

COMMUNITY MEETINGS

Equity-Focused Engagement Stakeholder Interviews

Implementation Plan – Submitted by Kearns & West

City of Pacifica: Equity-Focused Engagement & Implementation Plan

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Submitted by Kearns & West

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Introduction

The City of Pacifica (City) is preparing its 8-year housing plan, formally known as the Housing Element of the General Plan for 2023-2031. The Housing Element addresses the housing needs of all population segments through various policies and programs. The City plans to adopt the Housing Element Update in late Spring 2023. As part of the update process, community outreach and engagement will be conducted in Winter 2022 as part of the Concepts phase. The Housing Element Update's success relies on community members, organizations, and other stakeholders shaping the vision and goals for future planning.

Purpose

This document provides an implementation plan for equity-focused community engagement, including an overview of stakeholder interviews and findings, outreach techniques, timing recommendations, and proposed outreach events (e.g., public workshops and pop-up events). Community engagement for the Housing Element Update will support the project team's understanding of community members' perspectives, the identity and culture of the City, and community needs and priorities.

Equity-Focused Outreach Objectives

The City of Pacifica specific objectives for conducting equity-focused community engagement during the Housing Element Update are to:

- Adapt to effective outreach strategies to bring the voices that are often not found in city planning efforts.
- Enhance the way the City does outreach to historically marginalized communities with virtual or in-person engagement best practices.

Stakeholder Interviews

The project team interviewed key community stakeholders with City staff's support to inform the development of this equity-focused implementation plan. The project team prepared a list of recommended stakeholders to interview, and City staff provided review and prioritization feedback. The project team coordinated and facilitated interviews with the identified stakeholders.

During these interviews, the project team informed stakeholders that their input would guide recommendations for the City on engagement strategies and identification of communities who have previously not been a part of housing discussions in Pacifica. The table below identifies stakeholders interviewed as part of the stakeholder interviews. The following questions were used as discussion guides during stakeholder interviews:

- Introduction and what are the communities that you serve in Pacifica?
- What are your strategies for outreach and engagement with under resourced or underserved communities in Pacifica? What do you find is the most effective way to reach them?
- What places in Pacifica can the City use to be effective in their outreach and engagement efforts?
- Regarding what you may know about housing-related challenges facing this community right now, do you have any recommendations for the City to help guide their housing goals we explained earlier?

The following table identifies parties as part of the stakeholder interviews.

Table 1. Stakeholders Interviewed

Stakeholders	Agency
Stephanie Saba, Library Manager	San Mateo County Libraries
Heather Olsen, Superintendent of Pacifica School District Nicole Ortega, Administrative Secretary of Student Services Department and long-term resident Yolanda Pranza, Administrative Secretary of Student Services Department and long-term resident	Pacifica School District

Stakeholders	Agency
Anita M. Rees, Executive Director	Pacifica Resource Center

Conversations on Housing

The following section provides an overview of the housing concerns that the interviewees shared

- Capacity of existing infrastructure and traffic: Concerns about the existing infrastructure, e.g., many of the roads in the city are one way in one way out.
- Families getting priced out: there are property buyers in Pacifica for VRBO and Airbnb are taking viable housing, homes are staying vacant.
- Families forced to live together multi-generationally: Younger families are unable to afford property and have to live with their older relatives, leading to overcrowding in homes.
- Families forced to move out of Pacifica:
- Many families are moving out of Pacifica, especially Spanish-speaking population.
- Families are unable to relocate within Pacifica due to high rental prices.

Recommendations: Strategies, Considerations, and Activities

The following section provides an overview of the process and notification methods for community engagement, including the timeline (Table 6). The project team will clarify the logistics associated with workshops in a logistics plan developed for each event. Logistics plans will describe tasks associated with the preparation, digital engagement/promotion, and facilitation of each community workshop.

This section identifies strategies, connection considerations, and activities that were recommended from the stakeholder interviews.

Strategies

- Go to the Community: Conduct outreach activities located in the community, consider utilizing pop-up events in well attended community spaces.
- Connect with Community Groups: Reach out to community groups who are already meeting. Community groups can help reach out to community members.
- Prepare Inclusive Meetings: Consider providing childcare, food, and in-language materials/presentations when having workshops.

Cultural Considerations

Servicers that work with diverse communities strongly recommend outreach staff be representative members of that community or at a minimum speak the language. This enables receptivity from community members, instills a sense of belonging, and builds trust regarding the topic at hand.

In the Chinese community, seniors consider themselves independent from their households, even if they are dependent on their children/the household income. The cultural definition of a “household” therefore differs from the legal definition designated by the City or the State.

Additionally, Pacifica’s Filipinx community has been historically difficult to reach by organizations like the Pacifica Resource Center. Many Filipinx residents live in the Northeast/Fairmont area of the city, which is a neighborhood the Pacifica Resource Center is considering as an ideal location to open a satellite center. Rather than waiting for the Filipinx community to come to the center of town to seek resources or provide input, it would be more effective to bring the conversation to these neighborhoods.

In recent years, there has been increasing families from different places, including Portuguese-speaking, from Ukraine, Russia, China, and Afghanistan. Relatedly, it is important to be cognizant of families whose migratory status may impact

their willingness to participate in official City activities; working with community-based organizations who serve said families helps bring in those voices.

The interviews illuminated aspects about different communities in Pacifica. Due to its status as a “bedroom community,” as well as its geographic location tucked among the hillsides along the coast, some Pacifica residents want to maintain the isolated, private quality of the city. This local sentiment to preserve Pacifica’s small-town feel might arise during the Housing Element Update public engagement process.

Outreach Techniques & Activities

The team recommends a use of a variety of notification methods to reach a broad spectrum of the community. Generally, all outreach and notification materials, responsibilities, and timing should be updated through logistics plans for each outreach activity.

Outreach Activities

The section below identifies general and specific outreach activities to be used for outreach purposes (Table 2), virtual outreach (Table 3), immediate virtual outreach (Table 4), and stakeholder identification & outreach methods (Table 5).

General list of activities:

- Co-hosted Workshops with CBOs: Workshops conducted in partnership with CBOs. City staff would help facilitate activities, breakout groups, and roundtable discussions.
- Community Presentations: Presentation at standing community meetings. Presentations should be brief and primarily focused on sharing upcoming activities and engagement opportunities.
- Pop-up: Events do not need to rely on other events. Pop-up events should include participatory activities (prioritization activities), handouts, and information on the update process.
- Tabling at Community Events: Coordinated participation in scheduled community events. This activity can have similar activities as those in Pop-ups.

Table 2. Specific Activities

Activity	Event or Location	Date & Type of Activity	Materials* <i>*Assume all materials are available multi-language</i>
Tabling	Arts and Crafts Event in Pacifica 64th Annual Members Exhibit	October 21 – November 20	Multi-language materials Digital/Paper survey
	Holiday Boutique at St. Peters Catholic Church	November 13	Multi-language materials Digital/Paper survey
	Small Business Saturday in Pacifica	November 26	Multi-language materials Digital/Paper survey
	Tree Lighting Ceremony at Pacifica Community Center	December 3, 4-7 pm	Multi-language materials
Pop-up	Grocery Outlet Shopping Center	During weekday afternoon	Multi-language materials Interpreters
	Linda Mar Beach	<ul style="list-style-type: none"> • During weekday afternoon • Turkey Trot Fundraiser 	Multi-language materials Interpreters

Activity	Event or Location	Date & Type of Activity	Materials* <i>*Assume all materials are available multi-language</i>
Pop-up	Linda Mar Shopping Center	During a weekday afternoon	Multi-language materials Interpreters
	Pacifica Pier	On a weekday afternoon	Multi-language materials Digital/Paper survey
	Pacifica Resource Center Grocery Distribution	American Legion Hall - Nov 16, Dec 14	Multi-language materials Paper survey In-language outreach staff/Interpreters
	Schools <ul style="list-style-type: none"> • Afterschool Events • Parent Pick-Up near the gates 	Different schools through Pacifica School District <ul style="list-style-type: none"> • Ingrid B. Lacy MS • Linda Mar Montessori • Pacific Bay Christian • Sunset Ridge ES <i>*Filipino families</i> • Jefferson Union HS 	Multi-language materials Paper survey In-language outreach staff/Interpreters
Community Presentation	Senior Center/Pacifica Community Center	Presentation during senior lunch	Multi-language materials Interpreters or in-language
	Schools	Identify schools through school district for meeting at school facilities	Multi-language materials Interpreters
	Pacifica Collaborative Meeting	Presentation during meeting to attendees	Communication Packages for distribution (Flyers, Social Media images)
Post Flyers	SRV Park Main Office	Ongoing	Multi-language flyers Paper surveys
	Starbucks locations, including the ones at the grocery stores	Ongoing	Multi-language flyers Paper surveys
	Libraries - Community boards	Ongoing	Multi-language flyers Paper surveys

Virtual Engagement

Table 3. Virtual Engagement Activities

Virtual Platform	Notes
ParentSquare (School District)	<ul style="list-style-type: none"> • Electronic newsletter distributed on Wednesdays every two weeks; the last one was on Wednesday 11/9/22 • Ability to send announcements on an as-needed basis, separate from the newsletter. This is the better option for specific topics/projects • Users can receive information in the language they prefer
Pacifica Resource Center	<ul style="list-style-type: none"> • Newsletter (2,500 people) • Call Multiplier, client-facing messaging
The Patch	<ul style="list-style-type: none"> • Pacifica November events calendar here • City of Pacifica has an account
The Tribune	<ul style="list-style-type: none"> • Print and virtual

Immediate Outreach

SurveyMonkey reports that as of November 10, 2022, all 74 responses received are in response to the English-language survey. The recommendation is for the City to send out in-language invitation-notifications to the interviewees immediately for the platforms or ways they each offered to do so.

Table 4. Immediate Virtual Outreach Activities

Agency	Platform
School District	<ul style="list-style-type: none"> • ParentSquare, Survey announcement with link
Libraries	<ul style="list-style-type: none"> • Print survey, digital flyers with QR code for survey
Pacifica Resource Center	<ul style="list-style-type: none"> • Print survey, digital flyers with QR code for survey • Call Multiplier (text message), Survey announcement with link • Newsletter, Survey announcement with link

Engagement Type by Organization

This section provides an overview of the types of engagement, be they outreach events or ways to get information out to the public, based on the organization or agency in Pacifica. Additional methods can be identified by City staff.

Table 5. Engagement Type by Organization

Organization	Outreach Activities				Communication Methods			
	Co-hosted Workshops with CBOs	Community Presentation	Pop-up Events	Tabling (event)	Website	Emails	City Newsletter	Social Media
Pacifica Collaborative	X	X	X	X		X	X	X
Social Unity Project	X	X	X	X		X	X	X
Pacifica Mothers Club		X			X	X	X	X
Pacifica Resource Center	X	X				X	X	
Community Center	X	X	X	X	X		X	X
Jefferson Union High School District		X			X		X	X
Pacifica Moose Lodge Family Center		X		X		X		
Skyline Community College		X	X	X	X	X	X	
The Senior Center	X	X	X	X			X	X
St. Peters Church		X	X				X	X

Example Notification Material Preparation Schedule

This section provides a template for a notification schedule leading up to an event.

Table 6. Notification Material Preparation Schedule

Task	Date
Identify Event/Activity	6 Weeks Before
Draft Website Content Announcement	6 Weeks Before
Draft Flyer & Social Media Language	5 Weeks Before
Materials Finalized by Project Team for activity	5 Weeks Before
Materials Shared by PIO and City	4 Weeks Before
Advertising Materials Shared with Stakeholder Organizations	4 Weeks Before
Three Week Advertising Social Media	3 Weeks Before
Two Week Advertising Social Media	2 Weeks Before
One Week Advertising Social Media	1 Week Before
24 Hour Advertising Social Media	1 Day Before
Day Of Advertising Social Media	Day of Event
Event Date	-