

**Assessment For Fair Housing (AFH)
Proposed Work Plan – 2016 - 2019**

Task	Activity	Goal
Summer / Fall 2016		
Initiate Board of Supervisors Subcommittee For AFH	Identify two Board members to provide oversight of the AFH process.	Inform and provide guidance to Staff and make recommendations to the full Board of Supervisors.
Board of Supervisors Hearing	CDA Staff presents AFH work plan to the Board of Supervisors.	Board provides direction to Staff on timeline and process, and adopts AFH work plan and budget.
Initiate Advisory Group	Staff identifies representatives of protected classes, communities and other stakeholders; delineates roles, guidelines and expectations; identifies and reserves meeting locations.	Select 12-14 representatives from the protected classes, nonprofit organizations, cities and towns, and elected officials to serve on the AFH Advisory Group. The Advisory Group will provide strategic advice and feedback to CDA Staff on citizen engagement and communication strategies, and on topics related to the AFH process; will work collaboratively to conduct inclusive and diverse discussions on AFH topics, and will assist in developing action plans and solutions to overcome barriers to fair housing choice. CDA Director appoints members of the Advisory Group.
Hire AFH Intern	Staff initiates hiring an intern to work with Staff throughout the AFH process.	Provide administrative support to Staff and the Advisory Group; calendar, post notifications and take minutes at community and public meetings; develop and maintain database and record keeping for community engagement and outreach.

Task	Activity	Goal
Identify AFH Facilitator	Staff to release request for qualifications and quotes, and will initiate hiring a grant-funded facilitator to participate in and conduct Advisory Group and community outreach meetings. Advisory Group will select AFH Facilitator.	Ensure meetings are conducted and managed effectively and efficiently to maximize participation and productivity of Advisory Group and community outreach meetings; facilitate public engagement training for CDA Staff and Emerging Leaders. Engage youth in the AFH process and train Emerging Leaders to become facilitators at community meetings.
Recruit Emerging Leaders	Staff identifies local youth from low-income communities, nonprofit organizations, high schools, community colleges and universities and develops roles, expectations, timelines, and guidelines for civic engagement in the AFH process. Develop curriculum and goals to educate youth and young adults on AFH topics; provide data and information for analysis and discussion.	Improve, educate, and encourage new voices to the AFH process; create new approaches to citizen engagement; Emerging Leaders will present ideas, feedback and recommendations to the Advisory Group.
Community Outreach Efforts	Advisory Group and Staff identifies community groups, organizations, nonprofit agencies, and County departments and employees to participate in the AFH process; develop timelines, and reserve time on community/organization calendars.	Improve citizen engagement with communities; create inclusive and diverse opportunities for collective discussions on AFH related issues; develop action plans and solutions to overcome barriers to fair housing choice.
Enlist Technical Support and Assistance	Staff identifies resources to augment current Staff to provide local knowledge and expertise to the Advisory Group on specific topics related to the AFH.	Provide Advisory Group with pertinent background information and current developments on community issues related to AFH topics.
Develop Communications Strategy	Staff to initiate a communications strategy for community outreach, public engagement and ongoing communications throughout the AFH process.	Improve communication, community notifications, and outreach by utilizing existing databases, County website, newspapers and social media; communicate community outreach and engagement in several languages.

Task	Activity	Goal
Data Acquisition and Analysis	Staff will analyze HUD-provided data and, if available, acquire recent, local data to supplement HUD data for each AFH topic. Data will provide analysis and information about neighborhoods and areas for the purpose of analyzing features and characteristics that are relevant to a fair housing analysis.	Present aggregated and disaggregated data in a format that is accessible by all, to the community and Advisory Group to ensure data reflects local conditions, and ensure information is relevant to the decision-making/recommendation process.
Convene Advisory Group	Instruct Advisory Group on the AFH and the Assessment Tool for managing the AFH process; develop discussion topics for community outreach and public engagement; select local experts and technical assistance for topic discussions; develop agendas for public workshops; identify specific talking points for community engagement on AFH Topic #1.	Define roles and responsibilities of the Advisory Group and obtain commitment to the AFH process and timeline.
CDA Staff Training	In conjunction with the Davenport Institute, provide training for County Staff on how to effectively involve the public in areas of community engagement.	Develop positive engagement campaigns, including understanding attitudes and behaviors; learn tools for engaging constructively with the public, especially from underrepresented communities.
Public Meetings	Prepare a draft public outreach plan and receive input from the Advisory Group. Schedule public meetings and community workshops; post notifications in various formats, media and in several languages.	Elicit comments and feedback on specific AFH issues.

Task	Activity	Goal
Fall / Winter 2016		
Community Outreach AFH Topic #1	<p>AFH Topic #1: Segregation/Integration and Disproportionate Housing Needs Staff to conduct targeted meetings with local community representatives and groups, nonprofits, and County employees to engage in discussions that identify perceptions about policies, attitudes and behaviors that may create and maintain segregated communities. Identify other determinants that impact current housing patterns, including housing cost burdens and the current supply of available housing – particularly for families; discuss additional factors that contribute to disproportionate housing needs.</p>	Elicit feedback, insight and recommendations for review by the Advisory Group.
Advisory Group Meeting AFH Topic #1	<p>AFH Topic #1: Segregation/Integration and Disproportionate Housing Needs Utilizing HUD and local data, with supporting local knowledge and expertise from community representatives and organizations, discuss, analyze and identify relevant characteristics that set specific neighborhoods or Racially/Ethnicity-Concentrated Areas of Poverty (R/ECAP) communities apart from other areas; discuss current changes and trends in how racial/ethnic groups are disproportionately represented in R/ECAP areas; discuss how neighborhoods have changed, persisted or emerged over time and identify contributing factors; discuss the impact of current housing patterns, including housing cost burdens and the current supply of available housing, particularly for families.</p>	Provide recommendations on how to address any identified contributing factors that perpetuate segregation and contributing factors that significantly create, contribute to, perpetuate or increase the severity of barriers to fair housing choice; provide recommendations to Staff on how to address barriers; identify specific topics and outreach for community engagement for AFH Topic #2.
Community Outreach AFH Topic #2	<p>AFH Topic #2: Publicly-Supported Housing Staff to meet with local community representatives and groups, Resident Councils, nonprofits and County employees to engage in discussions around the history and future of Publicly Supported Housing.</p>	Elicit feedback, insight and recommendations for review by the Advisory Group.

Task	Activity	Goal
<p>Advisory Group Meeting AFH Topic #2</p>	<p>AFH Topic #2: Publicly-Supported Housing Discuss and analyze patterns in housing locations and occupancy; ethnic and racial composition of residents in publicly-supported housing; current publicly-supported housing policies, including admission policies; community support for new public housing development and voucher programs. Discuss the determinants and contributing factors for any impediments to fair housing.</p>	<p>Identify contributing factors that significantly create, contribute to, perpetuate or increase the severity of barriers which act to limit fair housing choice for people in publicly-supported housing; assess and analyze areas where public housing is located to determine whether the housing is located in segregated or integrated areas, in R/ECAPs, or in areas with disparities in access to opportunities; provide specific recommendations on how to address barriers; identify specific topics and outreach for community engagement for AFH Topic #3.</p>
<p>Spring /Summer 2017</p>		
<p>Community Outreach AFH Topic #3</p>	<p>AFH Topic #3: Disability and Access Analysis Staff to meet with local community representatives and groups, nonprofits and County employees to analyze issues related to persons with disabilities including access, housing and transportation.</p>	<p>Elicit feedback, insight and recommendations for the Advisory Group.</p>
<p>Advisory Group Meeting AFH Topic #3</p>	<p>AFH Topic #3: Disability and Access Analysis Discuss the current range of options of affordable units with accessibility features; determine whether units are geographically dispersed or in concentrated areas; analyze access to buildings, services, programs and transportation by persons with different disabilities; identify disparities in access to community assets and exposure to adverse community factors; review current policies and practices that affect fair housing choice.</p>	<p>Identify contributing factors that significantly create, contribute to, perpetuate or increase the severity of barriers which act to limit fair housing choice for persons with disabilities that are distinct from the barriers experienced by individuals without disabilities; provide recommendations to Staff on how to address barriers; identify specific topics and outreach for community engagement for AFH Topic #4.</p>

Task	Activity	Goal
<p>Board Workshop #1</p>	<p>Hold Board workshop on Staff recommendations related to the first three topics: Segregation/Integration and Disproportionate Housing Needs, Publicly-Supported Housing, and Disability and Access Analysis.</p>	<p>Provide feedback and direction on community engagement process and Advisory Group recommendations on first three AFH topics.</p>
<p>Community Outreach AFH Topic #4</p>	<p>AFH Topic #4: Disparities In Access to Community Assets and Exposure to Adverse Community Factors Staff to meet with local community representatives and groups, nonprofits and County employees to engage in discussions around disparities in access to opportunities in schools; employment; public transportation; environmental healthy neighborhoods, including access to grocery stores, health care and parks, by race, ethnic, national origin or other groups, communities or neighborhoods.</p>	<p>Elicit feedback, insight and recommendations for the Advisory Group.</p>
<p>Advisory Group Meeting AFH Topic #4</p>	<p>AFH Topic #4: Disparities In Access to Community Assets and Exposure to Adverse Community Factors Analyze and discuss disparities to opportunities in schools; employment; public transportation; environmentally healthy neighborhoods, including access to grocery stores, health care, and parks, by race, ethnic, national origin or other groups; compare and analyze access to opportunities by specific neighborhoods and compare to the County as a whole; identify laws, policies and practices that may contribute to any differences; determine other impacts that factor into disparities to access.</p>	<p>Identify contributing factors that create, contribute to or perpetuate any disparities in access to proficient schools and educational opportunities; jobs and labor markets; transportation or environmentally health neighborhoods, based on race/ethnicity, national origin, and/or family status. Develop specific recommendations to address such barriers.</p>

Task	Activity	Goal
Fall / Winter 2017		
Fair Housing Enforcement, Outreach Capacity, and Resources Analysis	Working with Fair Housing of Marin, Staff to analyze fair housing enforcement, outreach capacity, and resources.	Identify issues and contributing factors that are in non-compliance with Fair Housing laws.
Board Workshop #2	Hold Board workshop on Staff recommendations related to the last two topics: Disparities In Access to Community Assets and Exposure to Adverse Community Factors and Fair Housing Enforcement.	Board to provide feedback and direction on community engagement process and Advisory Group recommendations.
Board Report	Staff to submit preliminary AFH Report to include community outreach process, Advisory Group and community recommendations, and proposed implementation plan to address identified impediments to fair housing choice.	Board approval of Staff 's work and implementation plans to address barriers to fair housing choice.
Spring 2018 – Spring 2019		
AFH Implementation	Staff to prepare implementation plan for Board-approved recommendations for addressing impediments to fair housing choice.	Determine priorities and timelines for the implementation plan/process.
Draft Final Report	Staff to present AFH report to Board of Supervisors; report to include community engagement process, recommendations from the Advisory Board; Board-approved implementation plan, and actions/status of the analysis of impediments to fair housing choice.	Board approval of the AFH Report; Board authorizes Staff to submit report to HUD.