



2020-2024 CONSOLIDATED PLAN CITIZEN'S COMMITTEE ON COMMUNITY DEVELOPMENT

Mayor's Office of Housing and Community
Development

June 19th, 2018



Community Outreach & Engagement Kickoff

Today's Agenda

Meeting Objectives:

1. Introduce central planning efforts and community outreach and engagement
2. Review progress and brainstorm goals for 2020-2024 Con Plan
3. Discuss how CCCD can be involved in planning process



Welcome & Introductions

About RDA

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Resource Development Associates is a mission-driven consulting firm founded in 1984 on the belief that public health and human service systems have the potential to improve conditions in our communities.

- Clients include San Francisco Bay Area communities and public systems
- Systems approach to planning, evaluation, organizational development, and grant writing
- Consumer-focused and outcomes based



Help us get to know you better!

- Please share (in one minute or less):
 - ▣ Your name
 - ▣ Your organization
 - ▣ Time you've been on the CCCD
 - ▣ Were you involved in the 2015-2019 Consolidated Planning effort?



Project Overview

Central MOHCD Plans

Consolidated Plan

- HUD-required 5 year strategic plan for housing and community development activities
 - Plans include CDBG, ESG, HOME, HOPWA

- Steering Committee
- Citizen's Committee on Community Development (CCCD)

HIV Housing Plan

- Guide for managing housing-related resources for persons living with HIV
 - Resources include HOPWA, General Fund, and Housing Authority

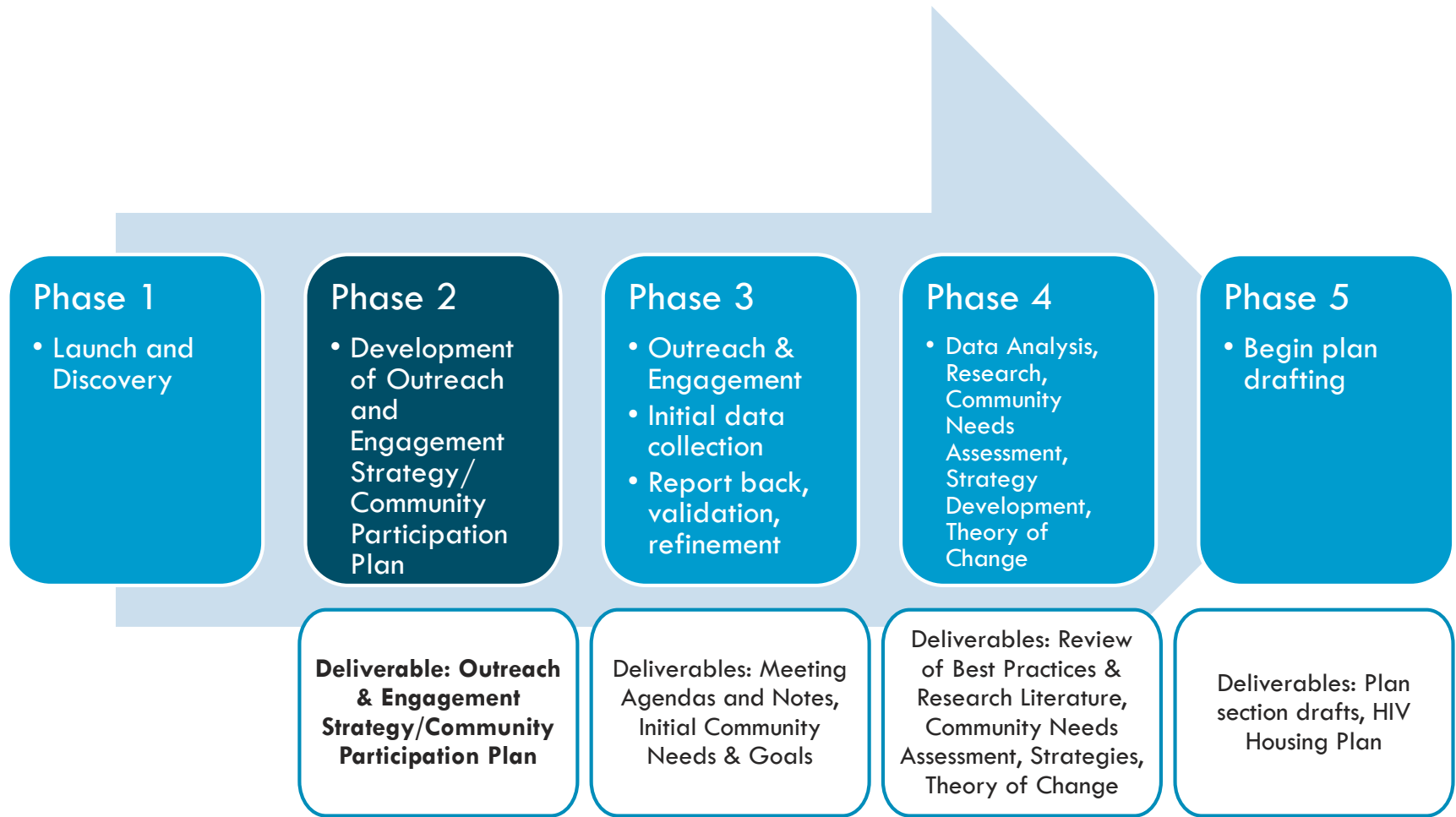
- Steering Committee
- Community Advisory Group

Analysis of Impediments

- Study of factors impeding fair housing and strategies to address them

- Steering Committee
- Community Advisory Group

Project Phases



Project Timeline

| | A | M | J | J | A | S | O | N | D | J | F | M | A | M | J |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Phase 1. Project Launch and Discovery | | | | | | | | | | | | | | | |
| Phase 2. Communication, Outreach, and Engagement Strategy /Community Participation Plan | | | | | | | | | | | | | | | |
| Phase 3. Primary Data Collection (Community Communication, Outreach, and Engagement) | | | | | | | | | | | | | | | |
| Phase 4. Data Analysis | | | | | | | | | | | | | | | |
| Phase 5. Draft plan sections | | | | | | | | | | | | | | | |

Review Progress To Date

2015-2019 Con Plan:

Objectives, Needs, and Goals

2015-2019 Objective #1: Families and individuals are stably housed

Develop and Maintain Affordable Housing

- Increased supply of affordable housing
- Preserve and maintain affordable housing supply

Making Housing Affordable

- Increased affordability of rental housing
- Increased opportunities for sustainable homeownership
- Increase access to rental and homeownership housing

Prevent and End Homelessness

- Reduce rate of evictions
- Transitional housing is available for those who need it
- Homeless people receive basic shelter and support services

Provide Supportive Housing Services

- Increased access to services for public housing residents
- Increased access to permanent supportive housing and transitional housing for PLWHA

2015-2019 Objective #2: Communities have healthy physical, social, and business infrastructure

Enhance Community Facilities and Spaces

- Key nonprofit service providers have high quality facilities
- Enhanced public spaces

Strengthen Small Businesses and Commercial Corridors

- Thriving, locally-owned small businesses
- Robust commercial corridors in low-income neighborhoods

Increase Community Cohesion

- Increased supports for residents to convene and build social capital
- Increased capacity for community-based organizations

2015-2019 Objective #3: Families and individuals are resilient and economically self-sufficient

Promote Workforce Development

- Increased job readiness
- Increased occupational skills that match labor market needs
- Access to job opportunities for disadvantaged SF residents

Promote Economic Advancement Through Barrier Removal

- Improved service connections
- Improved foundational competencies and access to job training and employment opportunities for disconnected populations
- Increased job retention and advancement supports through legal and other related services
- Improved financial literacy and management

Brainstorming Discussion

□ Discussion Questions:

- ▣ What are the priority ***needs*** for San Francisco today?
- ▣ What ***goals*** you would like to see the next Consolidated Plan address?

Goals & Approach to Community Engagement

Goals for and Approach to Community Engagement

Don't start from scratch.
Leverage what we
know/have been told.

Improve coordination.

- Align engagement strategies.
- Coordinate across MOHCD program areas and with other City departments.

Expand outreach.

- Not just “the regulars”
- Be mindful of stakeholder fatigue

Define and prioritize
services.

Report back. Iterate.

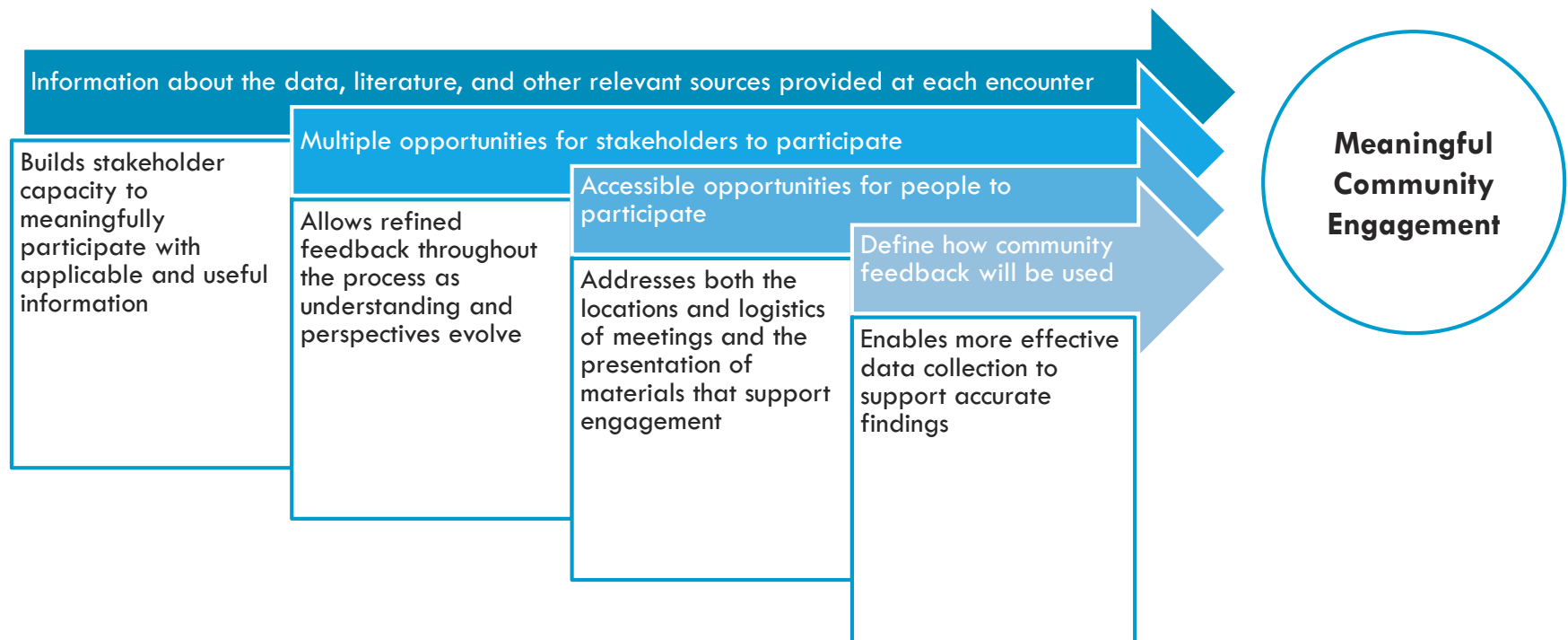
- Here's what we heard, what did we miss?
- What needs refinement or changing?

Gauge effectiveness of
current strategies.

Incorporate a racial
equity lens.

Incorporate a trauma-
informed system lens.

Goals for and Approach to Community Engagement



Example engagement strategies

Interviews

- Enable nuance unparalleled in other venues. Information can be deep, but narrowly focused.
- Expensive. Difficult to conduct large quantities of interviews.

Focus groups

- Can solicit targeted information from specific groups.
- Requires in-person attendance. Typically invitation-only.

Public forums

- Can engage and welcome individuals with fewer community connections.
- Requires in-person attendance. Difficult to meet the logistical needs of entire City. Information can be more shallow and wide.

Online and paper-based surveys

- Available in multiple languages. Can reach less mobile stakeholders.
- Provides limited unstructured feedback.

Participatory activities (e.g. budget exercise)

- Useful to understand ranking of priorities
- Can require additional information or complex instructions

Online forums/interfaces

- Opportunities for creative interactions. Helpful for engaging stakeholders with limited mobility.
- Not everyone can access the internet

Other strategies, e.g. intercept surveys

- Meet people where they are.

Discussion

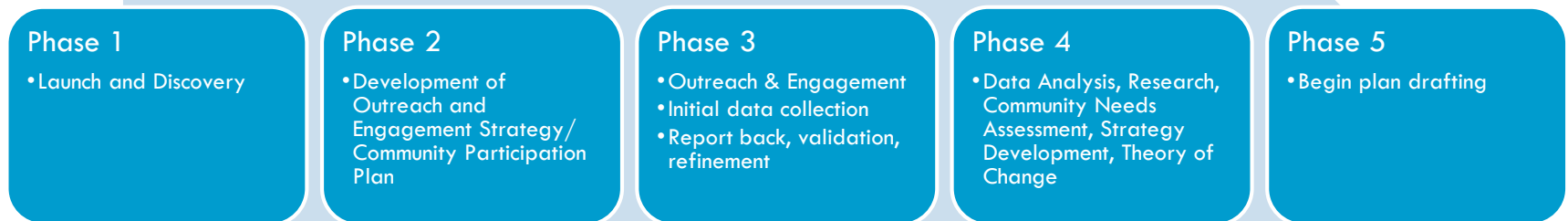
- What strategies do you think would work well?
 - ▣ Why?
- Who are the communities we need to ensure this process reaches?
 - ▣ What are the best ways to engage them?

Next Steps

CCCD Role

- What should the CCCD's role in this process be?
 - ▣ Ideas:
 - Attend or facilitate broader public meetings
 - Attend or facilitate focus groups with stakeholders
 - Review preliminary data and findings
- What information would help support that role?

Community Outreach & Engagement Phases



Communication with CCCD

- Opportunities for CCCD input, review, or refinement include, but are not limited to:
 - Community Participation Plan / Outreach & Engagement Strategy
 - Community Needs and Priorities (initial)
 - Findings from the Needs Assessment
 - Outlined Goals and Strategies



THANK YOU



Thank you!

Consolidated Plan, HIV Housing Plan & Analysis of Impediments to Fair Housing Choice Leadership Interview Tool

| | |
|----------------------------------|--|
| Date | |
| Name of Interviewee | |
| Title and Organization | |
| Telephone number / Email address | |
| Interviewer | |

Intro Script

Hi. My name is ____, and I'm with Resource Development Associates. Is now still a good time to talk?

Thank you for taking the time to participate in this conversation today.

As you may know, the Mayor's Office of Housing and Community Development has contracted with RDA to support the stakeholder engagement required for developing the 2020-2025 Consolidated Plan, HIV Housing Plan, and the Analysis of Impediments to Fair Housing.

MOHCD seeks to execute a community engagement strategy that includes a broad range of stakeholders, minimizes barriers to access for communities of color and vulnerable populations, demonstrates a trauma-informed approach to community involvement, and advances racial equity.

I'd like to discuss what's working well and what isn't, identify existing community assets and strengths, and brainstorm key needs and gaps that pose barriers for a healthy, vibrant, and sustainable community for everyone. I will be typing notes as we talk. RDA will summarize key themes from these interviews, but we will not be attributing specific quotes to individuals or agencies. However, we may refer back to these notes, so hypothetically it may be possible to attribute comments back to you or your agency, so if you wish to share anything "off the record," please let me know and I can exclude that comment from the notes.

Do you have any questions for me before we begin?

Overview

1. Let's start with a little bit about you. Please tell me about your role and main responsibilities or areas of oversight.
2. How would you characterize your understanding of the Consolidated Plan, HIV Housing Plan and Analysis of Impediments to Fair Housing Choice? Can you describe your or your agency's connection to these plans or to one or more of the grants included in any of them?
3. Does your agency currently utilize or oversee CDBG, HOME, ESG, or HOPWA grant funds? If yes, please explain your relationship to these funds.

Vision

4. In general terms, what are some key strategies and/or programs you would like to see adopted or implemented?

Outreach and Engagement Strategy

5. I'd like to ask you about your experience with community engagement in a broader sense. Can you describe to what extent you have been involved in a community or stakeholder engagement process in the past?
6. In your experience, what "works" for stakeholder engagement in San Francisco?
 - a. Why do you think that is the case? What are some key things to consider?
7. From your perspective, what has not worked well? What are your key takeaways or lessons from that?
 - a. What are some pitfalls to avoid?
8. A critical priority for MOHCD is to ensure that this planning process incorporates a trauma-informed lens. Trauma informed organizations operate from a foundational understanding of the nature and impact of trauma. This includes developing a shared language to define, normalize, and understand the impact of trauma on our constituents. It also means reviewing our policies, procedures, programs and interventions to embrace the key principles of Understanding Trauma and Stress, Compassion and Dependability, Safety and Stability, Collaboration and Empowerment, Cultural Humility and Responsiveness, and Resilience and Recovery.
 - a. Given this description can you describe your vision for a trauma informed stakeholder engagement process?
 - b. What specific decisions/choices would you make to ensure meaningful implementation of the key principles?

9. Now I'd like to talk about racial equity, which is also a critical priority for MOHCD. As you probably know, communities of color have been excluded – either explicitly or implicitly – from public planning processes throughout history. This perpetuates racial and ethnic disparities and, in effect, excludes the voices and needs of vulnerable populations, specifically black and brown communities, and codifies inequitable public policies and service systems that do not serve or prioritize the most vulnerable among us.
 - a. In your opinion, who are the San Francisco communities most likely to be excluded, under-represented, or silenced in a public planning process?
 - b. What does it look like to conduct a planning process that advances racial equity?
 - c. What are some specific things that MOHCD and RDA should pay attention to while developing this outreach and engagement strategy taking into account MOHCD's priority of addressing racial equity in its planning processes?
10. Do you have any suggestions or strategies for this engagement process that would make this process more equitable and trauma informed?
11. Do you know of any examples, outreach strategies, policies, or programmatic initiatives *from other jurisdictions* that are intended to advance racial equity or trauma informed approaches?

Community Priorities

12. Now let's talk about strengths and assets of San Francisco's housing and community development interventions, programs, or strategies.
 - a. Housing
 - i. From your perspective, what are some successes with regard to **housing** in San Francisco?
 - ii. What partnerships, organizations, or other resources are critical to this success or strength?
 - b. Community Development
 - i. From your perspective, what are some successes with regard to **community development** in San Francisco?
 - ii. What partnerships, organizations, or other resources are critical to this success or strength?
13. Now let's talk about gaps in San Francisco regarding housing and community development interventions, programs, or strategies.
 - a. Housing
 - i. What are the most pressing **housing** needs in San Francisco?
 - ii. What, if any, barriers exist to addressing these needs/gaps?
 - iii. What resources, initiatives, programs, or strategies would help address them?
 - b. Community Development

- i. What are the most pressing **community development** needs in San Francisco?
- ii. What, if any, barriers exist to addressing these needs/gaps?
- iii. What resources, initiatives, programs, or strategies would help address them?

Conclusion

- 14. One of MOHCD's goals in this process is to complement, rather than duplicate, other stakeholder engagement processes. Do you know of any other concurrent or recent strategic initiatives or planning processes that involve stakeholder input that we should be aware of?
- 15. Do you have any other final thoughts or suggestions?

Thank you!