



City of Pleasanton Human Services Needs Assessment

Updated Strategic Plan
2018 – 2022

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Background

The Human Services Commission strategic plan was primarily based on the 2011 Eastern Alameda County Human Services Needs Assessment (EACHSNA). Upon expiration of the strategic plan in 2016, the commission opted to update it with a city-staff directed process that included public workshops with review and revision of the existing strategic plan.

The City of Pleasanton’s Human Services Commission is a nine-member body with seven regular commissioners, one alternate commissioner and one non-voting youth commissioner that oversees the grant application process for the provision of human services assistance and programs focusing on the human service needs of the socially and economically disadvantaged, the elderly, and youth in the community. 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 began this update by revising the mission, vision and values statements to help guide the strategic plan for 2018-2022 emphasizing the following statement:

- ❖ “The Human Services Commission is the advocating body for those in the community who cannot advocate for themselves.”

The commission also emphasized working closely with Tri-Valley service providers early in the strategic planning process through the public workshops to obtain a clear picture of the most pressing gaps and barriers impacting the community.

In addition to the five public workshops, the strategic planning process included agenda reports and discussion during the September 6, May 2, and June 6 Human Services Commission Meetings.

Planning Methods, Activities, and Timeline

Between August 2017 and August 2018 the strategic planning process included the following activities:

| Date | Methods/Activities | Outcomes |
|-------------------|--|---|
| August 2, 2017 | Commission determined the format for updating the strategic plan through 2022. | Commission recommended a city-staff led process to include five (5) public workshops hearing from subject-matter experts, service providers and the public. |
| September 6, 2017 | Commission determined course of action for the Strategic Plan Update | Updated Mission, Vision, and Values statements |
| November 1, 2017 | Public Workshop #1: Homelessness in the Tri-Valley | Identified gaps and barriers to service related to Homelessness in the Tri-Valley. |
| November 15, 2017 | Public Workshop #2: Senior Citizen Services | Identified gaps and barriers to service related to Senior Citizens. |
| December 6, 2017 | Public Workshop #3: Behavioral Health | Identified gaps and barriers to service related to Behavioral Health. |
| January 10, 2018 | Public Workshop #4: Transportation Services and Access | Identified gaps and barriers to service related to Transportation Services and Access. |
| January 24, 2018 | Public Workshop #5: Domestic Violence and Child Abuse | Identified gaps and barriers to service related to Domestic Violence and Child Abuse. |
| February 7, 2018 | Agenda Report: Commission reviewed public workshops outcomes and provided feedback on strategic priorities. | Commission gave feedback and agreed upon gaps and barriers to service for each of the public workshops. Commission recommended critical systemic challenges and provided feedback on critical human service needs. |
| May 2, 2018 | Agenda Report: Additional feedback on strategic priorities and core safety net services. | Commission gave feedback and requested a draft of strategic priorities for the June meeting. |
| June 6, 2018 | Agenda Report: Review staff proposed strategic priorities, strategic actions, organizational priorities and actions. | Commission recommended strategic priorities and provided additional feedback on strategic actions and organization priorities and actions. Staff will provide a strategic plan draft for the August 8 Commission meeting. |
| August 8, 2018 | Consider recommendation of the draft plan. | Complete strategic plan and add to City Council agenda. |
| September 5, 2018 | Final review of the draft strategic plan. | Recommend the draft Strategic Plan to City Council |

Mission, Vision, and Values

Formulating a mission, vision, and values statement clarifies the purpose of the Human Services Needs Assessment’s Strategic Plan. These statements help all members of an organization identify, and remain focused on what is 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 updated during the September 6, 2017 Commission meeting.

Human Services Needs Assessment Strategic Plan

Mission, Vision, and Values

MISSION:

To support high quality human services so Pleasanton residents can meet their basic human needs with dignity.

VISION:

To maintain high quality human services that address the community’s needs.

VALUES:

Prioritize, advocate, collaborate, and innovate to address local human needs.

Basis for Strategic Plan

Needs Assessment and Public Workshops

Data extracted from the 2011 Eastern Alameda County Human Services Needs Assessment (EACHSNA) and five (5) public workshops with Tri-Valley service providers, subject matter experts and members of the public informed this updated strategic plan.

The EACHSNA data was derived from census information, surveys of hard to reach populations, provider surveys, focus groups, and key informant interviews. While this information was gathered in 2011, in addition to the 2010 census data, it is the most up-to-date demographic data. One of the priorities for this strategic plan will be to work with the neighboring Tri-Valley cities to update the EACHSNA in 2021 upon the completion of the 2020 census.

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 percentage of residents receiving social assistance, and
- ❖ Large increase anticipated in the senior population.

The commission studied the following five (5) topics in the public workshops which included presentations from subject-matter experts, relevant service providers and members of the public:

- ❖ Homelessness in the Tri-Valley
- ❖ Senior Citizen Services in the Tri-Valley
- ❖ Behavioral Health
- ❖ Transportation Services and Access
- ❖ Domestic Violence and Child Abuse

The key service gaps and barriers identified at these workshops can be found in Appendix A.

Identification of Strategic Priorities

At the February 7, 2018 Human Services Commission meeting, commission members reviewed the gaps and barriers learned from the public workshops. Commission members considered and recommended the following updates to the critical systemic challenges and human service needs from the 2014-2016 strategic plan.

Most Critical Systemic Challenges:

- ❖ Lack of consumer information about services/need for education
- ❖ Lack of coordination, missed opportunities for collaboration, duplication of services among service providers and lack of centralized database between service providers and public agencies
- ❖ Time and cost associated with obtaining services including transportation and connectivity of citizens to services

Most Critical Human Service Needs:

Needs listed below were developed and defined by the commission based on information from five public workshops, commission discussion and the findings from the 2011 EACHSNA.

❖ **Health Care and Behavioral Health:**

- *Wrap around services: coordinated care between service providers, crisis response, additional providers in Pleasanton*
- *Prevention: Screening and assessments*
- *Meeting diverse cultural needs*
- *Substance abuse, coordination of service providers, transportation to specialized services outside the Tri-Valley*
- *Social and cultural stigma to mental health needs*
- *Lack of subsidized dental care for low income residents*
- *Insufficient reimbursement rates for providers*
- *Domestic Violence: community education/outreach/prevention in schools and community, temporary shelter for victims leaving an abusive relationship*

❖ **Disability Services and Access:**

- *Medical Appointment Accessibility as specialist are often outside of the Tri-Valley*

- *Shortages of resources for children with developmental disabilities*
- *Service Cost Reduction: improve eligibility screening, mobility forward study results*
- *Public transportation/paratransit flexibility and after-hours services*
- *Optimized service routes with access to service providers*
- *Ride-sharing app feasibility*
- *Prevention/Education/Training: technology training for scheduling and planning rides, post-driving preparation workshops for older adults.*

❖ **Food and Nutrition:**

- *Barriers to applying for food assistance, even if qualified*
- *Improve eligibility screening to ensure resources are allocated to those with the greatest need*
- *Food insecurity*
- *Access to food pantries and hot meal service limited by geographic dispersion of target population and shortage of transportation options.*

❖ **Youth Services:**

- *School Services: normalizing mental health, individual group and family therapy options; proactive education of services to middle and high school students and families*
- *Shortage of low cost after-school and summer enrichment activities*
- *Non-English speaking parents are challenged in advocating for their children and communicating with teachers and school administrators*

❖ **Senior Services:**

- *Case Management: wellness checks; tax prep; advocacy*
- *Community Awareness: volunteer recruitment; fundraising*
- *Differentiating between financial difficulties and physical, wellness difficulties through screenings*
- *Elder Abuse: financial, emotional and physical*
- *Food Access: awareness of programs, food availability, and transportation*

❖ **Homelessness in the Tri-Valley:**

- *Prevention: offering assistance to families near eviction; education on available services*
- *Temporary Shelter: assistance for initial 7-10 days of becoming homeless*
- *Case Management: job training; mental health services; life skills; and coordinated re-entry*
- *Shortage of homeless shelters that accept single men, fathers and sons.*
- *Long waiting lists for healthcare services and disproportionate use of emergency medical services*
- *Homeless population exclusively reliant on food services due to lack of kitchen facilities*

❖ **Workforce Development/Unemployment:**

- *Adult education and vocational skills*

- *Job placement, workforce development for developmentally disabled, youth and immigrants*
- *Job board awareness*
- *Insufficient child care for low income workers and job seekers*

❖ **Service Provider Critical Initiatives:**

- *Dental Project through Axis Community Health*
- *Tri-Valley Haven Shelter Facility Rehab*
- *Future Multi-Year Projects as Identified*

Identification of Strategic Actions

At the June 6, 2018 Human Services Commission meeting, the commission 1) reviewed previous strategic actions and staff recommendations and 2) selected strategies that would be most relevant, possible and effective in Pleasanton. Strategic priorities are listed below.

Strategic Action #1: Revise Human Services Commission grant-making protocols/RFPs including exploration of multi-year contracts with core safety-net service providers

This strategic action reflects the mission, vision and values of the commission by allowing the organizations providing core safety-net services the financial stability needed to make more strategic, longer term decisions.

With this action, the commission will weigh the challenges and opportunities presented with each distribution method of available grant funds. The commission will also identify the core safety-net services, develop criteria for funding allocation and work with Livermore and Dublin to determine feasibility of drafting joint RFPs for core safety net services in the Tri-Valley region.

As noted above, through this strategic planning process, three (3) most critical systemic challenges and the eight (8) most critical human service needs were identified. To accomplish these goals in light of the prioritized challenges and needs, the Commission will continue to evaluate and revise any relevant grant-making protocols and request for proposals.

Measures of success:

- Annually identify core safety net services
- Develop criteria for funding allocation recommendation
- Meet with Livermore and Dublin to explore joint RFPs for core safety-net services
- Annual review and revisions of grant applications

Strategic Action #2: Drive prevention and education campaigns

The 2017-2018 public workshops reinforced the data from focus groups and the 2011 EACHSNA which identified gaps in the local community's knowledge regarding available services and how to access them. The commission and service providers agreed, there will always be a need for additional funding and resources. Commissioners expressed their goal of focusing on prevention and emphasizing educating the community on available programs and resources to reduce future needs. Additionally, addressing needs early through screenings, assessments, workshops and outreach.

Community education on available services and prevention serves long-term community building efforts by educating all community members about human service needs in Pleasanton.

Prevention was identified at the public workshops by local community service providers and Human Services Commission members as an area of opportunity to impact the largest number of community members with the limited resources available.

Measures of Success (planning)

- Number of opportunities identified with service providers to be addressed with prevention workshops
- Designate staff to coordinate outreach and education programs and bring those topics to the commission

Measures of Success (implementation)

- Number of activities / workshops
- Number of participants attending activities
- Participant and service provider feedback
- Explore formation of a Human Services Commission sub-committee tasked with providing an open forum for user groups, clients and citizens at-large to share needs and discuss solutions

Strategic Action #3: Continue collaboration with nonprofit, faith-based, public and volunteer organizations

In focus groups, service providers described a lack of knowledge about existing supports, duplication of services, and insufficient communications. 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 service challenges and needs on a regular basis.

Since the approval of the strategic plan in 2014, several collaborative groups have been identified in the Tri-Valley (listed alphabetically):

- **CityServe of the Tri-Valley:** Established in 2008, CityServe is a non-profit, grown out of the Tri-valley churches’ desire to serve others close to home. As more local needs were met and other organizations, non-profits and local city officials saw the impact, partnerships grew. CityServe has evolved into one of the most comprehensive resources for volunteer opportunities and human service needs in the Tri-valley.
- **Housing and Human Services Networking Social:** Meets tri-annually with service providers and city staff.
- **Ptownlife Resource Network:** Meets every-other month primarily with non-profit and public sector organizations to coordinate resources.

- **Tri-Valley Anti-Poverty Collaborative:** The Tri-Valley Anti-Poverty Collaborative is a cross-sector collaboration formed to address issues of hidden poverty in the Tri-Valley Area.
- **Tri-Valley School Health Initiative:** Serves as a gateway to make contact and engage with under-served communities, to provide health screenings, linkages, and health care enrollment opportunities to youth and families in the Tri-Valley. The initiative aims to establish the health fair as an annual event that increases youth and family’s access to culturally-relevant prevention services, and strengthens the continuum of school-linked health supports throughout the Tri-Valley.

Commission members also identified a need to include public agencies, volunteer organizations 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)

- Identify networking groups to partner with to raise awareness about, and understanding of, available public and non-profit services
- Assign commission members to attend meetings

Measures of Success (implementation)

- Number of jointly sponsored campaigns, activities, proposals, etc.
- Member feedback
- Regular updates from designated staff and commissioners on progress of outreach coordination

Strategic Action #4: Prepare to update 2021 Eastern Alameda County Human Services Needs Assessment (EACHSNA)

The commission has expressed their intention to be more data driven in their decision making and funding recommendations. Much of this data has come from the EACHSNA, which was last completed in 2011. The data gathered was derived from census information, surveys of hard to reach populations, provider surveys, focus groups, and key informant interviews.

This vital data takes time, planning and budgeting. In this action, the commission will take steps to use the 2020 census data to update the EACHSNA in 2021. The commission and city staff will partner with Dublin and Livermore to prepare for an updated Needs Assessment.

Measures of Success:

- Audit the 2011 EACHSNA for effectiveness and usefulness with Livermore, Dublin and key service providers to determine a scope for the RFP
- Add RFP scope and cost estimates to 2-year budget
- Draft RFP for firm to conduct EACHSNA.

Organizational Priorities

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

During the June 6, 2018 meeting, members of the Pleasanton Human Services Commission participated in an in depth discussion in which they identified their organizational priorities below.

- ❖ **Continue to foster and strengthen working partnerships with regional, Livermore and Dublin staff and government representatives to collaborate on human service needs of the Tri-Valley**
- ❖ **Evaluate, document and promote Human Services Commission successes**
- ❖ **Continued education of commissioners on Tri-Valley human service needs, trends and opportunities**

Organizational Actions

To achieve the organizational priorities, the commission members will take the following actions:

Organizational Action #1: Work with Dublin and Livermore to coordinate regional efforts to address human service needs

This action builds on a previous organizational action to develop regional efforts addressing human services needs throughout the Tri-Valley region. 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. Additionally, 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).

The foundation of this collaboration has helped solidify the regional efforts for human services and this continued coordination will further those efforts.

Measures of Success:

- Identify opportunities for joint regional human services campaigns/projects/initiatives
- Coordinated regional discussions throughout the grant cycle to ensure stability of core-safety-net services throughout the Tri-Valley
- Number of joint regional human services campaigns/projects/initiatives offered in the Tri-Valley

Organizational Action #2: Continued education of commissioners on Tri-Valley human service needs, trends and opportunities

Through the public workshops, the commission recognized the value in hearing regularly from both the service providers addressing human service needs along with the public who are working with those service providers.

The commission would like to continue this practice in the form of regular presentations at commission meetings from service providers and subject matter experts addressing topics to keep the commission up-to-date on current human service needs, trends and opportunities in the Tri-Valley.

Measures of Success

- Identify desired presentation topics
- Number of presentations at commission meetings

Organizational Action #3: Develop human services commission communication plan

This action stems from the organizational priority to, “Evaluate, document and promote Human Services Commission successes.” Commission will recommend human service related projects and priorities to promote through various channels emphasizing the importance of human service programs and work of the Tri-Valley service providers. The goal of this action will be to help educate the community about human service needs and demonstrate the outcomes and impact of grant-funded projects and service providers.

Measures of Success

- Identify relevant communication channels to distribute information
- Number of Human Service topics, projects and service providers to highlight
- Number of initiatives highlighted through distribution channels

Appendix A

Gaps and Priorities Identified in Public Workshops

The commission identified five areas they wanted to study further through public workshops. These workshops would include presentations by subject matter experts and organizations working in that area along with public comment. These workshops identified priorities for each area and potential service gaps. These gaps and priorities were discussed at the February 7, 2018 Human Services Commission meeting.

Homelessness in the Tri-Valley: November 1, 2017

- ❖ **Prevention:** Offering assistance to families close to eviction.
- ❖ **Temporary Shelter:** Assistance for 7-10 days of first becoming homeless.
- ❖ **Case Management:** job training; mental health services; life skills; coordinated entry.

Senior Citizen Services in the Tri-Valley: November 15, 2017

- ❖ **Food Access:** Awareness of programs; food availability; transportation.
- ❖ **Community Awareness:** Volunteer recruitment; fundraising; city support (general fund); solicit council for increase in HHSG funds.
- ❖ **Case Management:** Wellness checks; tax preparation; determine needs: financial vs. health and wellness.

Behavioral Health: December 6, 2017

- ❖ **School Services:** Normalizing mental health; mental health services outside of school day; individual, group and family therapy options in Pleasanton; priority funding for schools.
- ❖ **Prevention:** Screening and assessments; cultural needs; psychological testing; parenting classes; proactive education for middle school and high school classes.
- ❖ **Care Coordination:** Between agencies and service providers; crisis response; additional providers in Pleasanton.

Transportation Services and Access: January 10, 2018

- ❖ **Prevention:** Transit technical tips workshops; preparing older adults for post-driving options; aging in place; technology training for scheduling and planning rides.
- ❖ **Medical Appointment Accessibility:** Regional trips (to specialists outside the Tri-Valley); recruiting volunteers to take longer trips.
- ❖ **Service Cost Reduction:** Increase effectiveness in eligibility screening and enforcement; streamlined online application; mobility forward recommendations; scholarship/low income fares.
- ❖ **Flexibility / After-Hours Service:** Exploring Uber/Lyft options (not currently wheelchair accessible); same-day service; optimized fixed-route service; para-taxi program.

Domestic Violence and Child Abuse in the Tri-Valley: January 24, 2018

- ❖ **Education / Outreach / Prevention:** Provide additional resources to schools, students and families through educational programs and health classes; increased mandated reporting for school staff; increase awareness of resources and challenges (to increase funding); support groups for families in regards to stress.

- ❖ **Affordable Shelter and Housing for Victims:** Temporary shelter when a victim leaves and abusive relationship; coordinated entry once shelter stay is complete; culturally responsive services in multiple languages.
- ❖ **Increased Staff Training:** For interviewers.
- ❖ **Multi-Disciplinary Coordination:** Effective communication and coordination between CALICO, PUSD, PD, CPS and court system.