



Diversity, Equity, and Inclusion STRATEGIC FRAMEWORK

JANUARY 2022

FRESNO VIBRANT COMMUNITIES
QUALITY HOUSING ENGAGED RESIDENTS



Our Goal is Inclusive Excellence

As a black man who has lived experience with multiple dimensions of diversity throughout my lifetime, including not learning about my dyslexia diagnosis until college, I am absolutely committed to our work at Fresno Housing to strengthen diversity, equity, and inclusion (DEI). I have turned numerous stumbling blocks into stepping stones. I have been, and always will be, committed to opening doors of opportunity for others, because others have opened doors of opportunity for me. As a proud graduate of Prairie View A&M University and MIT, I am proof that with the right support and resources, we all can rise to higher heights and maximize our full potential.

Belonging and inclusivity have a strong impact on those we serve, but also on employee retention, satisfaction, and engagement. This is why the first two goals in our DEI Strategic Framework focus on our colleagues and culture. By prioritizing the initial focus on the climate in our workplace, Fresno Housing recognizes that change will begin at home, and radiate out through the actions of our employees to positively impact our customers and partners.

With a goal of inclusive excellence, Fresno Housing strives to be an Agency where all employees, residents, and stakeholders recognize our organization as a great place to work, live, and thrive. We aim to be an Agency where a sense of inclusion and belonging has been realized for those who have historically

been marginalized or underrepresented. We will continue being intentional and ensuring that efforts to be inclusive and develop a sense of belonging are embedded in all aspects of our work,

and should sustain all elements of diversity that make each of us unique. While we are each informed by our own lived experiences through differences in ethnicity, political philosophy, spiritual beliefs and relation, socio-economic status, gender, culture, veteran status, sexual orientation, ethnicity and so many other dimensions, we are aligned in our appreciation for what makes us unique and our dedication to empowering the residents we serve.

Fresno Housing remains committed to prioritizing our DEI work, and will continue to uphold the belief that our differences, backgrounds, and talents enrich Fresno Housing and the larger city and county community.

Sincerely,



Tyrone Roderick Williams
Chief Executive Officer, Fresno Housing



Tyrone Roderick Williams with his family

Agency Past, Present, & Future

Fresno Housing staff have spent significant time reflecting on the role that housing and land use decisions have played in creating inequities and how we, as a housing agency, are obligated to address injustices, housing insecurity, and racial inequity.

We acknowledge our past, understand how our decisions impact the present, and are committed to building a better future. Fresno Housing continues taking the steps necessary to create a Fresno County full of opportunity and prosperity for all.

While there is still much work to be done, through multiple efforts, we are collectively rising to the challenge of creating a diverse and inclusive Agency and overcoming the legacy racism has in Fresno County.

We remain committed to recognizing the importance of diversity, equity, and inclusion in creating and sustaining vibrant communities throughout Fresno County.



Why Diversity, Equity, and Inclusion?



Housing Insecurity

Tens of thousands of families across Fresno County continue to face a daily struggle to afford a safe and healthy home that provides access to needed resources — including quality schools, good-paying jobs with livable wages, and reliable transportation and healthcare.



Racial Inequity

Housing insecurity in Fresno County does not affect all populations equally; it impacts people of color, the elderly, and those living on low incomes at a higher rate than other communities.

What is happening in our country at the national level is also experienced here in Fresno County. People of color in general, and specifically Black Americans, have been and continue to be targeted unfairly or disenfranchised intentionally.

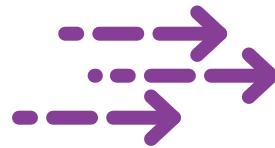
Strategic Imperative



Identification

Fresno Housing Strategic Plan outlined the need for the creation of supplemental policies, programs, and initiatives to strengthen the strategic array of partnerships and alliances.

Recognizing the importance of diversity in business innovation and employee satisfaction, Fresno Housing focused on diversity, equity, and inclusion (DEI) as guiding principles to accomplish the vision of creating and sustaining vibrant communities throughout Fresno County.



Action

In 2019, Fresno Housing embarked on a purposeful journey to build consensus and foundational elements in an effort to conduct an environmental scan of the Agency's practices:

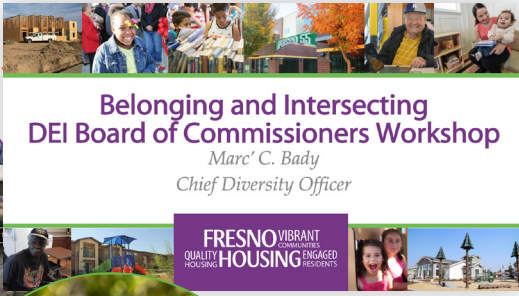
- Fully immersed itself as an Agency undoing past harm and understanding the importance of diversity, equity, and inclusion.
- Challenging itself to be clear about values to ensure diversity, equity, and inclusion are entrenched in the Agency's culture and reflected in their work done throughout Fresno County.
- Robust, two year process with in-depth environmental scan of all Agency practices to assess and understand the footprint of the organization's history, accomplishments, challenges, and opportunities.

Key Dates



09.2019–02.2020:
Town Hall Series
of five events

10.2019–08.2021:
Staff, resident,
and community
engagement through
**focus groups and
conversations**



09.2020–05.2021:
Recruit and hire
**Chief Diversity
Officer**

01.2021:
**Boards Adoption of
Diversity, Equity, and
Inclusion Strategic
Framework**



02.2021:
Recognized Black
History Month
featuring **first
woman of color
female board chair**

04.2021:
Appointed first
woman of color serving
as **Interim CEO**

11.2021:
National recruitment
and **hire of CEO,
Tyrone Roderick
Williams**



Fresno Housing's Commitment

Vision

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

Mission

Our mission is to influence the power of diversity through an increase in representation throughout multiple dimensions of diversity across the organization, specifically at the leadership level, and to highlight the importance of Fresno Housing's culture of inclusion and belonging in accordance to the Agency's behavioral standards and practices. As a public facing organization, we will use our knowledge, skills, awareness and an appreciation of diversity, equity, and inclusion to increase the Agency's impact on creating and supporting vibrant communities throughout Fresno County.

Goals & Strategies

COLLEAGUES



**GOAL #1
INCREASE THE POWER
AND INFLUENCE OF
DIVERSITY**

Increase the power and influence of diversity through all dimensions of diversity across the organization, specifically at the leadership level.

CULTURE



**GOAL #2
CREATE A CULTURE
OF BELONGING**

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

PARTNERS



**GOAL #3
ACTIVATE DIVERSITY,
EQUITY, AND INCLUSION
THROUGHOUT THE
COMMUNITY**

Use an appreciation of diversity, equity, and inclusion to increase Fresno Housing's impact on creating and supporting vibrant communities throughout Fresno County.

LEADERSHIP



**GOAL #4
BUILD INCLUSIVE
EXCELLENCE**

Increase diversity, equity, and inclusion communication, accountability, data, and awareness.

COLLEAGUES



GOAL #1 INCREASE THE POWER AND INFLUENCE OF DIVERSITY

Increase the power and influence of diversity through all dimensions of diversity across the organization, specifically at the leadership level.

RECRUITMENT

Continue recruitment of diverse candidates and candidates with lived experience with housing assistance at the management and executive and leadership level.

STAFFING

Increase the representation of Black and Latino staff in order to better represent Fresno Housing's Residents.

EMPLOYEE DEVELOPMENT

Retool, analyze, and overhaul human capital and human resources processes to ensure they are fair, focus on objective and measurable job requirements, and are unbiased.

- Job Postings
- Resource Group Engagements
- Recruitment Initiative and Tactics
- Interviewing
- Screening and Evaluation
- New Hire Orientation and Onboarding

EMPLOYEE DEVELOPMENT & RETENTION

Create opportunities for increased power and influence of diversity, broadly defined, as part of decision-making.

CULTURE



GOAL #2 CREATE A CULTURE OF BELONGING

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

EMPLOYEE DEVELOPMENT

Formalize and document Fresno Housing's organizational values and desired culture.

STAFFING AND EMPLOYEE DEVELOPMENT

Create and implement formalized human capital development processes and programs:

- Training and Development Curriculum
- Mentorship Program
- Employee Engagement Programs and Development

EMPLOYEE DEVELOPMENT AND HEALTH & WELLNESS

Increase inclusion and consistency within the employee experience.

PARTNERS



**GOAL #3
ACTIVATE
DIVERSITY, EQUITY,
AND INCLUSION
THROUGHOUT THE
COMMUNITY**

Use an appreciation of diversity, equity, and inclusion (DEI) to increase Fresno Housing’s impact on creating and supporting vibrant communities throughout Fresno County.

**RESIDENT
ENGAGEMENT**

Recommit and enhance the experience & expectation of high-level customer service to residents and community.

**RESEARCH
PRACTICES**

Conduct research to better understand the resident experience with Fresno Housing and develop solutions to increase Fresno Housing’s community impact.

**ECONOMIC
OPPORTUNITIES**

Identify new funding sources, providers of resources, and partners by focusing on organizations with DEI-specific marketplace philanthropy goals.

**RESIDENT
ENGAGEMENT**

Increase engagement of residents and use of Fresno Housing’s educational and self-sufficiency programs and partner services.

**ECONOMIC
OPPORTUNITIES**

Enhance and develop Fresno Housing’s supplier diversity program.

LEADERSHIP



**GOAL #4
BUILD INCLUSIVE
EXCELLENCE**

Increase diversity, equity, and inclusion communication, accountability, data, and awareness.

COMMUNICATION

Update and formalize communication plan to include diversity, inclusion, and equity goals, competencies, and framework.

ACCOUNTABILITY

Increase impact and influence of diversity, equity, and inclusion in decision-making and accountability for diversity, equity, and inclusion results.

RESEARCH & DATA

Create and formalize use of data to create baselines and the ability to measure Fresno Housing's impact and progress with the Agency's mission.

EDUCATION

Increase diversity, equity, and inclusion awareness, knowledge, skills, and provide capacity-building experiences.

ACCOUNTABILITY

Create and formalize Agency specific inclusive policies.

Implementation Timeline

2019–2021	2020–2021	2021–2022	2022–2023	
<p>PHASE I: Conduct Environmental Scan</p> <ul style="list-style-type: none"> • Research organizational sources through Ivy Group consulting and best practices for vision and guiding principles • Conduct internal stakeholder focus groups • Gather organizational data for historically marginalized populations/ demographics 	<p>PHASE II: Identify Goals and Priorities</p> <ul style="list-style-type: none"> • Create mission, goals, objectives, action items and core values • Analyze focus group and survey contributions and develop proud themes 	<p>PHASE III: Develop and Disseminate Plan</p> <ul style="list-style-type: none"> • Share diversity, equity, and inclusion objectives, and goals with board, senior staff, managers, etc. • Create budget for 2022 including a staffing plan • Secure additional funding for diversity, equity, and inclusion initiatives 	<p>PHASE IV: Implement Goals 1& 2</p> <ul style="list-style-type: none"> • Colleagues: Increase the power and influence of diversity <ul style="list-style-type: none"> - Recruitment - Staffing - Employee Development - Employee Engagement • Culture: Create a culture of belonging <ul style="list-style-type: none"> - Employee Development - Staffing and Development - Development and Wellness 	<p>ONGOING & FUTURE PHASES: Implement Goals 3& 4</p> <ul style="list-style-type: none"> • Confirm and define metrics • Articulate initiatives annual goals through actions and key tactics • Prioritize implementation and strategy • Adhere to and advance metrics • Achieve local, state recognition for diversity, equity, and inclusion efforts within the Public Housing Authority sphere

Foundational Progress 2021

12.2020			12.2021			
<p>12.2020: Management diversity, equity, and inclusion workshops</p>	<p>02.2021: Enhanced digital accessibility</p>	<p>07.2021: Diversity, equity, and inclusion board workshop</p>	<p>08.2021: Created, developed, and published diversity, equity, and inclusion vision statement, mission statement, and strategies for Agency</p>	<p>09.2021: Begin analysis of hiring and recruitment processes</p> <p>09.2021: Re-establishing resource and recruitment with local colleges and universities</p> <p>09.2021: Operationalizing equity through policy analyst and policy review practices</p> <p>09.2021: DEI focused stakeholder outreach through newsletter</p> <p>09.2021: Raised awareness in multiple languages and promoted resources available during Mental Health Month</p>	<p>10.2021: Formed diversity, equity, and inclusion Agency Workgroup</p> <p>10.2021: Launched foundational diversity, equity, and inclusion workshop and training curriculum</p> <p>10.2021: Honored Indigenous People's day through social media</p> <p>10.2021: Focus Forward's Stories of Hope magazine shared Commissioner Sharon Williams' lived experience in public housing</p>	<p>11.2021: Developed inclusive Fresno affinity recruitment program and employee resource group to be launched early 2022</p> <p>12.2021: Developing diversity, equity, and inclusion internship program for FH student residents for summer</p> <p>12.2021: Created internal DEI toolkit equipping employees with resources and best practices</p> <p>12.2021: Finalized improved onboarding process and reorganized human resources under the leadership of Chief Diversity Officer</p>
<p>06.2021: Honored Pride Month & the importance of Juneteenth</p> <p>06.2021: Teleworking commuting policy established through DEI lens</p> <p>06.2021: Created Operationalized Assessment Tool and Action Guide</p>			<p>08.2021: Developed external partnership strategy and plan for providing Agency and workforce training</p> <p>08.2021: Leadership team members attended dignity workshop with Thrivance</p>			
<p>06.2021-12.2021: Continue one-on-one engagement with every Agency employee and various stakeholders</p>						

FRESNO VIBRANT
COMMUNITIES
QUALITY HOUSING ENGAGED
HOUSING RESIDENTS

Creating and sustaining vibrant communities throughout Fresno County

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