

RACIAL EQUITY LENS - PROGRESSIVE OUTCOMES SCALE (POS) LOGIC MODEL FOR HOUSING ORGANIZATIONS

[For Illustration Purposes Only]

Based on the POS logic model format described in the guidebook, "[Racial Equity Lens Logic Model & Theory of Change](#)" by Quisha Brown

*Key Areas of Focus	Outputs	*PROGRESSIVE OUTCOMES			Intended Impact by Area	THEORY OF CHANGE
		Short Term	Intermediate	Long-Term		
Affordable Housing	# of stable, safe, and quality affordable housing in communities of color	Stage 1	Stage 2	Stage 3	Low-income individuals have access to stable, safe, quality affordable housing regardless of their income or zip code	<i>Our theory of change is rooted in the need for everyone, including organizations working in the housing industry to do our part to help close the racial wealth gap. If we place a strong unnebulous focus on addressing these six core areas as they relate to housing, we can help remove barriers which prevent families from attaining financial wealth while at the same time maintaining physical health.</i>
BIPOC Owned Business Growth	# of BIPOC Owned businesses in operation for 5 or more years following the pandemic	Stage 1	Stage 2	Stage 3	Increased business ownership and business sustainability over the long term for BIPOC owned businesses	
Living Wage Employment	# of residents with a living wage income based on family size	Stage 1	Stage 2	Stage 3	Increasing # of residents earning a living wage based on family size	
Financial Security & Inclusion	Increased financial literacy and access to equitable financial services in communities of color	Stage 1	Stage 2	Stage 3	Increasing wealth for BIPOC	
Preventive Health Maintenance	# of residents with an understanding of their healthcare options and needed preventive health screenings	Stage 1	Stage 2	Stage 3	Improved health outcomes for individuals living in affordable housing	
Inclusive Community Investment	# of community investments implemented with input from the community residents	Stage 1	Stage 2	Stage 3	Community investments are in areas based on need as determined by the people who live there as well as the visual absence of those assets.	

***Progressive Outcomes Scale Definitions (See next few pages for the lists of recommended indicators)**

- **Stage 1 – Less than 70% of performance indicators accomplished**
- **Stage 2 – 70-90% of performance indicators accomplished**
- **Stage 3 – 90%-100% of performance indicators accomplished**

KEY FOCUS AREAS FOR IMPACT; Affordable Housing, BIPOC-Owned Business Growth, Employment, Financial Security & Inclusion, Preventive Health Maintenance, Inclusive Community Investment

	Goals	Targeted Problems	*Recommended Performance Indicators (a.k.a. Programmatic Interventions)	Intended I-SMART Outcomes
Affordable Housing	Advance racial equity in housing by ensuring that all people have access to safe, stable, quality affordable housing regardless of their income.	According to the U.S. Department of Housing and Urban Development, there are nearly 1.2 million occupied public housing units that are under the management of 3,300 public housing associations (PHAs). With each housing association averaging around 364 units to manage. With so many housing units to manage, it can be difficult to keep housing units safe, liveable and functional enough to accommodate those who live in them.	<ol style="list-style-type: none"> 1. Provision of good lighting on the exterior of the building, in parking areas and in hallways. 2. Maintain sturdy and well-functioning locks on doors and windows. 3. Conduct at least semi-annual quality and safety check inspections of property 4. Resident pays no more than 30% of gross income for housing costs, including utilities. 5. Resident has access to running water, adequate ventilation, and heat. 6. Provision of the following working appliances: refrigerator, stove/oven, clothes washer, clothes dryer. 7. Computer and internet access on property or complimentary open wi-fi access available for resident use. 8. Required process in place for landlord/tenant to perform bi-weekly trimming of bushes, shrubbery, and grass. 9. Landlord has appropriate landscape equipment available for tenant use as needed and has a process in place for usage and loaning of equipment (i.e. lawn mower) 10. Required process in place for landlord/tenant to keep walkway/steps/porches/parking areas clear of snow and ice during winter months. 11. Establishment and enforcement of community norms which address neighborhood quality issues (i.e. noise disturbances, garbage removal, illegal parking, etc.) 12. Process to acknowledge all maintenance requests within 48 hours and address these requests in a reasonably timely manner. 	— % of housing units which have reached Stage 3 for this area/category and are considered safe, liveable and functional as reported by those who live in them.
BIPOC-Owned	Address the growth of small, BIPOC-owned businesses via:	As of 2021, there is an ongoing disproportionate impact of the pandemic on small businesses owned by people of color who	<ol style="list-style-type: none"> 1. Process in place for <u>warm</u> referral of interested residents to comprehensive entrepreneurship training programs that help participants realize potential, develop a business plan, and get their business off the ground. 	— % of small business owners in the community who report having or receiving some form of financial and/or business support

<p>Business Growth</p>	<ul style="list-style-type: none"> Increased access to entrepreneurship training programs in city areas which have significant barriers to economic development and stability Increased access to a network of professional service providers to enhance business viability. Increased access to capital for start-up and existing small businesses that otherwise might not have access with traditional sources. 	<p>already face systemic barriers to accessing financing and business resources. There is a need for organizations to do what they can to help connect BIPOC current and aspiring business owners to these needed resources.</p>	<ol style="list-style-type: none"> Process in place for <u>warm</u> referral of interested resident business owners to professional assistance with accounting, bookkeeping, commercial real estate, graphic design, human resources, legal, marketing, website development, etc. Process in place for <u>warm</u> referral of interested resident business owners to sources for capital for start-up and existing small businesses that otherwise might not have access with traditional sources. <p><i>*A <u>warm</u> referral involves a personal phone call, email or referral form introducing the person, explaining why the referral is being made and why they believe the referral is a good fit for the person being referred.</i></p>	<p>— # of BIPOC current or aspiring small business owners referred for some form of business support</p>
<p>Employment</p>	<p>Address racial income gaps and the ability of families to become financially self-sustaining via:</p> <ul style="list-style-type: none"> Increased access to livable wage job training programs Collaborative partnerships with local nonprofits operating to help remove workforce barriers for people of color Job readiness motivation programs to reignite people’s desire to return to work moving out of the pandemic. 	<p>Many people inhabiting affordable housing are well below the federal poverty line. With the federal minimum wage at \$7.25 per hour — \$14.85 per hour less than what is needed in order to afford a two-bedroom housing unit (\$22.10 per hour), according to National Low Income Housing Coalition. Additionally, many people in these communities lack the basic skills, education and other requirements needed to get jobs that are increasingly in demand and pay a higher wage.</p>	<ol style="list-style-type: none"> Process in place for <u>warm</u> referral of residents [as needed] to local adult education/training centers for support with basic reading/math/GED/career training. Process in place for <u>warm</u> referral of residents [as needed] to programs which offer support with re-instating suspended licenses due to unpaid traffic tickets, etc. Process in place for <u>warm</u> referral of residents [as needed] to local prison re-entry/criminal record expungement programs. Process in place for <u>warm</u> referral of residents [as needed] to child support arrearage payment arrangement programs. Process in place for <u>warm</u> referral of residents [as needed] to local mental health/substance abuse agencies. Job readiness skills and motivation activities provided to residents. Process in place for <u>warm</u> referral of residents [as needed] to local child-care options while the parent works/attends trainings. <p><i>*A <u>warm</u> referral involves a personal phone call, email or referral form introducing the person, explaining why the referral is being made and why they believe the referral is a good fit for the person being referred.</i></p>	<p>— % of residents who are able to successfully transition into living wage employment for their family size</p> <p>— # of residents referred to an organization which helps to address barriers to living wage employment</p>

<p>Financial Security & Inclusion</p>	<p>Addressing a community's ability to ensure equitable opportunities and access to financial services via:</p> <ul style="list-style-type: none"> • Adequate and easily accessible banking options in low-income neighborhoods. • Financial literacy and economic wealth building education 	<p>13.8 percent of the U.S. households with black ethnicity were unbanked in 2019, as a result it is very costly for them borrow money outside the traditional banking system. This can make it more difficult to have equitable access to the financial support and knowledge needed to purchase and maintain a home.</p>	<ol style="list-style-type: none"> 1. Develop a partnership with a local bank(s) and host a Kiosk Bank location on site which will provide low-income groups access to financial services. 2. Provide financial literacy workshops which will help residents to learn about bank loans/credit cards, credit ratings, checking, savings, budgeting, etc. 3. Provide wealth building education workshops which will help residents to learn more about wealth generating opportunities available through home ownership, investing and entrepreneurship. 4. Provide homeownership education and workshops which have a strong focus on how to build wealth through homeownership. 	<ul style="list-style-type: none"> — % of residents who report having a checking/savings account — % of residents who have a relationship with a bank officer — % of residents who demonstrate an understanding of the relationship between bank loans/credit cards, and credit score — % of residents who demonstrate an understanding of how homeownership can be used to build wealth over time
<p>Preventive Health Maintenance</p>	<p>Address the housing environment as a social determinant of health by ensuring all people, regardless of income:</p> <ul style="list-style-type: none"> • Have access to adequate and quality preventive healthcare. • Have an understanding of their health insurance options, selections and usage. • Live near an infrastructure that promotes physical activity and mental health (e.g., safe housing, green space, playground equipment, community recreation facilities, walking path/trails, community gardens, sidewalks, swimming pools) 	<p>Dilapidated public housing can expose residents to toxins like lead, asbestos and mold. Studies show that poor housing conditions can harm mental health, which impacts quality of life and ability to provide.</p>	<ol style="list-style-type: none"> 1. Housing is free of asbestos, mold and lead. 2. Process to make sure that any pest issues are mitigated within 48 hours to prevent spread and infestations. 3. Process in place for regular sanitation of shared spaces. 4. Tenant(s) have nearby access to at least 5 infrastructures which promote physical and mental health 5. Develop a collaborative partnership with at least one nonprofit which has a focus on community health education and support activities 	<ul style="list-style-type: none"> — % of residents who report living in housing free of asbestos, mold and lead — % of residents who report pest issues in housing — % of residents who report lack of nearby infrastructures to utilize when feeling stressed or overwhelmed — % of residents who report having a medical home — % of residents who report having their regular preventive health screenings (i.e. Annual Physical's)

<p>Inclusive Community Investment</p>	<p>Address low-income communities of color ability to leverage, develop and deploy financial capital to revitalize their neighborhoods via:</p> <ul style="list-style-type: none"> • Creation of partnerships with larger institutions that have money and capital to invest in the community (i.e. banks). • Ensuring that community engagement by large investment institutions is truly authentic engagement which is inclusive of community input during planning. • Ensuring the distribution of capital for development is happening based on communities of color which are shown to have the most need of additional and/or improved neighborhood assets. 	<p>Communities deserve access to infrastructures such as parks and public transportation, yet too often dollars are distributed without an eye to need. The best way to determine need is to learn from and involve the community in the investment/revitalization process.</p>	<ol style="list-style-type: none"> 1. Develop partnerships with institutions that have money and capital to invest in the community 2. Facilitate “Community Revitalization Listening Sessions” and use what is learned to help inform community investment plans 3. Develop a prioritized list of the asset-based strengths and needs in each community served. 	<ul style="list-style-type: none"> — % of residents who feel included in the investment and revitalization work happening in their community — % of residents who report adequate access to well-maintained local parks and public transportation
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