

Tenderloin Community Action Plan Governance Structure Working Sessions

Working Session Planning Session #1

Faithful Fools

January 11, 2023

Participants: Elgin, Soha, Liza, Sal, Curtis, Adnan, Lorenzo, Bushrah

Facilitators: Andi Nelson, Kamene Ogidi, Aseel Fara

Purpose: Connect, bond a little bit and determine the goal and agenda for the retreat.

Meeting Agreements

- Step up, step back
- Listen to understand
- One mic at a time
- Stories Stay, lessons leave
- Assume the best intentions
- Throw glitter, not shade
- Patience and flexibility

Agenda

- **Mingle and snack (15 min)**
- **Introductions and quick get to know you exercise (20 min)**
 - Why are we gathering?
 - Workshop agreements
 - Introduction
- **Reflections on First 4 Months Hopes + Needs for processes supporting the TCAP (45-60 min)**
 - Each person shares their break down on a post-it (up to 3 and one each post-it) (3 min each – 20 min)
 - Based on specific breakdown categories, what are specific opportunities for improvement? (20 min)
 - What does success/the North Star look like in by June 2025? (15 min)
- **BREAK (15 min)**
- **What is the Retreat for and Planning the Retreat (60 min)**
 - What could the goals of the retreat be, knowing the breakdowns and opportunities for improvement? (30 min)
 - How do we work together to develop retreat experience and content? (30 min)
- **Next Steps (10 min)**

Meeting Notes

Conversation Notes

- Awareness and education: There needs to be enough time for people to learn about the process and plan. The community must be informed of the process and should be given enough time to make informed decisions. It would help if deadlines weren't so close together.
- Trust and community building: Community building will help compel folks to join. It's a big aspect of the work being done and will enhance the overall outcome. This should be the first step as it would strengthen relationship dynamics.
- Those hard to reach: Many people, especially breadwinners and mothers cannot make it to meetings. We need to figure out a method that is inclusive and can capture the voices that often go missing. Some examples are to offer childcare or multiple platforms to share their voice. There was a suggestion of having multiple days/times where individuals can join meetings or be more involved.
- Involvement: We must bring new faces into the process and establish more relationships throughout the community. Statement: Those who have a relationship with Planning are more privileged than those who don't have those relationships.

How Does Adversity Make a Community Stronger?

- Although adversity makes a community stronger, it also leaves trauma that oftentimes doesn't get addressed. Trauma mustn't be ignored so the community can become stronger.
- Adversity creates opportunities to work together and push through challenges.
- Working together through conflict helps create healthy relationships which will help the team long term.
- When challenges come up the community also shows up.
- Adversity builds community and opens the lens to growth.

What does success make a community stronger?

- When individuals experience joy together.
- A special feeling or seeing the fruits of collective labor.
- When the work is shared the excellence is shared.
- Positive outcomes
- Good communication
- Transparency with each other.
- When we succeed together we all feel accomplished.
- Success sets a standard for future outcomes.

Opportunities For Growth

- Cultural competency
 - Meetings
 - Outreach
 - Time management

- Uncomplicate the info being used
- Community & City Partnership
 - How to write a proposals
 - What is the overall plan and how does community weigh in
 - Building community/building citizen base

Break Downs

- Thinking of the entirety of the group should help drive the conversation.
- The length of time for meetings is crucial. Some people can't dedicate 2 hours of their time to attending a meeting. Yet, meetings should have enough time for people to discuss and complete work.
- Many of the CBOs can attend meetings while many residents can't. This gives privilege to CBOs over residents.
- Meetings need to be culturally competent and age-appropriate.
- There should be enough time for the city and community to educate individuals about projects. People felt as if the participatory budgeting process was rushed and that deadlines were too close together.
- There are political pressures and fiscal timelines which resulted in a pace that made communication challenging.
- There needs to be more community and trust-building in our work. This is a step that individuals thought was missed.

Next Steps

- The group agreed to have the retreat in three weeks in early February, 10 am – 12:30 pm on February 3rd.
- The Planning Team will be developing a draft agenda and sharing it week starting Jan, 16. In the meantime, hoping everyone could write in the names of folks they think should attend the retreat by this coming Monday, 1/16/23. Please write in names in this google document [HERE](#). We are hoping people invited can confirm their attendance by Friday of next week!
- The goal is to have 20 people attend the retreat.

Working Session Planning Session #2

Healing Well

February 3, 2023

Participants: Elgin, Soha, Liza, Sal, Joseph, Adnan, Lorenzo, Jalal, Bushrah, Curtis

Facilitators: Kimia Haddadan, Andi Nelson, Kamene Ogidi, Aseel Fara

Purpose: Reflect on recent opportunities and challenges, discuss the proposed framework for community collaboration and receive feedback, prepare for the 2/17 Community Working Session

Meeting Agreements

- Step up, step back
- Listen to understand
- One mic at a time
- Stories Stay, lessons leave
- Assume the best intentions
- Throw glitter, not shade
- Patience and flexibility

Agenda

- **Mingle and Settle** (10 min)
- **Welcome and Introductions** (20 min)
 - Connection Exercise
- **Process Recent Challenges and Opportunities** (15 min)
 - Challenges & Points of Friction and/or Opportunities
- **Introduce proposed framework for community collaboration on the plan** (60 min)
 - Introduction
 - Planning presents on existing CSG structure & tentative WG structure (scope, decision making, how participants selected, etc.)
 - Discussion
- **Next Steps** (10 min)
 - Agenda for the Community Working Session
 - Request from the Group

Meeting Notes

Challenges and Opportunities

- Opportunities:
 - Define what community is. There are sub communities in this neighborhood and how do we thread the different things together. We need to get more people together (children, moms,

homeless, store owners, a whole list of people). Boldly ask people: “what is community to you?”

- Define a standard. What is the win? Youth Center? One smile? We should aim higher. Health is for everyone not just a few. We know what we need, we need to think big. For TCAP to work, there needs to be multiple solutions at once.
- Opportunity to talk about the topics we don't talk about it.
- Get sports team involved to promote the TCAP
- Education is empowerment. People have confidence as they know. Mind and passion together equal change.
- Happy to see a space for youth. What we need/favorite memory: seeing youth get lost in the neighborhood, to the street. It takes a village to raise the kids – not just parents, teachers. Youth feels comfortable sharing space, share culture, faith. Need more voice for that. Youth center is above all the priority. Saving our future when saving kid.
- Financial: DPH's \$30 million for youth
- Full scale community center. For the broader community too.
- Think bigger too. It's in all our work.
- We need a movement, need to build movement to build systemic change in the neighborhood.
- Challenges:
 - How do we define the community and engage them? It takes effort and energy and resources to reach communities.
 - Need a committee that works on being inclusive.
 - Address the root problems here. Then it will change. City should dig deeper and see if they agree on the basic problems in the neighborhood
 - Ideally, we don't go the route to need a City team. We would have the decision-making ourselves.
 - Voting process: some people had concerns where the voting concerns were because the places could also receive votes. In the future, let's stay in neutral spots. Find a neutral space that isn't receiving funding. Children should have had an information session.

Community Stakeholder Group and Working Group Feedback

Participation

- Members and nonmembers – equal balance for final vote
- Define breakdown of membership
- What is the selection process?
- Stipends for TL residents
- Like this: Participants engage in discussions and comment periods but do not vote or engage in consensus process
- Stipends are not enough to keep people
- People need gift cards – food gift cards are best
- It's a personal investment, make sure people feel ownership
- Clearer definition of which types of businesses

Participation Questions

- **Do you think there should be reserved seats for residents? If so, what percentage is appropriate?**
 - Yes, 60 % still doable
 - 60/40 is too low, include more residents
 - Balance out influence – like the House and the Senate
 - Include people experiencing houselessness and people with lived experiences

Membership

- Compensation
- Resident stipends
- Still should be majority resident voice

Membership Questions

- **What is the best way for non-members to participate in the process with this model?**
 - What percentage is the CSG voice vs. the surveys?
- **Do you think 25-30 members is an appropriate number?**
 - 100 plus
 - CSG needs to be consistent. Open participation could be for people who come and go.
 - Smaller group works

Application Process

- Training on how to nominate community members (x2 people)
- Make sure people know why it is important to apply and what is in it for them

Application Questions

- **How will folks be nominated from the TL communities?**
 - Outreach team to do outreach, inclusivity
 - Building by building. Takes time to do the outreach (It takes 2 years)
 - Communities know their leaders. We shouldn't be selecting
 - Reach out through social workers to reach SRO
 - Need to go where we are not getting voices from
 - Most challenging topic: how do we get the people most impacted at the table?
- **How should CSG selection panel participants be selected?**
- **What questions should be on the application?**
 - Rank community issues or challenges

Additional Comments

- Define topics by demographics: Race, Economics
- Linkage center didn't solve anything. Spent the money.
- Working Groups -include CSG members, be open to participants to vote (if you are interested). Then people don't have to sit through a meeting with a topic they don't know anything about or care about

Governance Structure Working Session

St Anthony's Community Room

February 17, 2023

Facilitators: Kimia Haddadan, Andi Nelson, Aseel Fara, David Garcia, Malik Looper, Jeremy Shaw, Ilaria Salvadori, Claudia Flores, Ashley Lindsay

Purpose: Discuss and confirm Community Stakeholder Group structure, membership, and nomination process

Meeting Agreements

- Step up, step back
- Listen to understand
- One mic at a time
- Stories Stay, lessons leave
- Assume the best intentions
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- Patience and flexibility

Agenda

- **Mingle and Settle In (15 min)**
 - Grab some lunch
 - Get to know you exercise at your table
- **Welcome and Announcements (10 min) - Planning**
 - Welcome and thank you for coming
 - Land Acknowledgement and Black History Month Acknowledgement
 - Agenda review
 - Meeting purpose
 - Project Updates
- **TCAP Community Stakeholder Group – Recommended Structure (60 min) - All**
 - Presentation - Overview of Recommended Community Stakeholder Group (CSG) Structure – Planning (10 min)
 - Small Group Discussions (8 facilitators, 5-10 people/group) - (40 min)
 - Small Group Report Back (10 min)
- **Closing and Next Steps (5 min) - Planning**
 - Meeting with folks in language
 - Take feedback and confirm structure
 - Thank you and adjourn

Meeting Notes – Small Group Discussions

CSG Purpose and Role

- Purpose and Role
 - Be clear on goals/objectives/purpose
 - Need to be reflective of resident voices and not just a few representing the many
 - CSG should be an informing and educative body; build a community of practice and self-educations and leaders will emerge
 - CSG should be responsible for ongoing monitoring
 - CSG should have a weighted say on which projects are funded/prioritized
 - Oversight and accountability should be included in the purpose and role of the CSG
 - Also be clear about the limitations of what they will not be able to do
 - Need define if this is funding or empowerment
 - Clarify that City staff are not CSG members
 - SF Planning should be clear about the avenues of change that are possible
 - Part of this work is to empower resident voice in their future
 - Mission and goals to achieve a level of equity and undo disinvestment, make up for some of the stuff that happened in the past
 - Need another bullet to help articulate that
 - The people have been left out but here now get a seat at the table
 - We need a role/job description and agreement as a member
 - “Social media influencers”
 - Include feedback loop as part of role
 - Be clear on details of CSG commitment related to:
 - Duration of role
 - Identifying which communities should nominees be representative of
 - Min level of participation, activities and community engagement
 - People then need to see actions based on their input
 - Consider including working groups in the description
- Inclusivity
 - So there needs to be a feedback loop and roles related to the feedback loop
 - Make sure folks get the information before any CSG vote happens
 - How can community organizers make sure people are not left out?
 - How can moms and merchants who can't attend participate and how do we make sure to engage them?
 - Have a group that continues to work on that deep engagement
- Stipends
 - Everyone who is here is paid for their time. Need to know incentives to be here
 - Members should be compensated, not stipends or gift cards

CSG Nomination Process

- Outreach
 - Outreach to develop Black nonprofit leaders and develop their organizations so that they can speak for themselves
 - Might include some age groups
 - Connect back to social media and outreach access
- Nominations
 - Nominees must confirm they accept their nomination
 - Can we nominate ourselves?
 - Certain groups who nominate one person
 - Make sure nominations are checked by the requirements
 - Which city departments are ready to work with the community?
 - Then based on that define the avenues of change
 - Then use that to identify the sorts of organizations and types of people you have on the CSG
 - Connect to the orgs and ask them to select a representative who can represent the community on that topic
 - Example: if SFMTA is one of those partners who is ready, identify an org who is prepared to work on transit and ask them to nominate folks
- Trainings
 - Should use the opportunity of the trainings to ask for peoples interests and expertise
 - Talk about how to be an “effective stakeholder”
 - Share survey results
- Representation
 - Really focus on accomplishing the goals and consider past plans
 - Remember Plan 2020 and merging with the Mayor’s Plan
 - Consider requiring people who were involved at past stages of the planning process.
 - Go back to survey and past work already done Find folks who represent the work
 - Need to be “true” equity in the process
 - Make sure it is well-balanced
 - Need more representation
 - Not just the same who influence but are not in the room (at this meeting)
 - If it's going to be the same nonprofits, have people from the “lower rungs” representing since they
 - Include “newer” nonprofits who lead by people from the city, from the TL organizations
 - The TPC is not all one community
 - Categories mentioned are already collapsing/overlapping: get voice of who is interested and see if they fit already (in those categories)
 - Check there is balance amongst categories
- Requirements and role clarity
 - Hours/days/schedule

- Support services – “If I need to take care of my kids or cook dinner, I need to know what I am getting into? No one else will make dinner for my kids”
- Childcare, incentives etc.
- Translation
- Interviews for people who are nominated
 - Learn more about the panelists
 - Consider the chemistry of the panel – what if it is too fractioned

CSG Selection

- Potential criteria and seats
 - Ensure nominees have genuine desire to do equity work by investing in community in intentional ways
 - Nominees should have lived experience in TL.
 - Nominees should be reflective of all age groups especially the youth and aging, fair representation
 - Have neighborhood expertise and earned it through their work
 - Understand contracts and RFPs in order to communicate out to organizations in a simplified and transparent manner
 - Non-profits and small businesses should be represented within CSG
 - Documentation status could be exclusive, low barrier employment.
 - Micro-entrepreneurs need to be represented (consider the Tenderloin People’s Congress committee)
 - Business seats criteria should include:
 - Line of business/industry sector
 - Business tenure
 - Business 10 or fewer people: make sure that we have businesses with 2 or 3 employees non-profits not expertise but people who belong to a specific community (i.e. Arab).
Look at inclusion vs experience
 - Lived experience should be a criterion, not just “Expertise in a TCAP plan area”
 - Expertise should not be pre-requisite
 - Lift up partners who are going to be relevant for implementation
 - Importance of representation, but also conscious of the topics
 - CSG members should be compassionate, good listeners.
 - If we have a good group. anyone else will be represented. Even if a representative does not belong to a specific group (can represent the group by being) a good listener
 - TL homeless should be included
 - Senior housing should be represented
 - Make sure that youth representation is there
 - Provide a disability seat and a youth seat (on the CSG)
 - How about people using resources in the TL but not living there?

- Queer people should get a special seat
- CBO related to TL ok
- How about agencies related to the TL (mid-market) but not in the TL?
- Families and their needs should be represented on the CSG
- Caregivers should have a seat
- Review the criteria we drafted in the beginning (of the TCAP) and move on from there
- Define the agenda of a CSG Member and what is important to CSG nominee
 - What is their vision?
 - Mission of CSG member?
 - What are their goals?
 - Does it align to CSG?
- Selection panel review by community criteria
 - Interview applicant during selection process. don't base (selection) only on resume.
 - Be clear about this process
 - Include the community in this process
 - Who are the city partners who are involved?
 - Who are the leaders in the community?
 - Consider doing the nominate and selection process through commission and board appointments
 - CPC votes to fill seats
 - Community has opportunity to come and speak – more transparent and defined

CSG – Additional Discussion

- Number of Seats
 - Designate seats for certain CBOs
 - Increase the number of available member positions
 - Diversity should be explicitly acknowledged also
 - Overall aligned to these high-level tasks
 - Of the 15 members – 3 Members should be Vision 2020
 - # of seats are too few (no preferred # of seats suggested)
 - If you go too big sometimes the group can go too unfocused, and nothing moves forward
- For community members who are nominated maybe include them in a group that is engaged and invited to participate throughout even if they did not get a seat
 - Involve them in the working groups to hear the voice of everyone
- Involve persons with new stakeholders as well to gain new perspectives not just 2020 AP
 - Hard to move forward if we keep looking back to blame where it went wrong
- Membership term
 - What happens if a member leaves?
 - How do we discontinue membership?

- Move meetings around to different parts of the neighborhoods and different spaces to help with outreach and involvement awareness.
- Consider focus groups as part of this development process
- Consider establishing alternates; if someone does not show up someone else can sit in.

Challenges and Opportunities

- No representative of Black residents of the TL
- Arranged by a clique
- It's unfair and not equity
- SF Planning and some representatives changed the plan
- Having us vote on handpicked the topics
- No accountability – whoever gets chosen needs to consult the group they represent and report back (facilitator note: from CSG meetings)
- The City condensed the TCAP and consequently changed or left out people's ideas
- Concern about confusion over the process and that small voices would get lost

Additional Feedback

- African Americans were not represented at our table yet were concentrated at other tables
- Where is equity in \$3.5M funding?
 - Also fund Black proposals – more than “only one (1) proposal was included and that was in response to community member vocal advocacy (facilitator note: I did not fact check)
- Also, the jobs that get created include Black employees, support to Black business, and grant funding to Black led organizations
- Need to define what the TCAP is
- Why can't we prioritize Black people citywide?
- We don't trust SF Planning
- Do not trust city agency and they don't feel safe with SFPD
- Too much violence
- Neighborhood is a containment zone
- The mayor wants to push bad thing into the TL
- City panelist selection should not have final say, would prefer final selection have input from community.
- CSG should prioritize open air drug dealing
- We are here for What? Planning for the future, making real change
- Include all the information on the website with outcomes
 - Commitment to transparency and accountability throughout the process
 - Be clear about what SF Planning's role is and what other city agency roles are
- Make sure to include results from surveys and continue outreach

- What are the expectations of TCAP?
 - How do they relate to TEI and TL Vision 2020
 - What are we opting into – empowerment?
- Everyone has different problems – everyone