



# Access & Oppportunity Plan

**July 2026 - June 2028**

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

## Introduction

Homes for Good's Access & Opportunity Plan for July 2026 - June 2028 establishes our commitment to creating stable housing solutions and strengthening community partnerships throughout Lane County. This plan builds on our foundation of providing homes, serving people, fostering partnerships, and delivering good outcomes for our community.

Our strategic approach centers on four interconnected pillars that guide our work: Housing Production & Preservation emphasizes community collaboration to produce more housing and quality maintenance of existing properties; Financial Sustainability focuses on strengthening financial systems and continuing sound stewardship of public funds; Amplify Voice & Influence supports Agency engagement with both residents and the community; and System & Process Effectiveness promotes responsible operations and staff development.

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

### Housing Production & Preservation



### Financial Sustainability



### Amplify Voice & Influence



### System & Process Effectiveness



# Meet the Access & Opportunity Planning Team

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

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



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# Pillar #1

## Housing Production & Preservation

Housing Production and Preservation centers on increasing the supply of safe, stable, and affordable homes while protecting existing housing as a long-term community asset. Homes for Good recognizes that housing stability is foundational to opportunity and meeting community needs requires both building new homes and preserving the affordability, quality, and livability of the homes we already have.

Through housing production and preservation, we focus on strengthening the housing pipeline from planning to delivery, reducing barriers to development, and stewarding public and community investments to ensure housing remains accessible for current and future residents. Efforts prioritize households with the greatest housing need and are informed by resident input, community partnerships, and data on local housing gaps.

Preservation strategies emphasize maintaining affordability, improving physical conditions, and extending the useful life of existing housing, particularly in communities at risk of displacement or loss of affordable units. Together, production and preservation support housing stability, resilience, and long-term self-sufficiency thus ensuring housing is not just shelter, but a platform for health, economic mobility, and opportunity.

# Housing Production & Preservation

## Goal #

## Goal

## Tactics

## Team

**1**

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

Develop a preservation plan for asset-managed properties - including housing type, design & scale based on community and resident input

Real Estate Development

Continue rural community outreach regarding the Field on Quince by creating partnerships with community employers and Senior & Disability Services

Real Estate Development

**2**

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

Meet with main local utilities (4) to provide education and materials about Weatherization Assistance program

Energy Services

Negotiate MOUs with main regional utilities for local collaboration

Energy Services

Negotiate contracts with Earth Advantage to utilize HOMES and HEAR programs

Energy Services

# Housing Production & Preservation

Goal #	Goal	Tactics	Team
3	Increase households served by the Weatherization Assistance Program by 10%.	Based on feedback from constituents, update and simplify the Weatherization application on the Agency website, and include a method to collect feedback within the application process	Energy Services
4	Incorporate environmental stewardship and resource efficiency into workplace practices and service delivery	Conduct a cost and baseline/opportunities assessment on the Homes for Good 100 W. 13th building as a framework for a building sustainability plan	Energy Services
5	Self-managed portfolio repositioning	Hire a consultant to analyze an optimal way to approach packaging properties for RAD conversion with the intent of preservation	Supportive Housing

# Housing Production & Preservation

**Goal #**

**Goal**

**Tactics**

**Team**

**6**

Determine if Oregon Multifamily Energy Program is a suitable funding source for future housing developments

Meet with architect to review OMEP guidance and initiate next steps based on key energy efficiency design recommendation and benchmarks.

Real Estate  
Development

Review grant application pathways and any timelines, eligibility criteria, restrictions or inclusions that are needed for applications

Real Estate  
Development

Integrate into OMEP + architect guidance as part of development project workflows and internal specifications.

Real Estate  
Development

Meet with contractors to ensure understanding of program compliance to secure funding or grants.

Real Estate  
Development

# Housing Production & Preservation

Goal #	Goal	Tactics	Team
7	Support A.C.T Now Lane's efforts to increase housing production in Lane County by 25%	Advance 3+ housing projects	Executive
		Stand up \$1M Private Housing Investment Fund or Capital Vehicle	Executive
		Launch Housing Pipeline/Production Dashboard	Executive
8	Conduct initial review with Oregon Multifamily Energy Program and an architect to determine financial feasibility	Meet with program administrator of OMEP to obtain guidance	Real Estate Development
		Meet with architect to review OMEP guidance and initiate next steps	Real Estate Development
		Integrate into OMEP + architect guidance as part of development project workflows and internal specifications	Real Estate Development



# Pillar #2

## Financial Sustainability

Financial Sustainability ensures that Homes for Good can continue to serve residents, program participants, and the community today and into the future by responsibly managing resources, planning for long-term stability, and strengthening the financial systems that support our mission. Homes for Good recognizes that equitable access and meaningful opportunity depend on an organization that is fiscally resilient, transparent, and prepared to adapt to changing conditions.

The goals of this pillar emphasize long-range financial planning, sound stewardship of public and private funds, and proactive decision-making that balances near-term needs with long-term impacts. Financial strategies are evaluated not only for fiscal strength, but for how they affect residents, staff, and community partners, with resident feedback incorporated when decisions have direct community impact.

By strengthening underlying financial systems, improving forecasting and compliance, and aligning investments with strategic priorities, financial sustainability supports service continuity, organizational credibility, and the ability to respond to emerging housing and community needs.

# Financial Sustainability

Goal #	Goal	Tactics	Team
9	Cash Flow Analysis	Consolidate/close bank accounts to decrease the number managed by Finance	Finance
10	Third-party Managed Portfolio Repositioning	Scope & perform a cost-benefit analysis of bringing property management in-house	Real Estate Development
11	Lease vacant commercial space	Prepare scope of work and cost estimate for all vacant commercial spaces including Bus Barn, Fairview, Heeran Center, etc.	Real Estate Development
12	Grant Compliance, Invoicing & Fiscal Monitoring	Develop standardized procedures, templates, and Key Performance Indicators (KPIs) to ensure grant compliance and assess Agency impact	Supportive Housing



# Pillar #3

## Amplify Voice & Influence

Amplify Voice & Influence centers on ensuring that residents, program participants, and the Agency have meaningful opportunities to shape decisions, inform public understanding, and influence systems that affect housing stability and community well-being. Access and opportunity are strengthened when people are heard, represented, and engaged in ways that lead to real change.

Homes for Good elevates resident perspectives in agency planning, policy discussions, and service improvements, while strengthening pathways for community feedback, representation, and shared leadership. Engagement is designed to be clear, accessible, and responsive. It is important to close the loop by showing how input informs decisions and actions.

Amplify Voice & Influence also focuses on the Agency's role in sharing knowledge, building understanding, and participating in broader community conversations about housing. By communicating transparently, partnering with community stakeholders, and contributing data and lived experience to regional discussions, Homes for Good works to increase understanding, trust, and alignment across the housing system.

Together, resident voice and community engagement strengthen accountability, improve outcomes, and ensure that housing policies and practices are shaped by the people and communities most affected by them.

# Amplify Voice & Influence

**Goal #**

**Goal**

**Tactics**

**Team**

**13**

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

Using feedback from the Resident Satisfaction Survey and Family Self-Sufficiency Participant Survey, we will implement new tools and communication methods to increase understanding of the services we offer

Supportive Housing

Support the Resident Advisory Board (RAB) & Resident Councils by coordinating quarterly RAB orientations and at least one Resident Council training annually.

Supportive Housing

Implement Opinionator surveys at sites & work to expand customer service surveys in staff signatures

Supportive Housing

**14**

Embed usability best practices in all public-facing content

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

Communications

# Amplify Voice & Influence

## Goal #

## Goal

## Tactics

## Team

**15**

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

Integrate self-reported skills inventory and a clear competency framework into our Agency Interest List for internal employment opportunities

Human Resources

**16**

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

Staff will coordinate with school districts and community partners to incorporate Hate & Bias materials and information into programming at key sites

Supportive Housing

**17**

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

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

Communications

# Amplify Voice & Influence

**Goal #**

**Goal**

**Tactics**

**Team**

**18**

Board & Community Engagement

Develop a one-page overview of Homes for Good that board members can share/reference during community engagements

Communications

Advise on the creation of economic impact reports for Homes for Good programs and use these reports in advocacy/education efforts

Communications

Create communication and advocacy partnerships with other PHAs and their boards

Board of Commissioners

Board members hold 1-on-1 meetings with City & County officials annually

Board of Commissioners

Advise and advocate on local and state policy and legislative deliberations that could negatively or positively impact Homes for Good

Board of Commissioners

# Amplify Voice & Influence

**Goal #**

**Goal**

**Tactics**

**Team**

**19**

Improve overall customer service and client education, by increasing the clarity, consistency and accessibility of information

Develop and implement a resource list to be distributed to clients as needed, to improve customer education and reduce barriers in accessing or maintaining housing assistance

Rent Assistance

Develop and implement a customer toolkit that guides participants through the recertification process, improving understanding of requirements and timelines, to reduce recertification delays and barriers related to accessing or maintaining housing assistance

Rent Assistance

Develop and implement new digital communication methods to share program and other relevant information with residents and participants such as digital newsletters, resource emails, mass text systems, etc.

Supportive Housing

Develop FSS Guidebook with overview of the program, requirements and resources including opportunities for participants to volunteer as a member of the FSS Advisory Board

Supportive Housing

# Pillar #4

## System & Process Effectiveness

System & Process Effectiveness focuses on strengthening the internal systems, policies, and workflows that enable Homes for Good to operate efficiently, consistently, and with accountability. This Agency recognizes that well-designed internal processes are essential to delivering high-quality services, supporting staff, and ensuring the Agency can meet its mission in a sustainable way.

Through this pillar, Homes for Good evaluates and improves internal processes to reduce unnecessary complexity, clarify roles and responsibilities, and ensure systems are aligned across teams and programs. Emphasis is placed on usability and reliability so that our processes are understandable, tools are fit for purpose, and staff have the information and resources needed to do their work effectively.

System & Process Effectiveness also prioritizes continuous improvement. By using data, staff feedback, and operational insights, the Agency strengthens coordination, identifies inefficiencies, and adapts systems to changing requirements, technologies, and organizational needs. Improvements are guided by a commitment to responsible stewardship, transparency, and thoughtful change management.

By investing in strong internal systems and effective processes, this pillar helps translate strategy into action, supports staff capacity and well-being, and reinforces the foundation needed for other Access & Opportunity Plan priorities to succeed.



# System & Process Effectiveness

Goal #	Goal	Tactics	Team
20	Increase inter-department collaboration with the Finance Department.	Develop overhead allocation methodologies for Energy Services, Supportive Housing, & Rent Assistance	Finance
21	Optimize Use of Yardi Products	Roll out RentCafe portals to residents	IT
		Purchase & implement Fixed Asset Module	IT + Finance
		Purchase & implement Construction Manager	IT + Finance
22	Agency Data Governance Plan	Develop retention schedule for Agency data	IT
		Catalog Agency data in all formats & storage methods	IT

# System & Process Effectiveness

**Goal #**

**Goal**

**Tactics**

**Team**

**23**

Leadership Effectiveness - Increase leadership confidence score on engagement survey by 7%

Develop & implement resources to improve manager confidence, consistency and accountability

Human Resources

Expand and formalize manager onboarding for new leaders and internal promotions

Human Resources

Incorporate operational accountability and leadership expectations into manager and director performance evaluations

Human Resources

Update leader job descriptions to clarify expectations, accountability, communication & oversight responsibilities

Human Resources

# System & Process Effectiveness

Goal #	Goal	Tactics	Team
<p><b>24</b></p>	<p>Develop and implement a competency framework to support employee development, internal advancement, and more consistent performance expectations across the Agency</p>	<p>Develop competency profiles and evaluation guidance to support employee development and performance evaluations</p>	<p>Human Resources</p>
		<p>Integrate competency framework concepts into onboarding, employee development, and promotional readiness discussions</p>	<p>Human Resources</p>
		<p>Explore implementation of a peer mentorship program to support employee development and knowledge sharing</p>	<p>Human Resources</p>
<p><b>25</b></p>	<p>Review and update procedures to ensure they reflect best practices, lessons learned and guidance received from resident feedback.</p>	<p>Update vacate inspection procedure – include NSPIRE – benchmark three months to draft for test</p>	<p>Supportive Housing</p>
		<p>Implement procedure to prioritize timely and accurate FileVision filing</p>	<p>Supportive Housing</p>



# Benchmarks, Metrics, and Continuous Initiatives

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

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

# Benchmarks, Metrics, and Continuous Initiatives

Pillar	Benchmark	Measure	Team
Financial Sustainability	Maintain employee turnover rates comparable to Oregon public employers	Agency turnover rate compared to Oregon public employer benchmark data	HR
	Complete monthly financial close procedures within established timelines	% of month-end close activities completed by deadline	Finance
	Increase vendor participation in applicable agency portals	Number or % of vendors enrolled in applicable portals	Finance
Amplify Voice & Influence	Continuous improvement of website search functionality & usability	Quarterly search analytics review & documented improvements implemented	Communications
	Evaluate representation throughout the hiring process	Applicant, interview, and hiring demographic data compared to Lane County demographics	HR
	Improve candidate experience during recruitment	Candidate favorability survey score	HR

# Benchmarks, Metrics, and Continuous Initiatives

Pillar	Benchmark	Measure	Team
Systems & Processes Effectiveness	Host recertification workshops for participants annually	Number of workshops hosted annually	Rent Assistance
	Provide annual maintenance and customer service refresher training	% of applicable staff completing annual refresher training	Supportive Housing
	Establish and improve onboarding satisfaction benchmarks	New hire onboarding satisfaction score	HR
	Increase employee engagement over time	Employee biannual engagement survey score	HR
	Increase landlord utilization of the Yardi Landlord Portal	Number or % of landlords enrolled in the portal	Rent Assistance
	Provide quarterly agency KPI reporting to the Board of Commissioners	Quarterly KPI reports delivered on schedule	Executive