

AGENDA

O (559) 443-8400

F (559) 445-8981

1331 Fulton Street
Fresno, California 93721
TTY (800) 735-2929

www.fresnohousing.org

Special Joint Meeting of the Boards of Commissioners of the Fresno Housing Authority

5pm - August 19, 2020 - Per Executive Order N-25-20, which allows local and state legislative bodies to hold meetings via teleconference and to make meetings accessible electronically, this Board Meeting will be held via conference call and can be accessed as follows:

To join via Zoom: <https://bit.ly/FHBoardRetreat08192020>

**To join via teleconference, call: (669) 900-6833. Meeting ID: 913 2112 0109.
Password: 376677.**

Interested parties wishing to address the Boards of Commissioners regarding this meeting's Agenda Items, and/or regarding topics not on the agenda but within the subject matter jurisdiction of the Boards of Commissioners, are asked to complete a "Request to Speak" card which may be obtained from the Board Secretary (Tiffany Mangum) at 4:45 p.m. You will be called to speak under Agenda Item 3, Public Comment. Please email your request to speak to executiveoffice@fresnohousing.org.

The meeting room is accessible to the physically disabled, and the services of a translator can be made available. Requests for additional accommodations for the disabled, signers, assistive listening devices, or translators should be made at least one (1) full business day prior to the meeting. Please call the Board Secretary at (559) 443-8475, TTY 800-735-2929.

5pm

1. **Call to Order and Roll Call**

2. **Approval of agenda as posted**

The Boards of Commissioners may add an item to this agenda if, upon a two-thirds vote, the Boards of Commissioners find that there is a need for immediate action on the matter and the need came to the attention to the Authority after the posting of this agenda.

3. **Public Comment**

This is an opportunity for the members of the public to address the Boards of Commissioners on any matter within the subject matter jurisdiction of the Boards of Commissioners that is not listed on the Agenda. At the start of your presentation, please state your name, address and/or the topic you wish to speak on that is not on the agenda. Presentations are limited to a total of three (3) minutes per speaker.

4. **Potential Conflicts of Interest** – *Any Commissioner who has a potential conflict of interest may now identify the item and recuse themselves from discussing and voting on the matter. (Gov. Code section 87105)*

5. **Presentation**

- a. Diversity Equity and Inclusion Assessment and Draft Strategic Plan Report – presented by Ivy Planning Group

6. **Adjournment**

Fresno Housing Authority Diversity, Equity, and Inclusion (DEI)

DEI Assessment Workforce, Workplace, and Marketplace Themes and Draft DEI Strategic Plan

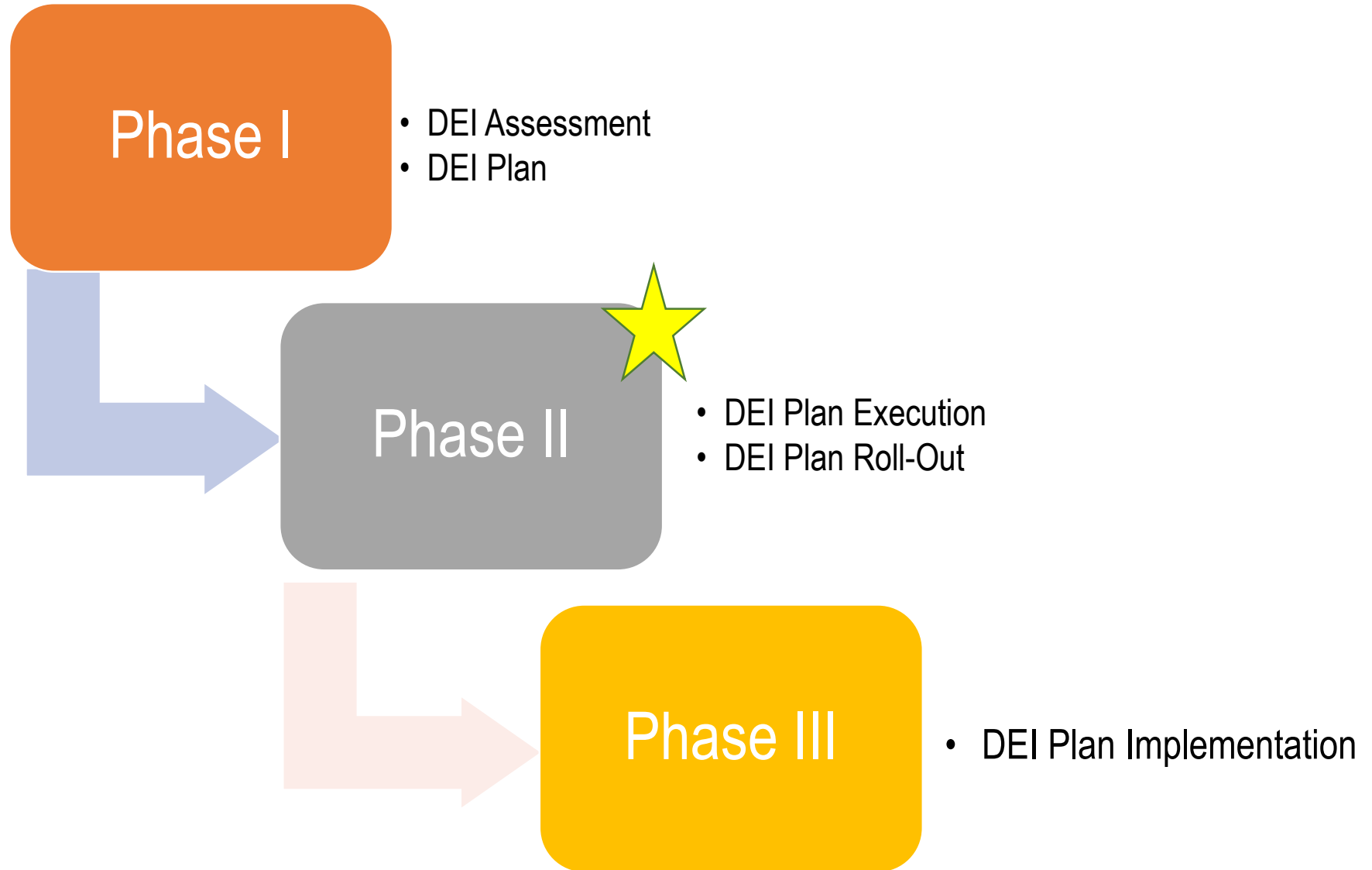
Project Objectives

Assess Fresno Housing Authority through a Diversity, Equity, and Inclusion (DEI) Lens and develop a plan to improve:

1. DEI in the FH workforce and workplace
2. How FH supports its residents and community through a DEI lens
3. How FH appropriately influences the well-being (equity/inclusion) of the community beyond its housing needs in order for FH to be better partners and participants in dialogues with our community partners. For example, shared prosperity, education, etc.

Workforce/Workplace Residents Community

Where We Are and Next Steps



Methodology - Focus Groups, Interviews, Document Review, and data analysis



- Focus groups
 - 10 internal; 122 participants (~59%)
 - 4 external with residents from FH managed properties; 52 participants



- Interviews
 - 20 interviews with Senior Leadership and a sample of Board of Commissioner Members and Community Partners
 - 6 interviews with residents who are FH voucher holders
- Document review
- Limited data analysis

Summary of Workforce, Workplace, and Marketplace Themes

#1: FH has a good foundation from which to launch a more formalized approach to DEI

- Diversity is included in organizational values and principles
- Leadership engagement in DEI
- Formalizing human capital processes and practices
- There are success stories of FH's work

#2: There is some confusion on FH's mission and plan

- Staff perception that FH's mission and vision are too broad
- DEI can be better represented in FH's strategic plan and work

#3: Missed opportunities to achieve the mission using DEI as an enabler

- Business case for DEI is externally-driven
- Indications that some perceive difference as less than
- Unclear definition of DEI success and roles and responsibilities

Summary of Workforce, Workplace, and Marketplace Themes

#4: FH workplace is not perceived as inclusive or supportive of all staff

- Perceptions that access to opportunity is relationship-driven
- Limited focus and investment on workforce and workplace systems and processes and FH culture
- Employees are experiencing the organization inconsistently

#5: There are opportunities to determine FH's role beyond housing

- Residents and community partner perception that mission and vision are too broad
- Impact of programs and partnerships unclear
- Limited voucher resident engagement
- There are gaps in staff and resident experiences

#6: Bias is impacting how FH treats residents and gets in the way of what they think is possible

- Limited diversity of staff is noticeable and impacts perceptions of FH
- Staff are not consistently treating residents with dignity and respect
- FH is not consistently considering residents' diversity in its approaches and service delivery

FH will demonstrate how diversity, equity, and inclusion can transform a community.



WORKFORCE

Increase the power and influence of diversity through an increase in representation of race/ethnic diversity and other dimensions of diversity across the organization, especially at the leadership level.



WORKPLACE

Elevate the importance of FH's culture of inclusion and hold everyone accountable for adhering to FH's behavioral standards.



MARKETPLACE

Use an appreciation of DEI to increase FH's impact on creating and supporting vibrant communities throughout Fresno County.

Data-driven decisions

Awareness-Building, including Education and Training

Accountability for DEI Progress and Outcomes

DRAFT Goal 1:	Increase the power and influence of diversity through an increase in representation of race/ethnic diversity and other dimensions of diversity across the organization, especially at the leadership level.
Strategy A	Continue recruitment of racially/ethnically diverse candidates and candidates with lived experience with housing assistance at the management & executive/leadership level.
Strategy B	Increase the representation of Black and Latino staff in order to better represent FH's Residents.
Strategy C	Continue to update and formalize human capital processes (job posting, recruiting, interviewing, screening/evaluation, hiring, onboarding) to ensure they are fair, focus on objective and measurable job requirements, and are unbiased.
Strategy D	Create opportunities for increased power and influence of diversity, broadly defined, as part of decision-making (e.g., percent of times staff diversity is involved in key decision-making processes, influence implementation approaches of business and/or division plans, etc.).
Measures	<ul style="list-style-type: none"> • Diverse slates of candidates (__% POC/ __% gender) presented for at least __% of open management and leadership positions • Succession plans and pipeline reflects at least __% POC and __% gender diversity • Internships reflect at __% POC and __% gender diversity • Inclusion of diversity (e.g., level, race/ethnic, division, etc.) in at least __% of management and/or leadership meetings • Identify and report when exceptions to processes are made (e.g., hiring without an interview/outside the standard hiring process)

DRAFT Goal 2:	Elevate the importance of FH's culture of inclusion and hold everyone accountable for adhering to FH's behavioral standards.
Strategy A	Formalize FH's organizational values and desired culture.
Strategy B	Continue to update and formalize human capital processes (promotions, access to training and development, employee engagement, mentorship, sponsorship, performance management) to ensure they are fair, focus on objective and measurable job requirements, and are unbiased.
Strategy C	Increase inclusion and the consistency in employee experiences.
Measures	<ul style="list-style-type: none"> • Workforce data or employee perceptions show equity, across demographics, in: <ul style="list-style-type: none"> – Employee engagement / satisfaction results – Rank / level and pay and benefits – Rate and time to promotions – Access to special projects – Access to management and leadership / inclusion in decision-making

DRAFT Goal 3:	Use an appreciation of DEI to increase FH's impact on creating and supporting vibrant communities throughout Fresno County.
Strategy A	Recommit to an expectation of high-level of customer service to residents.
Strategy B	Conduct research to better understand the resident experience with FH and develop solutions to increase FH's impact.
Strategy C	Identify new funding sources, providers of resources, and partners by focusing on organizations with DEI-specific marketplace and/or philanthropy goals.
Strategy D	Increase engagement of residents and use of DEI in determining FH's educational / self-sufficiency programs and partner services.
Strategy E	Enhance FH's supplier diversity program.
Strategy F	Offer a diverse set of housing products that meet the needs of the community.
Measures	<ul style="list-style-type: none"> • Decrease in staff response times to residents and community partners • Increase in customer service ratings by ___% by demographic • Increase of resident and HCV participants use of FH's educational / self-sufficiency programs and partner services • Use of at least 20% diverse suppliers in FH's procurement of construction and other goods and services • Increase the quantity and quality of housing to serve at least ___% of Fresno residents who require housing assistance. • Engage ___ new partners to yield an increase of ___% in additional funding.

DRAFT Goal 4:	Increase DEI communication, accountability, data, and awareness.
Strategy A	Update communication plan to include DEI.
Strategy B	Increase influence of DEI in decision-making and accountability for DEI results.
Strategy C	Increase use of disaggregated data, by demographic, to create baselines and the ability to measure FH's impact and progress against FH's mission.
Strategy D	Increase DEI awareness and provide DEI capacity-building experiences.
Measures	<ul style="list-style-type: none"> • Each leader and manager conducts at least two external speeches that includes DEI • Increase in DEI/cultural competency performance ratings • Increase in staff and community partner awareness and understanding of FH's mission • At least 90% attendance by Board members, leaders, managers, and staff in at least one (1) DEI education and training program

Next Steps

- Continue communicating DEI assessment results and draft strategic plan
- Create opportunities for small group discussions for Board, Management, and Staff to influence the final DEI strategic plan
- Create DEI implementation plan (e.g., identify priority actions, milestones, and owners)
- Present updated final DEI strategic plan for Board adoption
- Provide DEI education and training
- Identify how to update the Board and staff on DEI progress