



# City of Pleasanton Human Services Needs Assessment

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Strategic Plan 2014-2016

Prepared by:

Resource Development Associates



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## Background

In 2011, Resource Development Associations (RDA), a local consulting firm specializing in strategic planning and evaluation for local government and nonprofit entities, facilitated a broad-based community-driven assessment of human service needs in Eastern Alameda County (commissioned jointly by the Tri-Valley cities of Dublin, Livermore, and Pleasanton). The 2011 Needs Assessment found a significant and increasing disparity between a growing need for human services and a generally stagnating supply of services available.

The City of Pleasanton's Human Services Commission (Commission) is a nine-member body (with seven regular members, one alternate member and one non-voting youth member) that oversees the grant application process for the provision of human services assistance and programs. The Commission makes funding recommendations to the Pleasanton City Council regarding 1) the human service needs of the community and 2) methods for meeting these needs. The Commission focuses on the human service needs of the socially and economically disadvantaged, the elderly, and youth in the community. Upon review of the 2011 Needs Assessment, the Commission determined that it needed to develop a community-specific Strategic Plan to ensure that it would carry out its duties in the most thoughtful and effective way. The Commission chose RDA to conduct this strategic planning process.

The Commission identified several key questions it wanted to address in the strategic planning process:

- ❖ How do we use funding in the most effective and efficient way?
- ❖ How do we continue to assess and prioritize needs in the community?
- ❖ How do we measure success?
- ❖ What is the timeline for the strategic plan?
- ❖ How do we account for changes in needs?
- ❖ How can we help our grantees build capacity through collaboration and innovation?
- ❖ How do we develop a relationship with our stakeholders (providers and community members)?
- ❖ How do we go beyond what we are currently providing given the increasing needs?
- ❖ How do we strategically allocate grant funding to catalyze change?

## Planning Methods, Activities, and Timeline

Between June and December 2013, the Strategic Planning process included the following activities:

Date	Methods/Activities	Outcomes
June 19, 2013	First Strategic Planning Workshop	Defined strategic planning objectives  Group activity to develop Mission, Vision, and Values statement
June 2013	Extraction of Pleasanton-specific data from Eastern Alameda County Human Services Needs Assessment; Focus groups with service providers	Pleasanton-specific needs assessment
July 16, 2013	Second Strategic Planning Workshop	Group activity to develop Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis  Identification of priority needs and systemic challenges
August 2013	Research on innovative practices/strategies to address priority needs and systemic challenges	Inventory of best practices for addressing priority needs and systemic challenges
September 11, 2013	Third Strategic Planning Workshop	Identification of strategic actions based on community needs and systemic challenges  Commission members finalize strategic priorities and internal development goals through completion of email survey responses
October 2013	Draft Strategic Plan reviewed by City staff.	Feedback from City staff on draft Strategic Plan and revise Plan.
November 6, 2013	Fourth Strategic Planning Workshop	Feedback from Commission on the presentation/overview of the Strategic Plan
December 2013	Draft Strategic Plan circulated to Commission members.	Feedback from Commission on draft strategic plan, fill in remaining details, and finalize Plan

## Mission, Vision, and Values

Formulating a mission, vision, and values statement clarifies the purpose of the Human Services Needs Assessment's Strategic Plan and produces internal and external legitimacy. Mission and values statements help all members of an organization identify, and remain focused on, what is truly important in the Strategic Plan. They serve as benchmarks by which organizational strategies and actions can be prioritized.

The Strategic Plan's mission, vision, and values statement was developed from a group activity in which members answered the following questions:

- ❖ *What problems does the Human Services Needs Assessment address?*
- ❖ *How do we respond to problems?*
- ❖ *Who are our stakeholders?*
- ❖ *What is our relationship with our stakeholders?*
- ❖ *What does success look like?*
- ❖ *What are our values?*
- ❖ *What makes us unique?*

Responses to these questions contributed to the formation of this mission, vision, and values statement:

### Human Services Needs Assessment Strategic Plan

#### Mission, Vision, and Values

**Mission:**

The mission of the Human Services Needs Assessment Strategic Plan is to support the provision of highest quality human services so that all residents can meet their basic life needs. To this end, the Commission will advise the City Council, identify and prioritize local needs; assist in the coordination of existing services to address gaps; encourage collaboration and innovation; and promote efficient and effective allocation of public resources.

**Vision:**

All Pleasanton residents should have access to basic health and human services locally and with dignity. Residents should be kept informed of current community resources, should be knowledgeable about the most effective ways to address service gaps, and should engage in efforts to increase the quality of life and self-sufficiency of vulnerable individuals and families.

**Values:**

Effect social change, build capacity, collaborate with partners, learn and innovate, use data to inform decision making, remain flexible as new issues and opportunities arise, measure outcomes.

## Assessment of Strengths, Weaknesses, Opportunities, and Threats

In order to strategically plan for the future, the Pleasanton Human Services Commission participated in an assessment of the Commission’s internal strengths and weaknesses as well as external opportunities and threats. Strengths and weaknesses are factors that the Human Services Commission can manage, build upon, and improve internally, while opportunities and threats cannot be controlled by the Commission. However, identifying and understanding opportunities and threats helps inform the Commission’s ability to leverage future opportunities and mitigate the impact of threats.

Internal		External	
+	<p style="text-align: center;"><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Have money to distribute</li> <li>• Have connections with City staff and service providers</li> <li>• Smart, hardworking members</li> <li>• Practical and diverse experience:               <ul style="list-style-type: none"> <li>○ Hospital administration</li> <li>○ Public service agency admin.</li> <li>○ Senior program directorship</li> <li>○ Community college workforce development</li> <li>○ Parent of special needs youth</li> <li>○ Special needs youth recreation admin.</li> <li>○ Corporate/business mgmt.</li> <li>○ Public policy</li> <li>○ Ala. Co. Health and Human Services</li> <li>○ Hospice provider</li> </ul> </li> <li>• Community connections</li> <li>• Relationship with City Manager</li> <li>• Willing to try old and new things</li> <li>• Time/retirement</li> <li>• Personal experience as working poor</li> </ul>	+	<p style="text-align: center;"><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Service providers are strong; they are “survivors”               <ul style="list-style-type: none"> <li>○ experience in collaboration</li> <li>○ strong boards and leadership</li> <li>○ business-oriented and pragmatic</li> </ul> </li> <li>• Few agency gaps</li> <li>• Can collaborate with Dublin and Livermore to address issues of scale</li> <li>• Historically receptive City Council</li> <li>• Local politics is accessible</li> <li>• Doesn’t take many advocates to make change</li> <li>• Locally-based large corporations with resources</li> <li>• Wealthy residents with expendable income</li> <li>• Community is generous and has good will</li> <li>• Untapped resources, including faith-based community</li> </ul>
-	<p style="text-align: center;"><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Insufficient money/time to do all we want to do</li> <li>• Only distribute money once per year</li> <li>• Lack of economic and ethnic diversity</li> <li>• Lack complete understanding of problems/ root causes</li> <li>• Lack of means to influence providers/ catalyze change</li> <li>• Lack of focus</li> <li>• Lack of knowledge about best practices</li> <li>• Question whether we have the courage to make change</li> </ul>	-	<p style="text-align: center;"><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Working in government is slow</li> <li>• Limited communication between school district and City/human services</li> <li>• Lack of succession planning for retiring experts</li> <li>• Donation fatigue; difficulty getting money from corporations</li> <li>• Competing services/duplication of services</li> <li>• Providers face competition for scarce resources</li> <li>• Changing political environment</li> </ul>
Internal		External	

## Pleasanton Needs Assessment

Data extracted from the Eastern Alameda County Human Services Needs Assessment (EACHSNA) and two focus groups with Pleasanton service providers informed the strategic planning process. The EACHSNA data derived from census information, surveys of hard to reach populations, provider surveys, focus groups, and key informant interviews. Two Pleasanton focus groups with service providers were conducted as part of this planning process on July 8, 2013 and on July 9, 2013.

The data from these sources identified current issues affecting human services needs in Pleasanton, including:

- ❖ Significant population growth over the past two decades,
- ❖ Greater diversity in the population – higher numbers of Asian/Pacific Islanders and Hispanic/Latinos in the community,
- ❖ Increase in unemployment over the past decade,
- ❖ Increase in percentage of residents receiving social assistance, and
- ❖ Priority needs identified by focus group poll of service providers:
  - Affordable housing
  - Behavioral health services
  - Health care services
  - Workforce development
  - Senior services
  - Transportation services/accessibility of services.

A more complete Pleasanton-specific Human Services Needs Assessment is included in Appendix A.

## Identification of Strategic Priorities

At the second strategic planning workshop, members of the Human Services Commission reviewed the Pleasanton-specific needs assessment, considered their organizational strengths, weaknesses, opportunities and threats and discussed and prioritized human service needs and systemic challenges.

### Most Critical Systemic Challenges (listed in alphabetical order):

- ❖ Lack of consumer information about services/need for education
- ❖ Lack of coordination, missed opportunities for collaboration, and duplication of services among service providers
- ❖ Time and cost associated with obtaining services
- ❖ Untapped resources

## Most Critical Human Service Needs (listed in alphabetical order):

- ❖ Disability services and access
- ❖ Food and nutrition
- ❖ Health care and behavioral health
- ❖ Senior services
- ❖ Workforce development/unemployment
- ❖ Youth services

## Innovative, Promising, and Best Practices Research

Upon identification of strategic priorities, Commission members charged RDA with researching current practices in other jurisdictions that Pleasanton could adopt to address the most critical systemic challenges and priority human services described above. Findings from this research are included in Appendix B.

## Identification of Strategic Actions

At the third strategic planning workshop, the Commission 1) reviewed research on innovative, promising and best practices and 2) selected strategies that would be most relevant, possible, and effective in Pleasanton. The Commission's strategic priorities are described below (and listed in alphabetical order).

### **Strategic Action #1: Revise Human Services Commission Grant-making Protocols/RFPs to Address Identified Needs and Systemic Challenges.**

As noted above, through this strategic planning process, the Commission identified the four (4) most critical systemic challenges and the six (6) most critical human service needs. At the outset of this process, the Commission stated its intention to “try to steer grant money to address the most important needs,” “figure out how we can make the providers’ job more efficient,” “recommend allocating money to catalyze change,” “foster building infrastructure and collaboration,” and to “see social change, not just business as usual.” To accomplish these goals in light of the prioritized challenges and needs, the Commission will revise any relevant grant-making protocols and request for proposals to reflect a strategic emphasis on the four (4) systemic challenges and six (6) human service needs.

#### **Measures of Success:**

- Revised grant application for FY2014/15 grants



## Strategic Action #2: Spearhead a Community Engagement and Education Campaign

The data from focus groups and the 2011 Eastern Alameda County Needs Assessment identified gaps in local community members' knowledge about available services and how to access them. In a survey of hard to reach populations, 38% reported that they did not know where to get the help that they needed. This lack of knowledge about services that currently exist presents a critical obstacle to effective service provision. As service providers from the strategic planning focus groups noted:

- ❖ “People don’t know what services are available, and/or what services they qualify for.”
- ❖ “Getting the word out about existing services is a big challenge.”

This strategic priority, to coordinate a Community Engagement and Education Campaign, is intended to further the work of the Pleasanton Human Services Commission and its grantees by educating the community about needed services. This campaign provides valuable support to the outreach efforts of community-based organizations and other service providers. It serves long-term community building efforts by educating all community members about human services needs in Pleasanton.

This campaign incorporates strategies that were 1) identified either by local community service providers, Human Services Commission members, or by research into innovative and promising programs in other jurisdictions, and 2) chosen by Commission members as the most inspiring and relevant projects to meet Pleasanton’s community needs. The campaign includes the following elements:

- ❖ Conducting information sessions/health fairs about available services,
- ❖ Presenting service information to the public via a dynamic, interactive kiosk that can be accessed in well-trafficked, public locations,
- ❖ Developing a community-building public relations campaign highlighting the “different faces of Pleasanton” to raise community awareness of local needs and increase awareness of local diversity,
- ❖ Develop a comprehensive program to raise awareness about and understanding of, available public and non-profit services. As part of this program, explore ways to designate one or more city employees, as determined by the city manager, to be responsible for coordinating outreach and education efforts, and
- ❖ Inclusion of a gamification/public competition element (asking local residents to wrestle with the same issues that public agencies deal with and come up with potential solutions).

### Measures of Success (planning)

- Written proposal and budget
- Potential funders identified
- Funding obtained from City Council and other sources
- Designate staff to coordinate outreach and education program

### **Measures of Success (implementation)**

- # of activities
- # of participants involved in activities
- Participant satisfaction
- Indicators of community engagement and knowledge

### **Strategic Action #3: Sponsor Alliance among Nonprofit, Faith-Based, and Public Agency Providers**

In focus groups, service providers described a lack of knowledge about existing supports, duplication of services, and insufficient communications, in spite of generally having positive relationships with one another. An alliance among human service organizations will help to reduce communication barriers and increase coordination of efforts to address persistent human service needs. Per discussions with providers, an alliance would include quarterly meetings.

Human Services Commission members expressed their desire to create a space for providers to share lessons learned, to develop new and innovative ideas, to coordinate the provision of services, and to troubleshoot human services challenges and needs on a regular basis.

The Commission also identified a need to include public agencies and faith-based organizations in the alliance. The Commission believes that by prioritizing collaboration and information sharing, this effort will ensure that local public agencies (such as schools, the health department, etc.) are connected with what is happening on the ground in the community, and that such knowledge will inform their provision of services. This alliance also connects service providers with faith-based organizations from which volunteers may be recruited.

### **Measures of Success (planning)**

- Develop a comprehensive program to raise awareness about, and understanding of, available public and non-profit services
- As part of this program, explore ways to designate one or more City employees, as determined by the City Manager, to be responsible for coordinating outreach and education efforts

### **Measures of Success (implementation)**

- # of meetings
- # of participants involved in each meeting
- # of jointly sponsored campaigns, activities, proposals, etc.
- Indicators of campaign, activity, proposal success
- Member satisfaction

#### Strategic Action #4: Workforce Development Project

The service provider focus groups and Human Services Commission members each identified workforce development (including job training and career development assistance) as one of the most critical needs in Pleasanton. The inability to find employment affects numerous human service needs, such as an individual's ability to maintain housing and food/nutritional needs. With this Strategic Priority, the Human Services Commission seeks to support job skills development for the unemployed and under-employed, increase opportunities for residents to participate in on-the-job training programs and paid internships, and develop new mentoring opportunities or support recruiting for existing mentoring programs.

With this strategic priority, the Human Services Commission will look to partner with other cities, agencies, and corporations to fund the programs. The Commission will also seek to partner with job skills programs that may exist in the community (such as the Tri-Valley One Stop Career Center), assist with recruiting new mentors and mentees for existing mentoring programs, and conduct outreach to employers (nonprofits, educational institutions, large and small business, and government agencies) for participation in a paid job/internship program.

##### Measures of Success (planning)

- Identify job skills/workforce development partners in the community
- Funding obtained from City Council and other partner cities, agencies, and corporations
- Designate staff to research and conduct outreach to partner organizations/programs

##### Measures of Success (implementation)

- # of partner relationships developed or enhanced
- # of mentors and mentees recruited for job mentoring programs
- # of individuals served in job skills/workforce development programs
- # of employers recruited for paid job/internship programs

## Organizational Priorities

Organizational priorities are those that strengthen the organization internally and ensure that its members are productive, effective, informed, and competent to meet the organization's programmatic goals and mission.

Members of the Pleasanton Human Services Commission participated in an October 2013 survey in which they ranked their top organizational priorities from the following nine possibilities.

The highlighted priorities listed, received the highest number of votes (at least 3) from the Commission members:

- ❖ **Welcome and encourage people of diverse backgrounds to become more involved with the Human Services Commission**
- ❖ **Building relationships with regional (Livermore, Dublin) staff and government representatives**
- ❖ Increasing fundraising capacity
- ❖ Documenting and evaluating Human Services Commission successes
- ❖ Updating strategic planning on a regular basis
- ❖ Building relationships with Pleasanton staff and local government
- ❖ Updating Needs Assessment every 3 years
- ❖ Participating in state-wide advocacy efforts
- ❖ Self-educating about best practices

## Organizational Actions

To achieve the organizational priorities, the Commission will take the following actions:

**Organizational Action #1: Continue to Reach Out to Livermore and Dublin Human Services Commissions and City Staff.**

The Pleasanton Human Services Commission seeks to provide a foundation for the development of regional efforts to leverage economies of scale and address human services needs applicable to residents throughout the Tri-Valley region. Greater coordination of regional efforts may also be a strategy to increase regional recognition for an area of Alameda County that is perceived as relatively prosperous and without any need for service expansion. In addition, developing these relationships will encourage further collaboration to address some of the systemic challenges identified in the strategic planning process (e.g., lack of knowledge about available resources, duplication of services).

Pleasanton Human Services Commission will continue to communicate and meet with the Livermore Human Services Commission and the Dublin Human Services Commission to learn more, on a real-time basis, about overlapping needs, priorities, and strategies. The Commission will also reach out to invite Livermore and Dublin Human Services Commission members to attend more Pleasanton Human Services Commission meetings.

### Measures of Success

- # of meetings planned and facilitated
- Average # of attendees at meeting
- Meeting minutes taken and distributed
- Identification of regional campaign or project to address regional human service need

## **Organizational Action #2: Diversify Pleasanton Human Services Commission Membership**

As the EACHSNA revealed, Pleasanton’s population has grown significantly over the past 2 decades, and has become much more diverse. For example, 2,755 Asian/Pacific Islanders resided in Pleasanton in 1990; by 2010, almost six times as many (16,334) were Pleasanton residents. The Hispanic/Latino population in Pleasanton nearly doubled in the same time period. The percentage of residents who are unemployed or who are receiving social assistance, such as food stamps or Medi-Cal, has increased as well in recent years.

At the same time, the Commission’s focus on the human service needs of the socially and economically disadvantaged, the disabled, the elderly, and youth in the community suggests that representation on the Commission of those populations served should also be targeted. Best practices suggest that organizations that better reflect the diversity of the community served are informed by a variety of perspectives and able to make better decisions and recommendations. (The Commission currently includes a non-voting member representing the youth population.)

To increase diversity, the Human Services Commission will welcome and encourage individuals from underserved and underrepresented communities to get involved with the Commission. The Human Services Commission will develop and implement specific strategies (such as posting notices in the community locations where consumers of human services programs go and initiate marketing efforts encourage individuals to get involved and apply for vacant positions on the Commission.

### **Measures of Success**

- # of recruitment activities
- Type of recruitment activities
- Increased # of applications that are received from applicants with underserved/underrepresented backgrounds

# APPENDIX A





# PLEASANTON HUMAN SERVICES COMMISSION

## STRATEGIC PLAN – WORKSHOP 2

July 16, 2013

Resource Development Associates

Jennifer Susskind, MCP

Zoe Loftus-Farren, JD



# Agenda

2

- Welcome
- Update on activities to date
- Confirm Mission, Vision, Values
- Review Pleasanton data from EAHSNA data extraction and focus groups
- Conduct SWOT
- Identify commission priorities and strategies
- Wrap-up & next steps

# Pleasanton Data Sources

3

- Pleasanton data extracted from Eastern Alameda Human Services Needs Assessment (EAHSNA)
  - ▣ Census Data
  - ▣ Hard to Reach Population Surveys
  - ▣ Provider Surveys
  - ▣ Focus Groups
  - ▣ Key Informant Interviews
- Two Pleasanton focus groups with service providers
  - ▣ July 8<sup>th</sup>, 2013 (14 participants)
  - ▣ July 9<sup>th</sup>, 2013 (12 participants)

# Population Trends in Pleasanton

4

- Pleasanton's population has grown over the past two decades.
  - 50,553 (1990) - 70,285 (2010).
- Pleasanton has become more diverse.
  - Asian/Pacific Islander 2,755 (1990) - 16,334 (2010)
  - Hispanic/Latino 3,383 (1990) - 7,264 (2010)
- Most common languages spoken at home (after English):
  - Spanish (3,866)
  - Chinese (3,218)
  - Korean (1,800)
  - Other Asian Languages (1,790)
  - Tagalog (848).

# Unemployment Rates and Public Assistance in Pleasanton

5

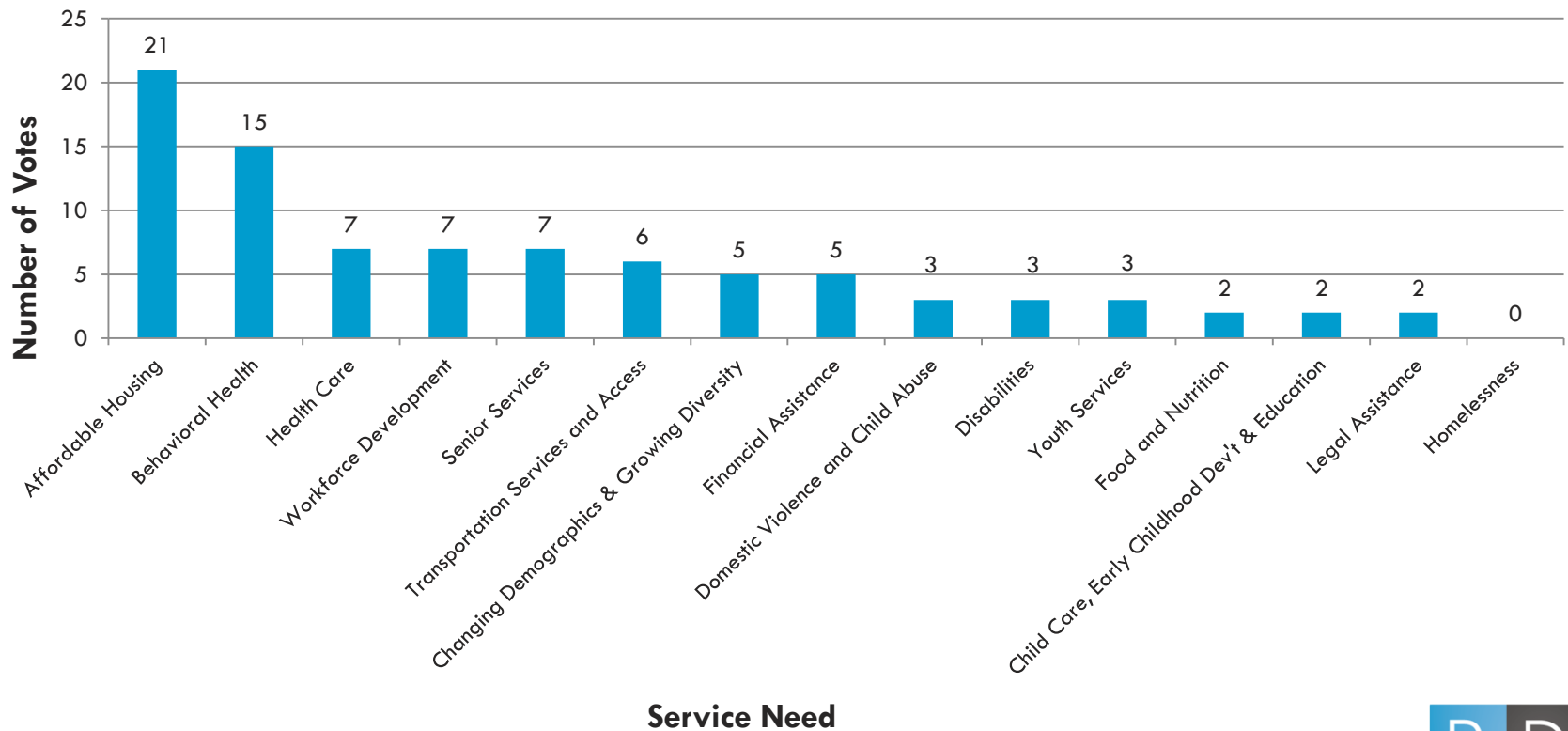
- Unemployment rates increased over the past decade, from 2% in 2000 to 6% in 2010.
- The percentage of residents receiving social assistance has increased.
  - General Assistance increased from 0.03% in 2003 to 0.06% in 2011
  - CalWorks increased from 0.16% in 2003 to 0.46% in 2011
  - Food Stamps increased from 0.21% in 2003 to 1.08% in 2011
  - MediCal increased from 1.36% in 2003 to 3.8% in 2011

# Human Services Needs

6

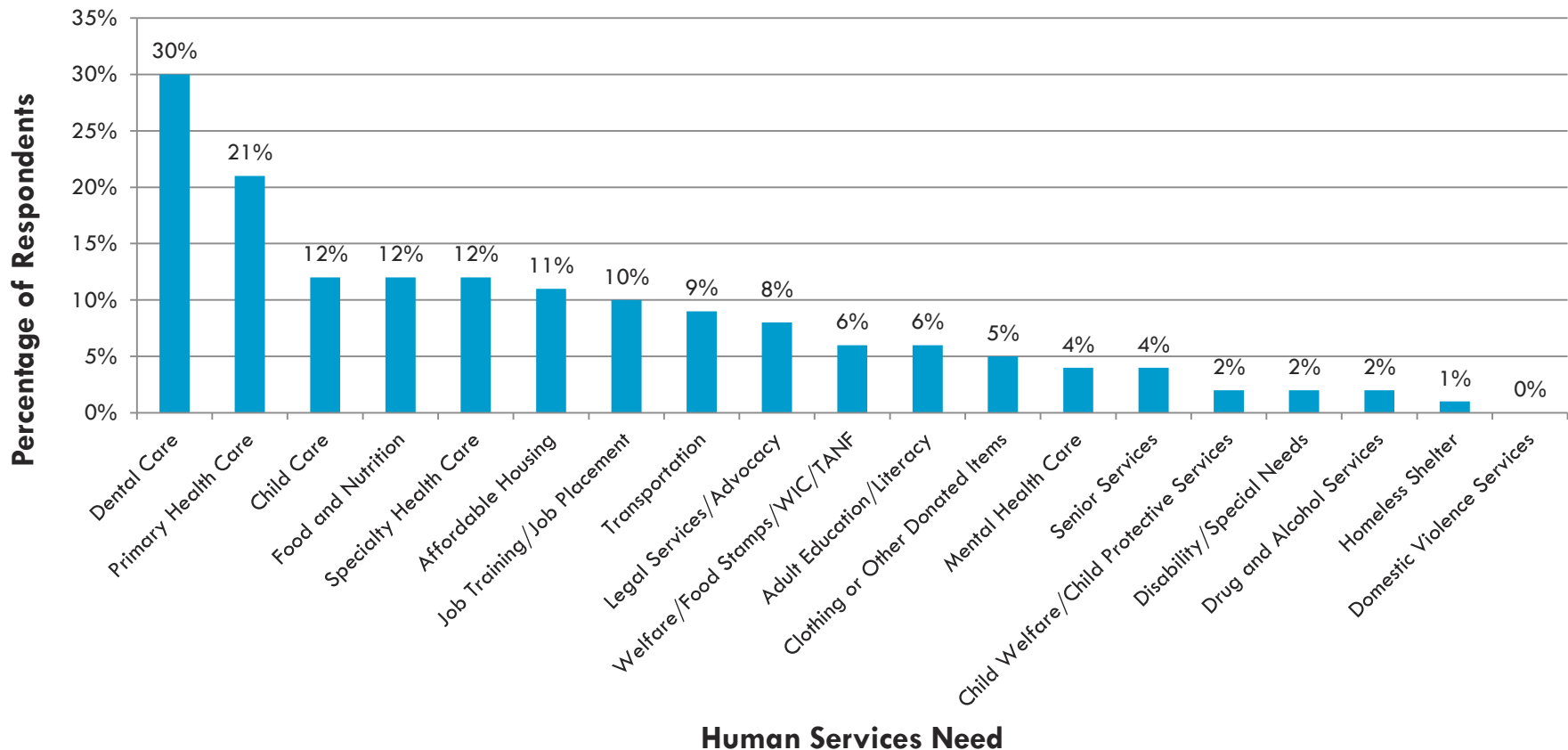
## Focus Group Poll of Service Providers on Top Three Needs

### Priority Needs Identified in Focus Groups



# EAHSNA Hard to Reach Population Surveys

What services do you and your family need but have a hard time accessing?  
(n = 105)



# Affordable Housing and Homelessness

8

*“Because of the lack of affordable housing in Pleasanton, there is now more homelessness.”*

- Focus Group Participant

- Key Findings from the Pleasanton Housing Element (2007-2011):
  - The shortage of affordable housing particularly affects lower-income renters and first time homebuyers, including those who have grown up in Pleasanton and would like to establish permanent residency here.
  - Overall, the greatest needs are housing for low-income residents, large families, the elderly, and single-parent households.
  - The city has promoted housing affordability through support of nonprofit providers, creation of housing programs, and participation in and approval of subsidized rental developments.
  - A total of 4,008 new construction units are needed to meet household and employment projections, including 981 low income and 1,554 very low income units.

# Affordable Housing and Homelessness

## Continued

9

Focus group participants noted that:

- Countywide rents have increased more than 30% in the past two years.
- Housing in Pleasanton is more expensive than in neighboring cities, but Section 8 coverage is determined regionally. This means that Section 8 coverage isn't high enough for Pleasanton tenants.
- Fewer landlords are accepting Section 8.



# Affordable Housing and Homelessness

## Continued

10

- The homeless population has grown significantly in the past two years, and even in the past six months.
- Homeless individuals/families tend to live in less populated parts of the City, which means they are less visible to the public.
- New homeless are people who have lost jobs, lost homes, lost stocks, or tenants of foreclosed homes.
- New homeless are living in cars, garages, couch surfing and splitting up families.
- “New homeless individuals and families have recently lost their economic stability and don’t know how to get services, or are embarrassed to ask for services.”

# Behavioral Health and Health Care Needs

11

*“Stressors related to other issues, such as housing and economic conditions, contribute to mental health issues.”*

- Focus Group Participant

- Service providers noted an increase in mental health patients over the past few years, and a lack of sufficient mental health services.
- There is a need for integrated primary health and mental health services.
- Specialty health care services are insufficient for low-income residents.
- Dental care remains a largely unmet need.

# Transportation

12

*“Residents have to leave Pleasanton to get services.”*

- Focus Group Participant

- Transportation needs impact access to human services.
- It is difficult to get to certain places using public transportation, and the public transportation system can be difficult to navigate.
- Dental services provide a particular challenge with respect to transportation because you cannot be sedated on buses or Paratransit.
- There is an especially strong need for expanded transportation options for isolated seniors.

# Food and Nutrition

13

*“Depending on the day of the week, you may or may not be able to get food in Pleasanton.”*

- Focus Group Participant

- In the 2011 EAHSNA, 12% of Pleasanton Hard to Reach Survey respondents indicated that they had a hard time accessing Food and Nutrition services when they needed them.

# Childhood/Youth Human Service Needs

14

- Child Care
  - In the EAHSNA, 12% of the hard to reach survey respondents in Pleasanton indicated that they had a hard time accessing child care when needed.
  - Focus group participants indicated that there has been an increase in the number of residents who can't afford child care.
- Childhood Interventions/Children with Autism
  - *“The number of children with autism has increased dramatically in the last two years, and these children will need assistance for the rest of their lives.”*
  - There is a lack of childhood assessment, early childhood intervention, and educational resources for parents of children with developmental disabilities.
  - There is a disparity in access to early intervention services based on income.
- Youth Services
  - Pleasanton Unified School District has been open to partnerships regarding bullying, healthy relationships, etc.

# Additional Needs

15

## □ Seniors

- *“Seniors are aging. They are also homebound, which makes it harder to count them, and harder to provide them with services.”*
- Isolated seniors face particular difficulty with transportation issues.

## □ Workforce Development

- Workforce development is connected to many other issues, like mental health and housing.
- There is a lack of on-the-job training and career development.
- 10% of Hard to Reach Survey respondents indicated that they have a difficult time accessing job training/job placement services.

## □ Legal Assistance

- Focus group participants noted the need for legal services.
- 8% of Hard to Reach Survey respondents expressed that they have difficulty accessing legal services/advocacy when needed.

# Access Barriers and Organizational Challenges

16

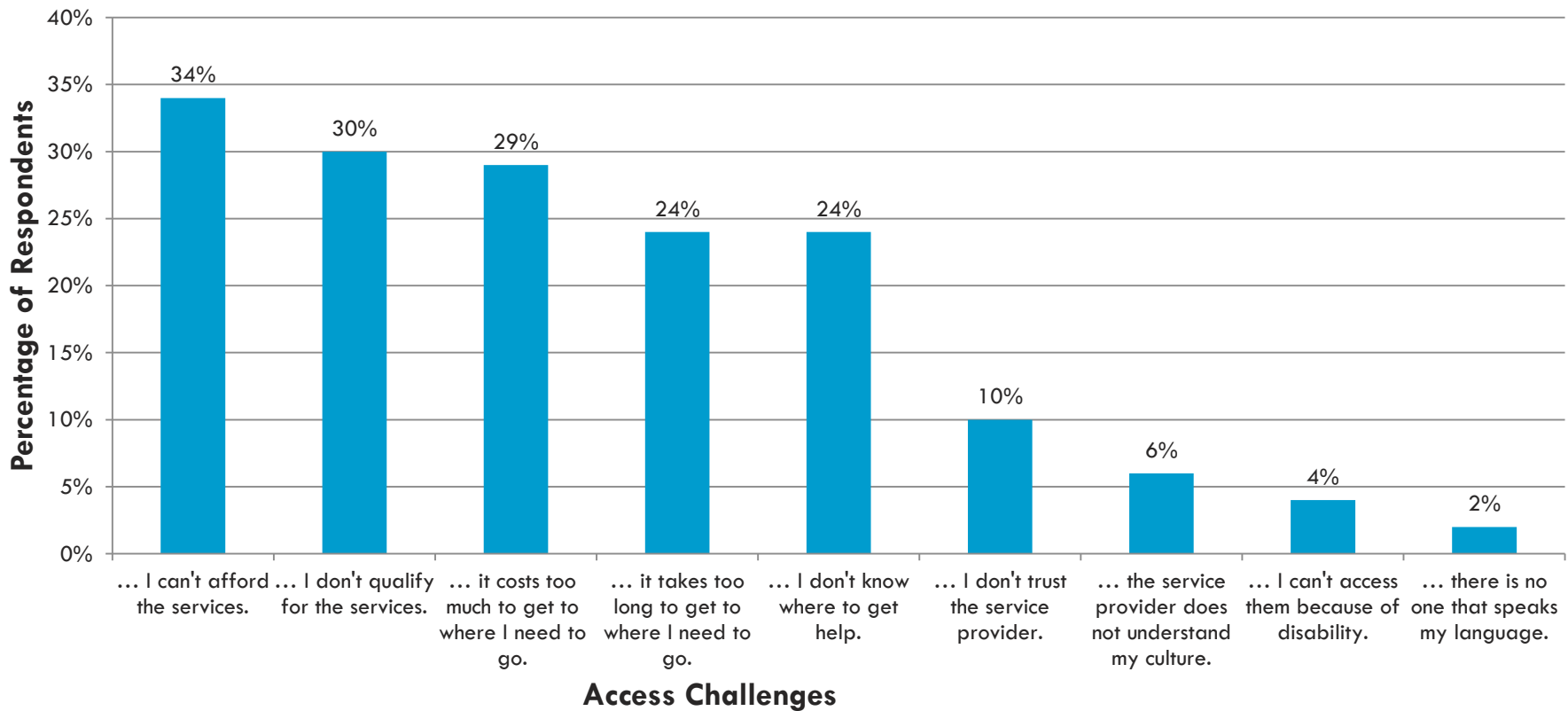
Some of the primary barriers and challenges are:

- ❑ Time and cost associated with obtaining services
- ❑ Education and access to information
- ❑ Cultural competency
- ❑ Stigma associated with asking for help
- ❑ Stereotype of Pleasanton as a wealthy community without low-income residents and associated lack of funding
- ❑ Challenge of scale

# Hard to Reach Population Survey

17

**Sometimes I don't get the services I need because...**  
(n = 105)





# Education and Access to Information

18

*“There is a lack of understanding about how the system works. People don’t see the whole picture, or hear all of the options. If they try to access services and don’t succeed, they feel like there are no other options.”*

- Focus Group Participant

- Many low-income residents previously enjoyed economic stability. They aren’t familiar with the system, and don’t know how to get information or referrals to services.
- For some residents, gaps in information can be as simple as how to navigate the bus system, or where to get online access.
- Many residents don’t know what services are available, and/or what services they qualify for.

# Cultural Competency

19

*“The Pleasanton School District doesn’t print materials in different languages because they don’t want to draw attention to the achievement gap.”*

- Focus Group Participant

*“It is more expensive to attract bi-literate and bi-cultural staff.”*

- Focus Group Participant

- 6% of Hard to Reach Survey respondents indicated that they had trouble accessing services because services providers didn’t understand their culture.
- 2% of Hard to Reach Survey respondents indicated that they had a hard time accessing services because providers didn’t speak their language.

# Stigma and Community Perceptions

20

*“Because of stigma surrounding poverty and asking for help, people in Pleasanton wait longer to ask for help. This means they sink further into a financial hole.”*

- Focus Group Participant

- Focus group participants emphasized:
  - ▣ Stigma associated with asking for help
  - ▣ Perception among some community members that if you can't afford to live in Pleasanton, or if Pleasanton doesn't meet your needs, you should live somewhere else
  - ▣ Community concern that if you provide too many services, you will attract more low-income individuals
  - ▣ Residents turn a blind eye to need

# Stereotype of Pleasanton as a Community without Need/Lack of Funding

21

*“It is difficult to combat the perception of wealth in Pleasanton and serve struggling families.”*

- Focus Group Participant

- Pleasanton was recently designated as having the highest median income for a city of its size in the country.
- People move to Pleasanton for the schools, and don't expect there to be low-income residents.
- The perception of all-encompassing wealth has made it difficult to obtain funding for services, including funding from federal, state, county and private funders.

# Challenge of Scale

22

*“Pleasanton is a relatively small city. Sometimes it isn’t possible or doesn’t make sense to create a very specific, limited program, because there isn’t enough need.”*

- Focus Group Participant

# Strategy Suggestions

23

- Establish a Community Foundation
  - Strong need for an organization that supports local agencies and non-profits with fundraising efforts and local distribution of funds
- Non-profit Alliance
  - An alliance of organizations that provide diverse services
  - Organizations can share what they are doing, what funding they are seeking, and talk about coordination of services, referrals and duplication of efforts
  - Attract participants through newsletters, show-casing certain organizations, speakers, etc.
- Human Services Fair
  - Hold a “come learn what your city does for you” fair
  - Offer services or service vouchers to encourage participation
  - Rather than host one fair with information in multiple languages, host “one language” fairs where everything is in a specific language, such as Spanish

# Strategy Suggestions Continued

24

- Wrap-around service delivery and coordinated care
  - ▣ Build organizational relationships that support coordinated care of high-need individuals
  - ▣ Note: there was some support for this idea, but there were also hesitations regarding client privacy, funding, and the fact that case managers provide similar services
- Create “one-stop shops”/Multi-Service Center
  - ▣ Offer multiple services at one location to streamline service delivery and address transportation issues

# Strategy Suggestions Continued

25

- PR Campaign
  - “The different faces of Pleasanton”
  - Raise community awareness of local needs and increase community interest in assisting local individuals and families
- Increase local partnerships, for example:
  - Public-private partnerships to support workforce development
  - Mentoring initiatives
  - Partnerships between youth services and the school system
  - Incentivize/inspire dentists and other potential service partners to donate time and provide services to low-income residents
- Utilize/leverage faith-based organizations
- Increase advocacy efforts with county government
  - Attend county meetings and advocate on behalf of clients



# Additional Suggestions for the Commission

26

Focus Group participants suggested the following additional ideas for the Human Services Commission:

- Visit service providers to learn more about existing services and funding needs
- Meet with Housing Commission and discuss separate and overlapping spheres of influence
- Revisit grant-making process
  - ▣ New programs and preventative programs can have a particularly hard time getting grants

# Strategy Ideas from the Human Services Commission

27

## Pleasanton Strategies

- Meet with Pleasanton Unified School District
- Joint use of facilities (PUSD/City)
- Promotores de Salud
- Engage/mobilize faith community
- Connect with Chamber of Commerce
- Consider policy for providing translation services for City
- Clarification of HSC and HC roles
- Core services still critical for grant funding
- Require agencies to register with 2-1-1 when they receive grant funding
- Continue to incentivize collaborative grant projects
- Co-location of Services (Multi-Service Center) (Pleasanton/Dublin joint strategy)

# Strategy Ideas from the Human Services Commission

28

## Tri-Valley Strategies

- Information and referral items
  - Better understand what the transportation issues are and what transportation options are available across the Tri-Valley and into other counties
  - Meet/involve medical providers in needs assessment discussion (PAMF, SRVRMC, Kaiser, ValleyCare, Sutter, Axis, VA)
  - Meet with Chabot/Los Positas (workforce development, I&R, event location)
- Events and Projects
  - Community outreach campaign (2-1-1, update pocket guide, faith based newsletters)
  - Early detection/prevention/screenings for developmental disabilities
  - Increase services for homeless single men/teens (new models of services)
- Items not prioritized
  - Mental health
  - Social service event

# SWOT Analysis

29

- What internal strengths can the Commission leverage?
- What are some of the Commission's internal weaknesses?
- What external opportunities has the Commission had?
- What external challenges has the Commission faced?

**Any  
Questions?**

30

# Contact Us!

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Zoe Loftus-Farren, 510-984-1559

[zloftusfarren@resourcedevelopment.net](mailto:zloftusfarren@resourcedevelopment.net)

THANK YOU!

Resource Development Associates

## APPENDIX B





Pleasanton Human Services Commission  
Action Planning

A	Consumer Education	Service Area
A.1.	<b>Information sessions on available services</b> - Example: Union County, NJ offered a series of information sessions to help community members determine their eligibility for a variety of local, state and federal programs.	Workforce Development & Unemployment
A.2.	<b>Readable, culturally relevant and age appropriate informational materials</b> - Include information on programs, eligibility, etc. Can also include QR code that links to website or social media sites.	Workforce Development/Unemployment; Youth Services
A.3	<b>Transit training programs</b> - Classes/events on getting around without a car, including information on buses, paratransit, biking, etc. Example: City of Davis has biannual travel training events at the Davis Senior Center.	Health Care/Mental Health
A.4	<b>Computer classes</b> - Many computer classes are senior-focused, but classes could also be offered for all ages and at multiple skill levels. Example: San Francisco Public Library Teen Computer Corps Program - computer-savvy teenagers are paired one-on-one with older adults to help them improve their basic computer skills	Senior Services; Disability Services
A.5	<b>"Come learn what your city does for you" Fair</b> - This was a Focus Groups suggestion. Example: Somerset County (in NJ) has had Human services fairs for the past two years to showcase the variety of programs available to youth, adults and families. Cattaraugus County (in NY) had a similar fair last year.	Disability Services; Youth Services; Food and Nutrition
A.6	<b>Focus groups</b> - Conduct focus groups to solicit input on the best methods of communicating with the public regarding available services, eligibility requirements, etc.	Food and Nutrition
A.7	<b>Posting Lists/Information</b> - Posting lists of available services and eligibility information in public places where at need population is likely to see them.	Food and Nutrition
A.8	<b>City outreach/education coordinator</b> - Conducts outreach to raise awareness about and understanding of available government and non-profit services. Could be a part-time position or volunteer position to minimize costs, or could be shared between different non-profits and/or city entities.	Senior Services, Healthcare, Transportation, etc.
A.9	<b>Community Health Workers/Promotores de Salud</b> - Volunteer or paid health workers who generally come from the communities in which they work and help community members better understand and access the healthcare system. They sometimes also provide general health information and/or act as patient advocates. Example: two organizations in San Rafael, CA just partnered to hire two adult and two youth CHWs to provide the community with information on nutrition and health.	All Service Areas
A.10	<b>Support Groups</b> - Groups for parents and families of children/individuals with Alzheimer's, behavioral health issues, diabetes or other health/mental health issues. Suggested in Focus Groups.	All Service Areas; or Seniors/Youth
A.11	<b>Other-</b>	
A.12	<b>Other-</b>	

Pleasanton Human Services Commission  
Action Planning

B	Communication And Collaboration	Service Area
B.1.	<b>Advisory Coalition</b> - Washtenaw County, MN, established an advisory coalition to look at the gap between local skills and job demands, identify emergent job sectors, and identify strategies to meet job demands.	Workforce Development & Unemployment
B.2.	<b>On-the-Job Training/Paid-Internships/Mentoring</b> - Formalized partnerships between non-profits, educational institutions, business and/or government to develop and implement targeted education, mentoring, paid-internships and on-the-job training programs. Example: New Door Ventures in San Francisco provides paid internships at social enterprises that they own, as well as with partner businesses. SF Mayor's Youth Employment and Education Program in San Francisco and Local Employment and Apprenticeship Training Program in Tacoma are additional examples.	Workforce Development/Unemployment; Youth Services
B.3.	<b>Integrated medical, behavioral health and long-term care services</b> - Medicaid enrollees in Snohomish County have access to care coordinators, specialty care and drug and alcohol services all under one roof - "medical home."	Health Care/Mental Health
B.4.	<b>Senior and Disability Transportation Coordination</b> - Portland has a Transportation Plan that coordinates senior and disability transportation services where possible and efficient.	Senior Services; Disability Services
B.5.	<b>Urban Agriculture and Workforce Development</b> - Lynchburg Grows uses urban agriculture to provide workforce development and job opportunities for individuals with disabilities and recreational activities for youth; partnership with non-profit.	Disability Services; Youth Services; Food and Nutrition
B.6.	<b>Nutrition Education Programs</b> - Partnerships between city, schools, non-profits and farms to conduct nutrition education in schools. Example: Novato, CA school district has instituted a nutrition program through which students receive nutrition education in classes, participate in trips to farms to glean produce, and are provided healthy, local food in school lunches.	Food and Nutrition
B.7.	<b>Food Policy Councils</b> - Food policy councils are composed of representatives from all components of the food system, including consumers, farmers, grocers, chefs, food processors, hunger advocates, educators, and government to discuss and address local food issues. Example: Berkeley Food Policy Council.	Food and Nutrition
B.8.	<b>GIS Mapping</b> - Atlanta uses GIS to map high concentration senior areas, housing, healthcare, and other service points to coordinate both care and transportation.	Senior Services, Healthcare, Transportation, etc.
B.9.	<b>Non-Profit Alliance</b> - Group where non-profit representatives come together and talk about programs, funding, ideas, coordination, duplication of services, etc. Suggested in Focus Groups. Example: San Mateo County service providers established Thrive, The Alliance of Nonprofits for San Mateo County.	All Service Areas
B.10.	<b>Collaborative (Multi-disciplinary) Case Conferences</b> - Group where service providers from different agencies get together to plan services for vulnerable families/individuals. Requires consent to share information.	All Service Areas; or Seniors/Youth
B.11.	<b>Other-</b>	
B.12.	<b>Other-</b>	

Pleasanton Human Services Commission  
Action Planning

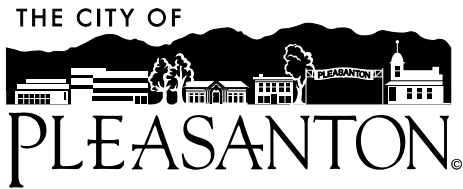
C	Untapped Resources	Service Area
C.1.	<b>Dental Services Donations</b> - Conduct outreach to dentists to donate time/incentivize dentists to donate time. There are several different models: (1) dental clinics (often as part of a health care clinic) - staff may be either paid or volunteer, and volunteers are often covered by clinic insurance (Berkeley, CA and San Rafael, CA); (2) dental fairs, such as RAM California (came to Oakland, but might be hard to organize for a small city); and (3) dental care donations (both time and space) at private dental offices.	Health Care
C.2.	<b>Donations of in-kind services or expertise</b> - Conduct outreach to encourage donation of services, such as job training services by business owners/professionals, computer training by youth, web development from technology industry professionals, etc. Outreach and implementation could take many forms, such as development of an "in-kind donations outreach committee," or outreach by individual city/non-profit staff. Coordination of volunteers.	All Service areas
C.3.	<b>Agriculture Partnership</b> - Several types of partnerships can be established between local farms and city services. For example, local farms can donate food to emergency food programs, or gleaners can go to farms to harvest left-over produce (and then either take it home to donate to food banks). (Suggested in article, Community Food Security United States Cities: A Survey of the Relevant Scientific Literature).	Food and Nutrition
C.4.	<b>Food Recovery</b> - Recovery of perishable and non-perishable foods from local restaurants, farmers markets, hospitals, schools, universities and grocery stores for use in emergency food programs (suggested by Cal. Recycle, among other agencies). Food can be collected and distributed through a volunteer network, or by existing non-profit/agency staff. Can incentivize businesses to donate by providing awards, acknowledgments, etc.	Food and Nutrition
C.5.	<b>"Different Faces of Pleasanton" Campaign/Awareness Campaign</b> - Campaign to increase awareness of local diversity, and also to increase/encourage donations to local service providers. Suggested in focus groups. Example: Elk Grove, CA had a Citywide Diversity Awareness Campaign.	All Service Areas
C.6.	<b>Community Foundation</b> - Community Foundation to coordinate fundraising efforts for the city. Suggested in focus groups. Example: The East Bay Community Foundation encourages individuals, organizations and companies to fund community activities in areas where donors live and work, and also disburses funding to nonprofit organizations.	All Service Areas
C.7.	<b>Gamefication/Public Competition</b> - Several agencies in San Francisco have used gamefication as part of their outreach strategy. Game participants (local residents) are asked to wrestle with the same issues that public officials/agencies deal with, and gamefication encourages engagement while also providing city with valuable insight. Example: SF's Budget Czar game was used over several months to solicit public feedback on the City Transportation Plan.	All service areas
C.8.	<b>"Change by Us"</b> - NYC launched a "do it yourself" platform to promote community engagement and social capital by leveraging social networks and digital technology. Members post ideas, join existing projects or create new ones, and access resources of city agencies and community-based orgs through an online forum. Centralized site to generate ideas, engagement and volunteerism.	All service areas
C.9.	<b>Other-</b>	
C.10.	<b>Other-</b>	

Pleasanton Human Services Commission  
Action Planning

D	Access Barriers (Time and Money)	Service Area
D.1.	<b>Supportive Services</b> - Provide residents with supportive services, such as tuition assistance, transportation assistance and day care assistance to help them gain and retain employment.	Workforce Development
D.2.	<b>Telepsychiatry/Telemedicine Services</b> - Telepsychiatry services allow remote patients, or patients with transportation barriers, to access behavioral health services. Example: several different private, public and non-profit groups came together to provide telepsychiatry services in Lycoming County, PA, with high reported customer satisfaction.	Behavioral Health & Healthcare (could also be applied to other services, such as phone assistance with public assistance applications)
D.3.	<b>Volunteer Driver Programs</b> - Marshall, MN has instituted a volunteer driver program, where volunteers take individuals with access barriers to healthcare/behavioral health appointments.	Health Care/Behavioral Health (could be applied to other service areas as well)
D.4.	<b>Group Transportation Services</b> - Group transportation to high demand locations/events . Example: Reno, NV offers a seniors' bus to the farmers market.	Food and Nutrition; Senior Services
D.5.	<b>Shop &amp; Ride</b> - Knoxville, TN offers free one way tickets on any city bus to qualifying individuals when they spend \$10 at a participating grocery store. Tickets are validated in the store.	Food and Nutrition; Senior Services
D.6.	<b>Transportation Vouchers/Subsidized Taxi Fare</b> - Example: Laguna Woods offers reductions of 50%-60% for residents who are 60 years or older. Taxi bucks (which can be used anywhere in Orange County), are available to residents for \$40, for a book that contains \$100 worth of taxi fare. Specially discounted vouchers are also available to particularly popular destinations. Less-expensive, non-emergency medical vouchers are also provided to residents who need medical services. Funding for the Laguna Woods program came from Orange County. Montgomery County, Maryland has a similar program.	All service areas
D.7.	<b>Increasing the number of bus stops/rest stops</b> - Increasing the number of resting stops between senior centers/high concentration senior neighborhoods and bus stops makes the bus system more accessible to seniors. (Recommended in a report by Community Transportation Association of America based on surveys administered to seniors).	Senior Services
D.8.	<b>Community Garden</b> - Community gardens, or individual family plots, provide community members a place to grow healthy food close to home and build community connections. There is often a small monthly or yearly fee to rent an individual plot. For example, \$30/year in Oakland. In San Rafael, CA, small plots are \$40/year, and large plots are \$75/year.	Food and Nutrition
D.9.	<b>Other-</b>	
D.10.	<b>Other-</b>	

## APPENDIX C





## **HUMAN SERVICES COMMISSION WORKSHOP AGENDA**

**Wednesday, June 19, 2013  
5:00 P.M.**

**Operations Services Center – Conference Room 1  
3333 Busch Rd., Pleasanton, CA 94566**

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- 1. Welcome & Introductions**
- 2. Overview of Human Services Needs Assessment Strategic Plan Process**
- 3. Review City and Commission Roles and Mandates**
- 4. Define Commission Mission and Vision**
- 5. Identify Target Populations for Focus Groups**
- 6. Wrap-up & Next Steps**

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## APPENDIX D





# PLEASANTON HUMAN SERVICES COMMISSION STRATEGIC PLAN – WORKSHOP 1

June 19, 2013

Resource Development Associates

Jennifer Susskind

Zoe Loftus-Farren

# Agenda

2

- Welcome and Introductions
- Overview of Human Services Strategic Planning Process
- Review Commission Roles and Mandates
- Define Commission Vision, Mission and Values
- Focus Groups Discussion
- Wrap-up & Next Steps

# Introductions

3

- Please share the following
  - Your name
  - Your affiliation
  - What is one of the most critical human service needs or gaps in Pleasanton?

# Build Our Own:

4

***“GOOD MEETING GUIDELINES”***

# Strategic planning will help us answer:

5

- ❑ What is our shared agreement and understanding of what we want to achieve?
- ❑ What is our role in the community? How do we make change?
- ❑ What is our role in relation to the City Council and City staff? Our regional partners?
- ❑ How do we generate excitement about our mission and increase our commitment to participation?
- ❑ Can we develop a solid plan and still remain flexible?
- ❑ How can we structure our operations to be more successful?
- ❑ How do we know if we are being successful?
- ❑ Other?



# Strategic Planning Objectives:

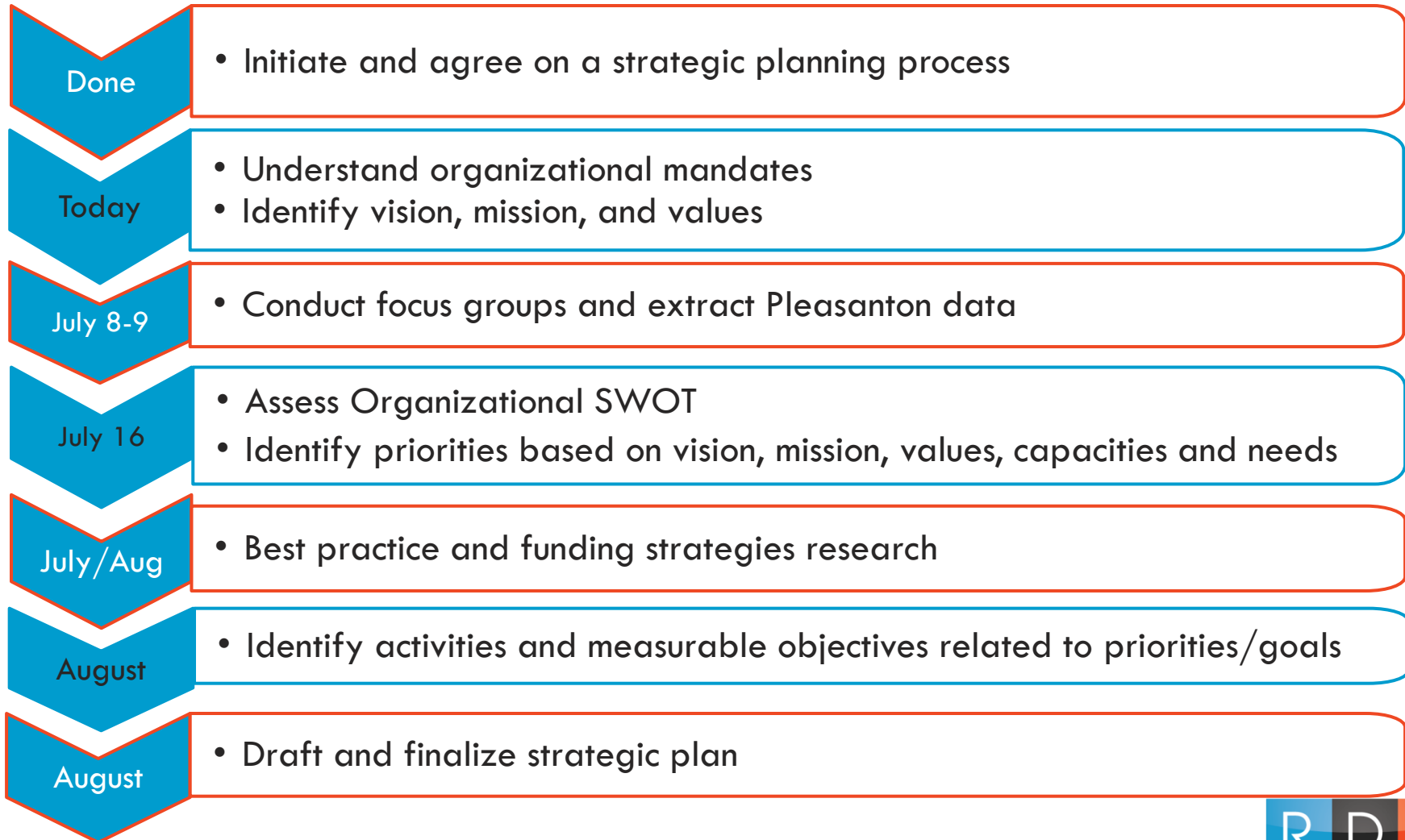
6

## To Define:

- ▣ **Who we are:** What are our mandates? What is our vision, values, and mission? What are our internal strengths and weaknesses, external opportunities and threats?
- ▣ **Where we want to be:** What are the key issues we are facing? What are our goals? What are our strategies for addressing these issues and achieving our goals?
- ▣ **How we will get there:** How do we operationalize our strategies? How do we remain flexible as new issues arise? How do we measure our success?

# Our Strategic Planning Approach:

7



# Organizational Mandates

8

Understanding organizational mandates - including ordinances, bylaws and city council direction - helps us to collectively understand committee's purpose and each commissioner's roles and responsibilities.

# Commission Rules and Mandates

## City of Pleasanton Commissioner's Handbook

9

### **Membership and Terms**

- ❑ Seven regular members, one alternate and one youth member
- ❑ Residence within city
- ❑ Regular attendance of meetings
- ❑ Four year terms

# Commission Rules and Mandates

## City of Pleasanton Commissioner's Handbook

10

### City Commission Responsibilities

- ❑ Understand the role and responsibilities of the Commission
- ❑ Be careful to represent the entire Commission
- ❑ Be representative of the whole city
- ❑ Keep the lines of communication open
- ❑ Stay informed and be thorough in your recommendations
- ❑ Be conscious of your relationship to the City Council, other commissions and city staff
- ❑ Establish a good working relationship with other Commission members
- ❑ Maintain distinction between personal viewpoints/political participation and role as a commissioner

# Human Services Commission

## Pleasanton Municipal Code Chapter 2.28

11

### **Human Service Commission Duties:**

- ❑ Identify and prioritize human service needs of community, with particular emphasis on the needs of the socially and economically disadvantaged, the elderly and the youth of the community.
- ❑ Remain informed about human services programs within the community and advise City Council concerning relevant information.
- ❑ Develop and recommend to City Council specific actions to meet human service needs and to coordinate human services delivery within the community.
- ❑ Evaluate success of human services actions within the community.
- ❑ Review requests for financial assistance and make funding recommendations to City Council.
- ❑ Serve as liaison between city and human services agencies.

# Articulating the Vision

12

- *"If you don't know where you're going, any road will take you there."* – Lewis Carroll, *Alice in Wonderland*



# Formulating Mission and Values

13

- Formulating a mission clarifies an organization's purpose and produces internal and external legitimacy.
- It helps an organization identify and remain focused on what is truly important.
- It serves as a *control lever*, or *criteria* in which strategies or activities can be prioritized.
- The mission statement is used to reduce conflict between members and move members beyond their self-interest.
- Mission statements should be short, targeted, inspiring and activist in tone.



# Questions about Mission and Values

14

- What problems do we address?
- How do we respond to these problems?
- What is our relationship with our stakeholders?
- What does our success look like?
- What are our values?
- What makes us unique?

# Focus Groups

15

- Two focus groups for service providers
  - ▣ Human services agencies providing services to Pleasanton residents
  - ▣ Additional participant suggestions?
  - ▣ Desired focus group questions/outcomes

# Next Steps

16

- Focus Groups July 8 and July 9
- Next Commission workshop July 16, 6pm-8pm
- Objectives for next workshop
  - Conduct SWOT of commission
  - Review Pleasanton needs based on RDA data extraction and Focus Group findings
  - Identify Commission priorities and goals
- August Commission meeting date

**Any  
Questions?**

17

# Contact Us!

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Zoe Loftus-Farren, 510-984-1559

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THANK YOU!

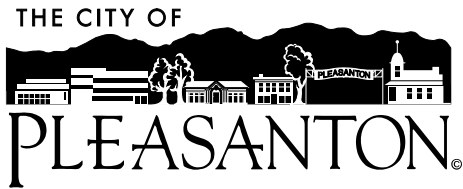
Resource Development Associates



# APPENDIX E







## **HUMAN SERVICES COMMISSION WORKSHOP AGENDA**

**Wednesday, September 11, 2013  
6:00 – 8:00 P.M.**

**Civic Center – 157 Main St. Conference Room 3  
Pleasanton, CA 94566**

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- 1. Welcome & Introductions**
- 2. Update on Activities to Date**
- 3. Review**
  - **Priority Needs and Systemic Challenges**
  - **Best Practices and Funding Strategies**
- 4. Action planning**
  - **Prioritization exercise**
  - **Timeline exercise**
  - **Measurable objectives**
- 5. Wrap-up & Next Steps**

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# APPENDIX F





# PLEASANTON HUMAN SERVICES COMMISSION STRATEGIC PLAN – WORKSHOP 3

September 11, 2013

Resource Development Associates

Jennifer Susskind, MCP

# Agenda

2

- Welcome
- Update on Strategic Planning Activities
- Review Community Needs and Systemic Challenges
- Prioritize Strategies
- Action Planning
  - ▣ Strategy prioritization exercise
  - ▣ Timeline and measurable objectives activity
- Wrap-up and Next Steps

# Strategic Planning Activities to Date

3

- **1<sup>st</sup> Commission Workshop: June**
  - Define Mission, Vision, Values
- **Focus Groups and Pleasanton Data Extraction: July**
- **2<sup>nd</sup> Commission Meeting: July**
  - Pleasanton needs assessment
  - SWOT
  - Prioritize community needs
  - Prioritize systemic challenges
- **Strategy Research: August**
- **3<sup>rd</sup> Commission Meeting: September**
  - Review strategies
  - Identify actions
  - Plan for action
- **October Commission Meeting**
  - Present draft needs assessment



# Review of SWOT

4

## □ See handout

“Many of the needs are connected, such as workforce development, housing, food and transportation”

“Other needs are a bit more separate, such as youth services, senior and disability services”

“We need to consider need (demand) as well as gaps in service (supply)”

How do we get at the root of poverty? That’s what I’m looking for.”

# Review of Community Needs

5

- Workforce Development/Unemployment (6 votes)
- Health Care and Behavioral Health (4 votes)
- Disability Services and Access (4 votes)
- Food and Nutrition (3 votes)
- Youth Services (3 votes)
- Senior Services (2 votes)

# Review of Systemic Challenges

6

- Consumer education and access to information (6 votes)
- Lack of coordination/uncertainty regarding who to collaborate with/duplication of services (5 votes)
- Untapped resources (4 votes)
- Time and cost associated with obtaining services (2 votes)

# Best Practices and Strategies

7

- Handout
- Review potential actions in each systemic challenge category.
- Are we missing any potential actions?
- Make your case for a specific action.
- For each systemic challenge category, please prioritize 3 actions.
- Consider the following:
  - Cost/resource intensity?
  - Potential effectiveness?
  - Is there a champion?
  - Scalability?
  - Commission-initiated or Commission-funded?
- Group consensus on actions

# Action Planning

8

- For each action, identify:
  - Champion(s)
  - Partners
  - Tasks
  - Timeline
  - Measurable objectives

**Any  
Questions?**

9

10

# Contact Us!

Jennifer Susskind, 510-984-1603

[jsusskind@resourcedevelopment.net](mailto:jsusskind@resourcedevelopment.net)

THANK YOU!

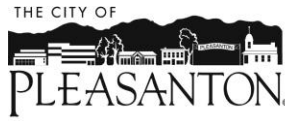
Resource Development Associates





## APPENDIX G





City of Pleasanton

2014-2016 Strategic Plan Timeline – Human Services Commission: DRAFT

DRAFT - Pleasanton Human Services Commission Strategic Plan													
November 2013 - November 2016													
	Nov-Dec 2013	Jan - Mar 2014	Apr - Jun 2014	Jul - Sep 2014	Oct - Dec 2014	Jan - Mar 2015	Apr - Jun 2015	Jul - Sep 2015	Oct - Dec 2015	Jan - Mar 2016	Apr - Jun 2016	Jul - Sep 2016	Oct - Dec 2016
<b>Strategic Action 1: Revise Grantmaking Protocols</b>													
Draft Grantee Priorities Statement	█												
Present at Grantees Workshop		█											
Prioritize Grantee Proposals			█										
<b>Strategic Action 2: Community Engagement &amp; Education Campaign</b>													
Develop Proposal, Budget, Research Funding Opportunities		█	█	█	█	█							
Present Proposal to City Council; Request Funds/Staffing						█	█	█	█	█	█	█	█
Hire/Assign Staff; Implement Project								█	█	█	█	█	█
Evaluate Processes and Impacts												█	█
<b>Strategic Action 3: Sponsor Human Services Alliance</b>													
Develop Proposal, Budget, Research Funding Opportunities		█	█	█	█								
Prepare Grantee Priority Statement					█								
Present at Grantees Workshop						█							
Prioritize Grantee Proposals							█						
Hire Contractor; Begin Impementation								█	█	█	█	█	█
Initiate Monthly Meetings									█	█	█	█	█
Evaluate Processes and Impacts												█	█
<b>Strategic Action 4: Workforce Development Project</b>													
Develop Proposal, Budget, Research Funding Opportunities		█	█	█	█	█							
Present Proposal to City Council; Request Funds/Staffing						█	█	█	█	█	█	█	█
Hire Staff/Contract Org; Implement Project								█	█	█	█	█	█
Evaluate Processes and Impacts												█	█
<b>Operational Action 1: Dublin, Livermore, Pleasanton Partnership</b>													
Spearhead and facilitate biannual meetings		█		█		█		█		█		█	
Identify joint campaign													
Develop Proposal, Budget, Research Funding Opportunities									Unknown				
Hire Staff/Contract Org; Implement Project													
Evaluate Processes and Impacts												█	█
<b>Operational Action 2: Diversify Commission</b>													
Recruitment Activities		█	█	█	█	█	█	█	█	█	█	█	█
Evaluate Processes and Impacts												█	█
<b>Renew Strategic Planning Process</b>													
												█	█



