuss and strategize implementation of Equitable Contracting Initiative (ECI) requirements for Ollie Court.
- Presented at Westside Neighbors and Downtown Neighborhood Association meetings to provide project updates and explain Equitable Contracting Initiative (ECI) basics in order to spread awareness of equity efforts being made on our projects to raise community awareness and support.



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

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.

We will determine how to continue to grow resident services supports including developing initiatives to improve the mental and physical health of residents living in our apartment communities with an emphasis on clients from the BIPOC community and clients with disabilities.

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.

- Naval Reserve Site (Ollie Court) Funding Application submitted to Oregon Housing and Community Services (OHCS) for Low Income Housing Tax Credit Notice of Funding (LIHTC NOFA).
- Continue work to expand Oak Street Child Development Center and looking at expansion to the rest of Oak Court.
- Executed Memorandum of Understandings (MOUs) with Head Start of Lane County, Early Childhood CARES for Ollie Court. Additional MOUs with other organizations are being explored.

- Resident Services expansion to additional 3rd party managed properties.

- Outreach event in Florence for Quince Street site, gathering feedback on site names, and providing educational materials.
- Tabled at Mapleton School District event to educate on Homes for Good housing options and providing educational materials
- Submitted Oregon Housing and Community Services (OHCS) funding applications for Bridges on Broadway (Rehab Hotel to Permanent Supportive Housing), Ollie Court and Quince Street (both new construction). Both Ollie Court and Quince Street will prioritize marketing to communities of color.
- Submitted Affordable Housing Trust Fund (AHTF) funding applications to the city of Eugene for The Coleman and Bridges on Broadway.
- Continued attendance at Housing Implementation Plan Meetings in Florence.



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

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

- Established 13 Project Based Vouchers at Ketanji Court. Project has a Memorandum of Understanding (MOU) with Centro Latino to provide supportive services on site.

- Utilized the State of Oregon's Certification Office for Business Inclusion and Diversity (COBID) site and Section 3 Opportunity Portal to offer solicitation opportunities to business owners for Supportive Housing contract opportunities.
- Contracted with two Minority, Women Owned, Emerging Small Business (MWESB) businesses
- Contracted with one Section 3 business
- Contracted with BDA Architects (Women Owned Business) at Lazy Days and Quince Street Apartments.
- Continue to represent Homes for Good at CADE (Contracting Alliance for Diversity and Equity) Steering Committee Meetings.
- Joined Oregon Association of Minority Entrepreneurs (OAME) and will attend meeting regularly.



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We will focus on educating staff about our vision for a racially and socially just organizational culture. This education will leverage our current strengths related to compliance and organizational growth as we embrace newer elements of our evolving organizational culture to include social justice advocacy, individual DEI competence and the value and interdependence of human beings.

- Collaborating with Fair Housing Council of Oregon (FHCO) on educational materials for landlords with an emphasis that incentivizing landlords and waitlist preferences for high barrier populations is not a violation of FHCO.
- Collaboration with Tusk Consulting on capacity building with all supervisors and managers at the agency
- Opened applications for new Equity Strategy Team members. Held interviews, and welcomed 5 new members to the team.
- \$1090 in Diversity, Equity, and Inclusion resources distributed to staff based on staff requests.

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.

- California Coalition for Rural Housing Internship awarded, and started advertising for the position.
- Comprehensive hiring packet created for Finance Director position casting a wide net.
- Inclusive Language document created for Equity Strategy Team and Finance Director recruitment to help candidates understand the language we use at Homes for Good.
- Implementation of CultureAmp employee engagement platform.
- Development of interviewing resource packet to best prepare candidates for discussions about equity, access and social justice.
- Launch of Preference Center for Mailchimp Communications, allowing people to have more control over which emails they receive from us. Ability to only select to receive job posting emails if that is all someone is interested in. Limits erroneous emails to people, and reduces unsubscribes because someone is receiving content they are not interested in.
- HR and members of the Equity Strategy Team (EST) met to work through process improvements to hiring and recruitment.

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.

- Wellness Committee hosted a EAP training through Cascade for employees to watch.

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

- Got approval from the Homes for Good Foundation board to recycle used Construction Fence Screens into bags to fundraise for The Homes for Good Foundation.
- Transition to online time card system with ADP, eliminating paper timecards.
- Working on selecting YARDI software will eliminate a lot paper long term.
- Energy Services Department transitioning to full electronic client files for in-office and on-the-filed work.
- Electronic timekeeping implementation for all employees.



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We will continue our efforts to develop systems of resiliency that anticipate hazards that may disrupt essential functions and processes. We will continue to develop Annexes to the Continuity of Operations plan as prioritized by the Hazard and Vulnerability Analysis.

- Finalized the IT Security Annex of the Continuity of Operations Plan.
- Start of work on evacuation plans for all sites.

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

- Added English and Spanish pamphlets from BOLI to the Service Center's reception area.

We will identify and document clients who don't have the skills, access or resources to utilize modern technology for communication and submission of required forms and documentation.

We will identify and document federal and state statutes and regulations that create barriers to access and active participation in Homes for Good governance, programs and apartment communities.

- Have been meeting with Centro Latino Americano regarding Ollie Place and discussing how to work through major barriers (including immigration status) to accessing Project Based Vouchers.

We will determine the financial viability of a desired growth plan for the Supportive Housing Division in coordination with our efforts to secure capital and supportive services for new permanent supportive housing apartment communities.

- Resident services now serving more affordable housing sites including at new proposed developments at Ollie Place and Quince Street.
- Developed services and management plan for and submitted application to Oregon Housing and Community Service (OHCS) to provide funding to convert Bridges on Broadway to Permanent Supportive Housing.