

The Golden Gate Village Community Working Group

EXPLORING REVITALIZATION OPTIONS AT
GOLDEN GATE VILLAGE

RDJ Enterprises
REPORT TO THE MARIN HOUSING AUTHORITY
JANUARY 2016 – revised April 7, 2016

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Executive Summary

Golden Gate Village Community Working Group

Final Report

In the face of funding shortfalls and the increased demand for quality housing, public housing authorities continue to strive to improve affordable housing options and at the same time provide their program participants with greater economic opportunity and more supportive family environments. In addition, housing authorities today find themselves competing for private sector funding in order to offset rapidly compounding deferred maintenance costs. These factors coupled with market forces have driven housing authorities to shift their role from public sector service providers to entrepreneurial market participants. To achieve this, housing authorities have had to make tough choices and enact innovative strategies that focus on modifying practices, diversifying their tenant base, and rethinking the types of developments they operate.

Today, MHA finds itself faced with making these kinds of difficult decisions to determine a course of action that allows it to address deferred maintenance and its residents' desires to attain economic sustainability while continuing to provide safe, sanitary, and affordable housing to Marin County families.

To assist it in weighing its options as it begins the process of revitalization at its Golden Gate Village (GGV) property, MHA retained a facilitator to form a Community Working Group (CWG). This group of invested community stakeholders acted as a public body charged with constructing a collective and innovative vision for the future of Marin City and Golden Gate Village. That vision includes sustainable and improved affordable housing, services that support residents and families, and a vibrant business community. The CWG grew out of the work of an advisory board that MHA convened in 2009 to address the growing need to design and execute an innovative and sustainable vision for Golden Gate Village and Marin City.

The twenty-one members of the CWG came from a cross section of stakeholder groups in Marin City and the County, and represented a variety of interests from residents to government. A successful outcome for the Community Working Group rested in recommending a sustainable and innovative vision for the future of Marin City and Golden Gate Village. A set of Guiding Principles drove how the Community Working Group approached its charge and served as criteria to determine which of the options under consideration were feasible for the group to recommend to MHA. CWG members agreed that the housing model and resident service options under consideration should address and further the intent of the Guiding Principles. The six models the group considered were: Defer the Work, Historic Preservation, Land Trust/Co-Op, Mixed Income, Mixed Use, and Rental Assistance Demonstration.

Each meeting tackled a different topic and built upon the knowledge gained in the previous meetings, and pushed the CWG to explore critical aspects associated with Golden Gate Village, its residents, the larger community, MHA, and how housing

authorities in general approach and conduct revitalization. As a part of its process, the CWG met with five housing authority Executive Directors and a resident advocate who specializes in implementing resident protections during public housing revitalization. The CWG also met with Miguel Correa, the Director for the San Francisco HUD Field Office, who explained that HUD did not have sufficient funds available to address Golden Gate Village's capital needs. Developing resident capacity at the same time as the development's physical infrastructure was identified by the CWG as a priority. In order to understand what other housing authorities do to identify and implement mechanisms that lead to increased resident capacity and create pathways to upward mobility, the CWG conducted workforce development and education panels that allowed it insight into national as well as local efforts to support resident capacity building.

The CWG participated in a decision-making process where it reviewed data from the previous months' work, identified and weighed pros and cons as well as costs and benefits. The CWG members then submitted individual recommendations supporting specific housing model options they believe MHA should pursue. The CWG used the guiding principles to gauge which of the six options to recommend to MHA. The CWG members used a set of criteria to assist in making decisions about the six options identified during the process. CWG members applied the criteria to eliminate options that seemed impractical and/or unsustainable over time due to financing or other significant factors, which left three options on the table – historic preservation, mixed income and mixed use.

The process also included a survey of resident attitudes around revitalization. Findings from the survey indicate that Golden Gate Village residents are open to some kind of revitalization process, and this ranges from a new unit with modern design and appliances (57%) to a unit with some improvements (35%), but that most of them would not want to leave the development or community as it occurs. Most survey respondents (62%) say they would not use a Section 8 Voucher if offered and would prefer to remain in GGV during any rebuild or rehab. Twenty percent (20%) said they would take a Section 8 Voucher and return to GGV after a rebuild or rehab and 18% indicated that they would take a voucher and not return to the development. Results from the survey also show that most residents are open to the idea of a mixed-income community.

One of the final recommendations asks that MHA explore the Mixed Income (10 CWG members) and Historic Preservation (6 CWG members) models in the next phase of its effort to create a revitalization strategy for Golden Gate Village. Another recommendation advises that MHA should prioritize providing residents an opportunity to minimize movement outside of Marin City during the revitalization process. It also asks that the Housing Authority explore a set of workforce and education strategies that will allow residents in a revitalized Golden Gate Village to secure economic opportunities. Finally, RDJ recommends that MHA form a group of stakeholders to assist MHA in developing a selection criteria and selecting a developer to assess the feasibility of the revitalization options and to implement the feasible option(s).

MHA is now poised to move on to the next phase of its process. It will consider these recommendations as it moves forward and will continue to include the community in its efforts as it plans its next steps.

Introduction

Housing authorities across the nation face new challenges in providing safe, sanitary, sustainable, and affordable housing. In the last 10 to 15 years, public housing authorities

“At the extreme, it is not unrealistic to imagine a future in which PHAs will receive little support through direct subsidies, public housing units will be built through public-private ventures, and subsidies will be mostly tenant based.”

That future is now.

(Glaster and Quercia)

have faced significant policy and legislative changes, as well as rapidly decreasing budgetary allocations to the public housing program, which have left most housing authorities struggling to keep up with mounting deferred maintenance costs and an increased demand for safe, sanitary, and affordable housing. In recent years, the Department of Housing and Urban Development (HUD) has made it clear that it is financially unable to support the rising costs of repairing and renovating existing public housing stock and that public housing authorities must work to create alternative affordable housing paradigms and find new sources of funding to support their missions.

In the current public housing funding formula, rents and subsidies alone do not bring in enough revenue to correct the physical needs of aging housing stock. This funding issue began to emerge in the late 1980's, when rents covered only 79% of operating costs, down from 97% in the early part of the decade (Feins, Merrill et al. 1994). Newer mechanisms like the Low Income Housing Tax Credit (LIHTC) assist authorities in addressing physical needs, but they do not close gaps sufficiently to fill voids in funding. The federal government slowed allocations for large scale funding of new public housing in the early 1980's, and today most new public housing requires innovative financing structures to support acquisition and new development.

In the face of these funding shortfalls and the increased demand for quality housing, public housing authorities continue to strive to improve affordable housing options and at the same time provide their program participants with greater economic opportunity and more supportive family environments. In addition, housing authorities today find themselves competing for private sector funding in order to offset deferred maintenance costs. These factors coupled with market forces have driven housing authorities to become more entrepreneurial market participants as opposed to public sector service providers. To achieve this, housing authorities have enacted innovative strategies that focus on modifying practices ¹, diversifying their tenant base, and rethinking the types of developments they operate.

¹ E.g., modifying lease agreements and contracting with non-profit or private management companies

As housing authorities creatively tackle the funding shortfalls and increased demand, they are using new models to revitalize developments. Housing authorities are creating mixed income and mixed used developments, including home ownership opportunities, and partnering with public and private sector management groups. Some also reconsider the way in which they configure developments to make better use of land and open space, manage density, and increase diversity. While capital planning and investment in infrastructure are hallmarks of this new paradigm, sound community revitalization practices demand coupling capital development with critical investments in people. Housing authorities address this by embedding resident development strategies into their plans for capital revitalization.

Need to Plan

Today, MHA finds itself faced with making the same difficult decisions as many other housing authorities. It must determine a course of action in order to address rapidly increasing deferred maintenance and its residents' desires to attain economic sustainability while continuing to provide safe, sanitary, and affordable housing.

KEY FACTORS leading MHA to embark upon a **REVITALIZATION PROCESS** and create the **COMMUNITY WORKING GROUP** at this time.

Including Stakeholders

To assist it in weighing its options as it begins the process of revitalization at its Golden Gate Village (GGV) property, MHA retained a facilitator to form a Community Working Group (CWG). This group of invested community stakeholders acted as a public body charged with constructing a collective and innovative vision for the future of Marin City and Golden Gate Village. That vision includes sustainable and improved affordable housing, services that support residents and families, and a vibrant business community. The group consisted of a cross section of Marin City residents, local business, service providers, and community leaders. The members of the CWG committed to carrying out a set of tasks that allowed them to make critical decisions about how MHA approaches its revitalization strategy.

The growing physical improvement needs of Golden Gate Village. Over time, decreasing HUD allocations and aging property resulted in challenges addressing physical needs in the development.

Increasing costs associated with revitalization. MHA wants to address physical improvements before construction and other costs associated with critical maintenance issues on the property increase.

The area is experiencing an expanding need to provide housing access for extremely low-income and low-income people and families. Many families in the area are experiencing a growing inability to locate affordable housing. Many families find themselves priced out of the local housing market but want to maintain ties to their community.

In addition to learning about HUD's and MHA's fiscal realities and their associated funding constraints, the CWG stakeholders participated in the process in the following ways:

Gathered information about a variety of development scenarios

Learned more about the specific needs of Marin City and its residents

Solicited input from subject matter experts

Engaged the larger community via outreach (*i.e. public meetings and forums, collaborating with other relevant groups and bodies*)

Building on Past Efforts

The CWG grew out of the work of an advisory board MHA convened in 2009 to address the growing need to design and execute an innovative and sustainable vision for Golden Gate Village and Marin City. Outcomes of the 2009 Advisory Board included a shared vision that addressed how MHA should approach creating opportunities that invest in and enhance the lives of residents by expanding access:

- **Affordable housing**
- **Employment that sustains themselves and their families**
- **Education that leads to training, advanced education, or employment**
- **Services that meet their needs and support their growth and development**

The 2009 Advisory Board developed a set of Guiding Principles that MHA continues to use to frame and steer its engagement with the community and guide its approach to development issues. Those principles became the building blocks for how the CWG approached its mission, which was to: “Explore ideas and make recommendations via a vision document about how MHA can make critical investments in people through education, jobs and community development as well as what types of site designs align with resident needs and values.”

The CWG’s goal:

Explore a variety of public housing revitalization options and strategies and devise a set of recommendations that MHA can use as it moves to the next phase of the revitalization process.

A Physical Needs Assessment (PNA) conducted in 2010 by an outside consultant highlighted that GGV was in desperate need of significant capital improvements. The PNA illustrated that without a substantial renovation, rehabilitation, or rebuild of the property, it is in danger of falling into further disrepair and becoming uninhabitable.

Both the 2009 Advisory Board’s work and the 2010 PNA made it clear that MHA should create a comprehensive plan that allows it to:

- **Continue to provide safe, clean, and affordable housing**
- **Provide mechanisms that allow residents to improve their quality of life**

Guiding the Process

Early on, MHA recognized the benefit of using an outside consultant to facilitate the CWG process and in late 2014 instituted a competitive process to find one. The process involved proposal submission and a series of interviews. A panel of residents and community stakeholders served as the bid review team. The successful respondent was RDJ Enterprises of San Francisco.

RDJ’s team of dedicated professionals have worked with and assisted housing authorities in facilitating community and resident engagement processes linked to revitalization and development in cities across the country.

Member Selection and CWG Composition

The RDJ team worked with MHA and the community to use objective criteria to help select CWG members and achieve the goal of creating a representative body of stakeholders similar to the 2009 Advisory Board. The selection process included reviewing candidates' connection to Marin City and Golden Gate Village, their work in the community, their knowledge of critical socio-economic factors that drive community success (e.g. education, workforce, business), and their demonstrated commitment to ensuring that Marin City is a diverse and vibrant community.

MEMBERS MET ONE OR MORE OF THE FOLLOWING CRITERIA	COMMUNITY WORKING GROUP MEMBERS ALSO POSSESSED
Resident of Golden Gate Village.	Willingness to work cooperatively and professionally with other Community Working Group members and MHA.
Relevant business owner or employee.	Ability to represent the perspective of diverse stakeholders involved in the future of the Golden Gate Village community.
Representative of a public agency or public official who serves in or is based in Marin County, including Marin City.	
Member of organization based in Marin County.	
Agree to serve from January – August 2015. Consecutive terms may be offered should the Community Working Group be extended. Additional members can be added as needed.	
Receive an invitation from the Community Working Group coordinator to participate.	
Agree to support the purpose/mission of the Community Working Group.	
Agree to abide by the Principles of Participation.	
Commit to and participate in at least 8 Community Working Group convenings during the stated period.	

Golden Gate Village residents sat on the CWG along with business and community leaders, educators, service providers, and Golden Gate Village neighbors. Unfortunately, not all of those initially participating in the process continued to its conclusion, and RDJ replaced members where feasible. Those who began but did not continue are noted with an * and those who served as replacement members are noted with a + in the table below.

INSTITUTIONAL PARTNERS (GOVERNMENT/COUNTY)	
Liz Darby Kevin Coleman Lieutenant Scott Anderson	County of Marin Marin Probation Department Marin County Sheriff
FOUNDATION	
Barbara Clifton Zarate	Marin Community Foundation
HOUSING AND ECONOMIC DEVELOPMENT SERVICE PROVIDERS	
Michael Tabb Nancy Johnson Caroline Peattie	Marin County Community Development Corporation Marin Community Services District, Homeowner Fair Housing Marin
EDUCATION	
Rondel Gibson Dr. Shirley Thornton Denni Brusseau	10,000 Degrees* Sausalito Marin School District Bridge the Gap Foundation
FAITH-BASED	
Ronald Leggett	Marin City First Missionary Baptist Church*
BUSINESS (2 ACTIVE)	
Stephanie Flores Ryan Acton Josh Barrow	Outback Steakhouse* Outback Steakhouse+ Sausalito Chamber of Commerce, Homeowner+
MARIN CITY RESIDENTS/NEIGHBORS	
Homer Hall Duronn Austin Katherine Boschetto Ora Hatheway	MHA Commissioner and former GGV Resident Marin City Townhomes Association Floating Homes Association Resident Advisory Board, Homestead Terrace Resident Council, Public Housing Resident
GGV RESIDENTS (6 ACTIVE)	
David Hopkins Ladasha Berry Mary Davis Damian Morgan Rayeisha Breaux Nicole Dorhan Royce McLemore	GGV Resident GGV Resident, GGV Resident Council, Resident Advisory Board GGV Resident GGV Resident+ GGV Resident+ GGV Resident GGV Resident, GGV Resident Council, Resident Advisory Board

Despite significant efforts, consistent representation from the faith-based community proved difficult to secure. RDJ approached four faith leaders after Reverend Leggett could no longer participate, but all proved too committed to other projects. Retaining and recruiting resident members also proved challenging. For a variety of reasons, resident members found it necessary to disengage from the group. RDJ solicited several residents to participate in the group, but school or work commitments prevented them from doing so.

Defining Success

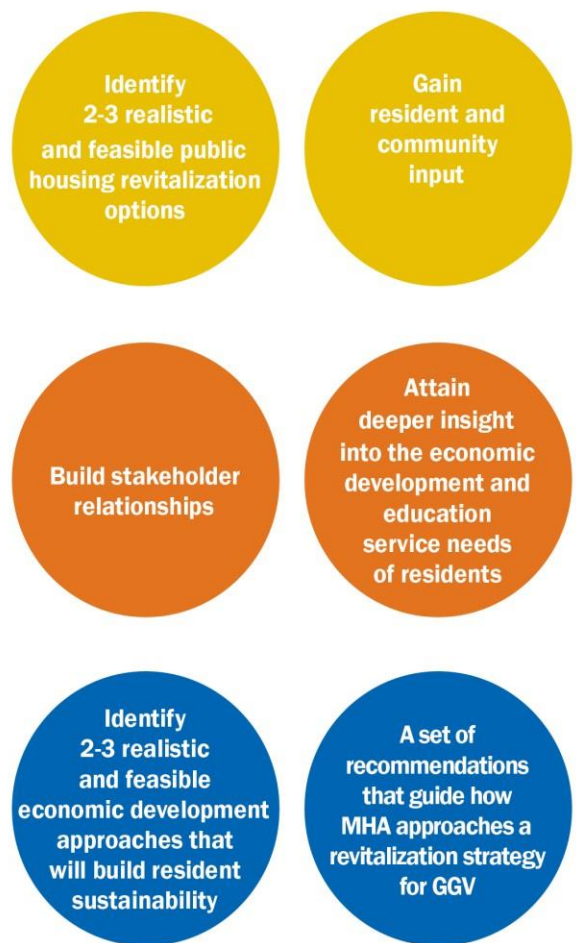
A successful outcome for the Community Working Group rested in recommending a sustainable and innovative vision for the future of Marin City and Golden Gate Village.

In order to achieve success, the CWG aimed to devise a clear and well-defined vision of the revitalization models MHA should pursue in conjunction with county and other community partners. Additionally, the CWG's vision sought to address the substantial capital needs of GGV while minimizing the need for resident relocation.

OTHER INDICATORS OF SUCCESS

Creation of open lines of communication between members and the community	Open sharing of ideas that inform how MHA moves forward with its vision for a revitalized Marin City and GGV
Timely reporting to residents and stakeholder groups about progress of the CWG	Residents and stakeholder groups acknowledging and building on Marin City's rich history while looking forward to the future and building momentum for a sustainable future

INTENDED OUTCOMES



Digging Deep

The CWG Process

The group began meeting in January of 2015 and concluded its work in January 2016, and met monthly on the third Monday of the month for between 2 and 2.5 hours. Meetings consisted of presentations from subject area experts, interactive workshops, and panel discussions. RDJ designed meetings to explore critical subjects like how education and workforce affects development in Marin City and GGV. They also incorporated opportunities for the group to examine public housing models from around the country. Meeting agendas were developed with input from MHA, CWG, and GGV Resident Council members when feasible. Each meeting included opportunities for the public to provide comments. It should be noted that even though attempts were made to ensure residents and the public had ample time to provide feedback, some felt the time allocated was insufficient.

In order to increase resident interest and encourage participation, a full dinner and childcare services were provided for each CWG meeting. MHA posted meeting agendas on its website along with meeting notes. RDJ Enterprises conducted intensive outreach efforts as described in the “Reaching Out” section of this report. They also maintained contact with CWG members between meetings to gain further insight, pose questions, and learn what types of information members felt they needed to make informed recommendations.

When possible, RDJ attempted to accommodate CWG member and resident concerns about meeting design and strategy as they came up. For example, at the first meeting, some expressed concerns that the configuration of the room was not conducive to resident engagement and participation. In subsequent meetings, facilitators set up the room to bring a more inclusive feeling to the meetings and promote dialogue and engagement between residents and CWG members. Additionally, RDJ moved the location of CWG meetings to address concerns about accessibility and changed the room configuration to make it more open and conducive to conversation with the community. RDJ also incorporated feedback on marketing and outreach strategies in order to bolster meeting attendance by GGV residents and the local community. For more information on outreach, see the “Reaching Out” section of this report. Balancing CWG processes with community and public feedback opportunities during meetings proved challenging, and RDJ implemented several strategies to do so. In addition, ensuring that more vocal CWG members and residents in attendance did not steer meetings off course became a goal. Some CWG members and GGV residents were reticent to share their opinions in what at times felt like a hostile environment and the facilitators worked to manage this dynamic.

Framing the Work

To kick off the CWG process, the first meeting was devoted to framing the group’s role and task. Members reviewed the Guiding Principles established by the 2009 Advisory Board and created expanded context and definitions for those principles. These principles drove how the Community Working Group approached its charge and served as criteria to determine which of the options under consideration were feasible for the group to recommend to MHA. CWG members agreed that the housing model and resident service options under consideration should address and further the intent of the Guiding Principles.

GUIDING PRINCIPLES

ORIGINAL DEFINITION	EXTENDED DEFINITION
<p>PROTECT EXISTING GOLDEN GATE HOUSEHOLDS AND RESIDENTS</p> <p>This comes out of a desire to ensure that residents living in Golden Gate Village at the time of revitalization can maintain a unit and their presence.</p>	<p>Adopting resident protection mechanisms and using them throughout the process is critical to achieving this and must be a priority in any revitalization process.</p>
<p>RESTORE GOLDEN GATE VILLAGE ECONOMIC SUSTAINABILITY</p> <p>This came out of a desire to see residents of Golden Gate Village create an economically sustainable community where residents earn incomes that allow them to realize economic growth and benefits. It is clear that to achieve this, revitalization efforts must build on and enhance MHA's current activities in terms of depth and breadth. Options should also link the Golden Gate Village community to the larger Marin City community.</p>	<p>This requires creating a focus on development of resident skills and access to "Good Jobs" and enhanced connections to job training and employment opportunities in growth areas and industries.</p>
<p>ASSURE RESIDENT PARTICIPATION THROUGHOUT THE PLANNING AND REVITALIZATION PROCESS</p> <p>The 2009 Advisory Group thought it was critical that residents of Golden Gate Village are 'planned with' and not 'planned for.' Inclusion in the process means representation and participation, which allows resident voices to be heard as the MHA and the Working Group explore options.</p>	<p>Participation looks like enhanced and increased resident outreach, engagement, and inclusion of residents in the process as both members of decision-making bodies, and through participation at meetings and convenings.</p>
<p>PRESERVE HISTORIC MARINSHIP HERITAGE</p> <p>Marin City and Golden Gate Village grew out of a rich and diverse history that is linked closely to the area's maritime past during World War II. This maritime past included a productive manufacturing sector that provided several generations with sound and sustained employment. African Americans built a community that enjoys deep roots today. One of the things that helps to sustain community is a connection to its cultural and historic past.</p>	<p>Adopting resident protection mechanisms and using them through Preservation of this unique heritage should occur through inclusion in design (e.g. art, architecture, infrastructure e.g. naming and signage, etc.) and through facilities (e.g. kiosks) that teach about the area's unique history as a manufacturing hub and home to a vibrant African American community, and doing this throughout the process is critical to achieving this goal and must be a priority in any revitalization process.</p>
<p>PROMOTE HIGH QUALITY OPEN SPACE</p> <p>Open Space is a critical component of healthy communities. Playspaces, communal spaces, and green spaces allow community members to bond and develop relationships that lead to greater inclusion and vibrancy. These spaces must be democratic in their accessibility and intended use.</p>	<p>These open spaces must be accessible, accommodate a variety of uses (e.g. hiking, biking, play spaces, etc.), and be conducive to building community.</p>
<p>COLLABORATE WITH THE MARIN COUNTY COMMUNITY TO EXPAND ECONOMIC DEVELOPMENT AND JOB TRAINING/ EDUCATION OPPORTUNITIES FOR GGV RESIDENTS</p> <p>Creating additional training and education opportunities alone may not lead to the goal of building economic sustainability for residents. Any efforts should ensure that opportunities created lead to sustainable jobs in growth industries.</p>	<p>Expanded economic development, job training, and education opportunities must create pipelines to growth industries and relevant educational pathways.</p>

The Meetings

Each meeting tackled a different topic and built upon the knowledge gained in the previous meetings, and pushed the CWG to explore critical aspects associated with Golden Gate Village, its residents, the larger community, MHA and how housing authorities in general approach and conduct revitalization. Each meeting was attended by between twenty and forty GGV residents and community stakeholders (service providers, neighbors, etc.) . They included opportunities for group processes and community input. For detailed information on each meeting (e.g. participants, discussions, and outcomes), see “Addendum – Meeting Minutes.”

Giving Historical Context

The group explored topics related to Marin City’s rich history through stories told by CWG members who live and/or work in Marin City and Golden Gate Village. They gave oral histories, which lent context and texture to how Marin City and GGV became what they are today.

Topics covered

How redlining and housing discrimination conspired to create an isolated African American community	Marin City’s maritime and manufacturing past	How the removal/relocation of manufacturing industries impacted the local economy and made it difficult for residents to maintain viable employment
	Why decline in manufacturing jobs contributed to out-migration and the rise of poverty in the area	

Understanding Funding Realities

An important aspect of any revitalization process is financing. As a part of the CWG process, members learned how HUD allocates funds to MHA and that decreased HUD funding over the last several years has meant less money for physical repairs and socio-economic development programs. Great limitations and restrictions exist in HUD funding, and while competitive funding processes exist to disburse money for socio-economic purposes, those funding levels vary from year to year based on priority and availability. HUD does not have capital funds to address physical improvement needs of housing authorities. Based on these fiscal realities, the CWG considered the implications of how this funding dearth affects a housing authority’s ability to repair, renovate, or revitalize its public housing. It considered the fact that current HUD cost limits and high cost percentages associated with revitalization force many projects to seek supplemental sources of funding before and after initial project approval by HUD.²

Due to the aforementioned HUD budgetary constraints, like housing authorities across the country, MHA does not receive the necessary funds to support the renovation that GGV currently requires. MHA’s sole source of funding for public housing capital improvements is the HUD-allocated capital fund. The last two Physical Needs Assessments conducted on

² Miguel Correa, the Director for the San Francisco HUD Field Office gave this presentation.

behalf of MHA show increased capital improvement needs and costs while MHA's capital improvement funding decreased. While MHA does receive \$800,000 in capital funding each year, those monies must fund physical improvements across all six of its properties, and even if all \$800,000 could be devoted to GGJ annually, the amount would not support revitalization efforts or be able to address all the physical improvement needs of GGJ.

Identifying and Reviewing Models

The CWG devoted several meetings to exploring housing models used in other public housing revitalization efforts, in addition to models proposed by Golden Gate Village residents and other community members. Some of the models discussed were identified by RDJ through research of national trends for public housing revitalizations. In addition, several residents put forth the Historic Preservation option, which they had been researching and planning, for consideration. Finally, the CWG considered the land trust model, which ISOJ (a local community development coalition) proposed for consideration.

THE MODELS

DO NOTHING/DEFER WORK

No substantial capital renovations are undertaken, resulting in capital and social needs being addressed on a piecemeal, as-needed basis, when funding is available. It maintains the site as a public housing site and does not address income diversity or provide enhanced or increased opportunities for resident capacity building.

HISTORIC PRESERVATION

This strategy involves the historic preservation of buildings by using 21st century green technology for the renovation and retrofitting for all the deferred maintenance of the property. It seeks to become a Manufacturing Communities Partnership designee in order to build and operate an "Institute of Manufacturing of Innovation."

MIXED INCOME

A frequently used model in the revitalization of public housing, this option would involve a rebuilding of the current site. It would expand the income diversity on the site and could include the creation of additional units. It means the inclusion of extremely low income, low income, and moderate-income units with opportunities for homeownership on site.

MIXED USE

This model is similar to the mixed income model. But in addition, it also includes commercial space that can be utilized for a variety of uses. It is also frequently used by housing authorities, particularly those attempting to increase economic vitality and connect developments to the larger community.

LAND TRUST AND CO-OP

The land trust model would convert the public housing units to a shared ownership scenario. The idea rests in moving the land upon which Golden Gate Village sits to a community trust that would oversee the site. Units would convert and residents would have the opportunity to share in ownership so long as they maintained occupancy c

RENTAL ASSISTANCE DEMONSTRATION

This would allow the MHA to re-design the current site but would convert units out of the public housing program and allow for rehabilitation of the site. This option freezes MHA funding to prior years' levels. Units become Section 8 voucher based. RAD allows units to remain permanently affordable to low-income households and residents pay 30% of their income towards the rent.

BUILDING RESIDENT SUSTAINABILITY THROUGH EDUCATION AND ECONOMIC DEVELOPMENT

Addressing the economic disparity requires thoughtful, comprehensive, and innovative strategies and programs that link to provide education and opportunities to access employment in growth areas. Developing resident capacity as it develops physical infrastructure is an important part of the revitalization process. The question became – *What is out there? What do other housing authorities do to find and implement mechanisms that lead to increased resident capacity and lead to upward mobility?*

Building Resident Sustainability through Education and Economic Development

Addressing economic disparity requires thoughtful, comprehensive, and innovative strategies and programs that link residents to education and employment opportunities in growing economic sectors. The CWG identified developing resident capacity at the same time as the development's physical infrastructure as a priority. In order to understand what other housing authorities do to identify and implement mechanisms that lead to increased resident capacity and create pathways to upward mobility, the CWG conducted workforce development and education panels that allowed them insight into national as well as local efforts to support resident capacity building. The group spoke to the leaders, staff, and participants of organizations working with local housing authorities and public housing residents about education, job training, and employment access. The discussions provided insight into the possibilities of similar programs that could be leveraged to align future resident development efforts at GGV. The group then participated in small group and individual work that allowed them to select criteria for economic development activities tied to the revitalization process. It should be noted that MHA provides some economic development opportunities and provides space for education service organizations in the development, and any additional strategies would build on what exists.

Examining Financial Realities and Physical Needs

MHA operates several programs that receive HUD funding: Section 8, Public Housing, Below Market Rate Loan, and Supportive Housing programs. This funding is allocated using a HUD funding formula. MHA's total public housing revenue is 2.8 million. Total MHA public housing expenses are about 2.65 million. MHA cannot move funds from one program to another because they are formula driven funds designated for specific purposes. The organization typically sees reserves of approximately \$150,000 per year, but this reserve must address a variety of needs across all of its six properties.

PUBLIC HOUSING

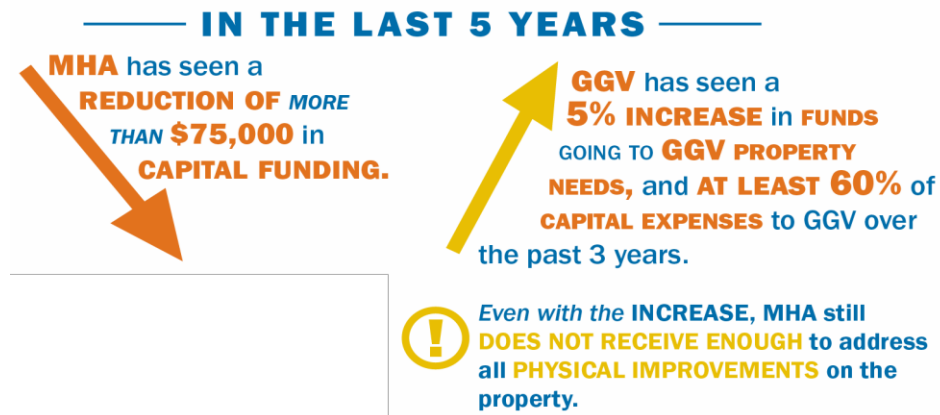
MHA Total Revenue
Almost \$2.8 million

MHA Total Expenses
About \$2.65 million

Capital Improvements at MHA Properties
Receives \$800,000 allocation of capital grant funds across all 6 of its properties

HUD Formula Capital Grant Funds
\$500,000 of the \$800,000 is earmarked for physical improvements

Public Housing capital grant allocations from HUD fund physical improvements at MHA public housing properties. The Housing Authority currently receives approximately \$800,000 in capital grant funds for all six of its properties, and \$500,000 is earmarked for physical improvements. HUD allows authorities to use a portion of the funds for grant administration and public housing management.



2015 Physical Needs Assessment

HUD mandates that every five years MHA must complete a Physical Needs Assessment (PNA) of its properties, and in May 2015, EMG Consulting completed a PNA of MHA properties including Golden Gate Village. The PNA highlighted the financial realities associated with making physical improvements to the development, and the CWG considered the PNA findings and recommendations as a part of its process. The 2015 PNA identified needs in five physical condition categories that must be addressed at GGV.

- **Priority One** - These items should be addressed immediately.
- **Priority Two** - These items should be addressed within 1 year.
- **Priority Three** - These items should be addressed within the next 2-3 years. Items in this category, if not corrected expeditiously, will become critical in the next several years.
- **Priority Four** - These items should be addressed within the next 3-5 years. Items in this category include conditions requiring appropriate attention to preclude predictable deterioration or potential downtime and the associated damage or higher costs if deferred further.
- **Priority Five** - These items should be addressed within 6-20 years. Items in this category represent a sensible improvement to the existing conditions, or are regularly scheduled work for systems that are currently functioning, but have an expected useful life, such as boilers or roofs.

The assessment revealed critical Priority One needs in the amount of \$16, 110, 888 by the end of the year. The required repairs and improvements differ by unit and structure, which means that the cost per unit will differ based on needed repairs and improvements. Some of the required work is located in common areas outside of the structures (utilities such as sewer lines, parking lots, and sidewalks) while the other portion of necessary repair and improvement work is located in buildings and individual units.

In the next 15 years, the identified immediate repairs and physical improvements required for Golden Gate Village would cost \$31 million dollars (an average <\$103,000 per unit), assuming that all the work identified is completed in a timely fashion.

The assessment highlighted that HUD has consistently reduced funding allocations to housing authorities and that capital needs rapidly continue to increase, while capital budgets are extremely tight and insufficient to address the capital needs. Many housing authorities use mixed financing (multiple public and private funding sources) to finance revitalization efforts. The PNA clearly shows that any physical improvements and revitalization efforts must include outside funding to accomplish the goal of providing clean, safe, healthy housing in the long-term. Not making the repairs or deferring the work could result in MHA being required to take units and structures offline until they can be repaired.

Drilling Down on the Public Housing Revitalization Landscape

As a part of its process, the CWG met with five housing authority Executive Directors and a resident advocate who specializes in implementing resident protections during public housing revitalization. The Directors who visited the group all are actively implementing and/or have implemented revitalization processes. RDJ targeted housing authorities from the Bay Area, as well as across the country that operate properties of similar size and scope to Golden Gate Village. The CWG also heard at least three presentations about the Historic Preservation option from Royce McLemore.

GUESTS	
Vanessa Cooper	Executive Director, Housing Authority, City of Alameda
La Shelle Dozier	Executive Director, Housing and Redevelopment Agency, Sacramento
Royce McLemore	President, Golden Gate Village Resident Council
Barbara Smith	Acting Executive Director, and Administrator, Housing Development and Modernization, San Francisco
Ismael Guerrero	Executive Director, Denver Housing Authority
Andrew Lofton	Executive Director, Seattle Housing Authority
Nick Brunick	Attorney, Applegate & Thorne-Thomsen, P.C.; Board President, BPI <i>(BPI is a public interest law and policy center that strives to resolve compelling issues of social justice and quality of life in the Chicago region.)</i>

The CWG learned that in the local area and around the country, housing authorities are creating innovative communities that couple resident capacity building with capital development and revitalization. They are seeking to decentralize poverty by creating income diverse developments where public housing is collocated with other affordable, market rate, and homeownership units. The group learned that housing authorities frequently use mixed-income and mixed-use models because they are financially feasible and allow for the reconfiguration of sites while increasing income diversity. Having market rate units collocated with the other units allows for increased revenue streams that subsidize services for extremely low and low-income residents. Mixed financing is a popular way to fund public housing revitalization and involves securing multiple public and private funding tools like loans, tax credits, etc. All of the directors on the panels had utilized mixed financing strategies to support their authorities' revitalization efforts.

Panelists spoke to being strategic about how an authority approaches a mixed-use scenario, and pointed out that not all communities and developments are suited for retail and commercial uses. Considering non-profit, cultural, and other service-based uses might be a better approach in some areas. Previous HUD funding opportunities for revitalization like HOPE VI no longer exist, but other HUD-financed competitive grants are available. All of those on the panels explored these funding sources, but only a few submitted successful applications. The CHOICE Neighborhoods program replaced HOPE VI and is considered a highly competitive process, with only twelve awards since its inception in 2010. Panelists note that CHOICE Neighborhoods is not a quick fix and that a successful application and implementation requires deep, strategic, and collaborative planning with the resident and local community. At a minimum, planning must involve a mix of stakeholders and sectors to achieve HUD approval and success.

Resident protections are key to ensuring a smooth process where residents feel secure, and housing authorities should employ them to protect resident interests. These mechanisms should be strategic and collaborative. It is important to note that the Guiding Principles established in 2009 and refined during this process make “ensuring minimal resident impact during any revitalization efforts” a primary goal.

SPECIFIC EXAMPLES OF MECHANISMS DISCUSSED DURING THE MEETING ARE:

<p>The HUD declaration of trust states that a Housing Authority cannot demo or dispose of properties without HUD permissions.</p>	<p>Federal law mandates that if an Authority wants to sell, make an easement, or demo properties, they must adopt a public resolution from its commission. That resolution should document public inclusion in the planning process.</p>
<p>HUD mandates that an Authority must replace units on a 1:1 basis. It can achieve this via new build or vouchers. NOTE: HOME and CDBG funding require 1:1 hard replacement of units and they must be affordable to residents in the community.</p>	<p>The public housing lease is renewable yearly unless tenant breaking provisions. Tenant protected under the lease.</p>
<p>Providing relocation assistance (even with temporary relocation) to residents.</p>	<p>Right of return policies that state who is eligible to return.</p>

“ensuring minimal resident impact during any revitalization efforts” a primary goal.

The presentation on Historic Preservation focused on using historic preservation as a tool to preserve the architectural history of the structures and development. The presentation discussed the rationale behind the Historic Preservation model. The presentation illustrated how it envisions accomplishing its goal of historically preserving the buildings by using 21st century green technology for the renovation and retrofitting for all the

deferred maintenance of the property. The model would create home ownership and economic opportunities for residents and create major savings by hiring an independent housing management firm to oversee maintenance and day-to-day operations. The presentation provided information on potential funding sources and their work to get the site designated as a historic landmark based on its connection to Aaron Green, a protégée of Frank Lloyd Wright. They seek to create a strong economic base by becoming a Manufacturing Communities Partnership designee to build an Institute of Manufacturing

of Innovation. More information in the specifics of the plan are needed - e.g., funding sources, budget, implementation plan for HUB, etc. (See “Historic Preservation Handouts”)

Reviewing the Work and Making Recommendations

One of the final meetings focused on reviewing and synthesizing the data and information presented during each of the preceding meetings. Members went on a “data walk” to discuss what they learned and accomplished throughout the CWG process. They used this information to discuss the pros and cons of each revitalization model and whether or not they aligned with the Guiding Principles. RDJ created a rubric using the Guiding Principles so that members could weigh each option (see “Tools”). Several members thought the rubric did not gauge the viability of the options and facilitators considered this as they reviewed the results of the work from the meeting. At least two members declined to participate in the small group process that was designed to bring members to consensus on the models and eliminate those that did not seem feasible for MHA to pursue.

Resident Outreach and Inclusion

Ensuring resident engagement in the CWG process was a key goal for MHA. The GGV Resident Council, while not always in favor of certain aspects of the CWG process, participated by having at least two of its Council members sit on the CWG. Resident representation on the CWG proved difficult to secure on a consistent basis.

A Facebook page announced meetings, as did a banner placed in a high traffic area near the GGV development and the greater Marin City area. These two strategies came out of suggestions from residents at meetings.

Flyers inviting residents to attend the CWG meetings were mailed out each month, two weeks prior to each meeting. Resident outreach workers conducted door-to-door engagement one week prior to each meeting. These mailings ensured that residents knew about the meetings and door-to-door outreach allowed for informal conversations about why the process is occurring and how residents could get involved.

RDJ also utilized pop-up events to build interest in the CWG process. Pop-up events aim to providing access to needed services in targeted outreach efforts. The first pop-up focused on employment development and an outreach team spent two hours distributing applications for local employment opportunities while explaining how revitalization efforts could lead to economic benefits like increased employment opportunities. The second focused on education and targeted

MARN HOUSING
Marin Housing Now Affordable

The connection between workforce & revitalization

MONDAY APRIL 20, 2015
6:00 PM – 8:00 PM
COMMUNITY WORKING GROUP

Revitalization of Marin City

The Community Working Group explores innovative ideas to envision how the MHA can make optimize opportunities for residents by making investments in education, health and wellness, jobs, and other critical supports.

It also considers the types of site designs that align with resident (people) needs and values while supporting their growth and development.

Residents and community members invited to attend
Food served promptly at 6pm

COME and LEARN MORE

Meeting Location
The Hannah Project
170 Donahue Street
Marin City, CA 94965

The Community Working Group meetings will be at HANNAH PROJECT GALLERY. The building and meeting space is wheelchair accessible. Accessible Marin Transit bus lines serving the location are 2 and 115. For more information about Marin Transit accessible services, call 511 or (415) 226-0855. To obtain a disability-related modification or accommodation, including auxiliary aids or services to participate in the meeting, please contact Community Working Group Facilitator, Lisa Gray at (415) 467-8404 and/or lisa@mhahousing.org, at least 48 hours before the meeting, except for Monday meetings, for which the deadline is 4:00 pm the previous Friday.

young people and their parents. A video game truck outfitted with an array of educational and recreational video games spent an afternoon in the development when school was not in session. Outreach workers spoke with children and their parents about why they should get involved in the revitalization process.

RDJ also held nine “living room” meetings. These informal gatherings took place in the homes of Golden Gate Village residents. RDJ identified residents who had attended CWG meetings and asked if they would host five to seven of their neighbors for an hour in the evening or on a weekend. Hosts received a small stipend for the use of their homes, reaching out to their neighbors, and inviting neighbors to the “living room” meetings. During meetings, the outreach team spoke to residents about their concerns and service needs. This strategy helped build trust and relationships and brought residents out to meetings to learn more about how revitalization could affect their daily lives.

RDJ created opportunities for residents to act as outreach workers, surveyors, and to provide babysitting services during meetings. Outreach workers conducted the door-to-door outreach and helped identify people to host “living room” meetings. RDJ conducted two surveys during the CWG process and hired residents to act as enumerators. Babysitting services allowed residents with young children to attend meetings.

Coming to Consensus

The CWG participated in a decision-making process where they reviewed data from the previous months’ work, identified and weighed pros and cons as well as costs and benefits, and used the guiding principles to gauge which of the six options to recommend to MHA. They participated in large group, small group and individual processes designed to help reach accord on their recommendations.

Large groups reviewed and discussed information and outcomes from small group sessions. Small group sessions focused on identifying pros and cons for each model under consideration. A “data walk” displayed outcome data from each meeting that allowed members to see their work and process the information they gained throughout the process. CWG members were asked to select two preferred models and provide a rationale for why they selected those models.

OPPORTUNITIES

COMMUNITY WILL

The larger community sees the need to revitalize Golden Gate Village. Local legislators and policy makers, funders, and civic leaders all support some kind of revitalization in Golden Gate Village. They supported the Working Group in its process by giving input and providing leadership.

LAND RICH

The fact that MHA holds land assets means it potentially owns existing vacant land it might use as a means of eliminating concerns around displacement and relocation out of the community.

MHA INCLUSIVENESS

Another opportunity rests in the MHA's willingness to include residents in the process. The authority is committed to ensuring that there is resident representation on decision-making bodies and other groups charged with addressing the revitalization process. MHA also wants to find ways to solicit feedback from residents and continue to increase trust with them around critical issues.

RESIDENT DESIRE

Through the outreach and engagement process, it became clear early on that residents want to live in a clean, safe, economically diverse and stable community. Many expressed concerns about the availability of and access to employment opportunities in growth industries and good wages/benefits. Resident feedback during outreach and surveying strategies indicate that residents want to be a part of the process, they want their voices heard, and they want to engage with and in any further processes. Many however are challenged to come to meetings due to work, school, and other commitments.

The CWG process identified several opportunities MHA can seize as it moves forward with revitalizing Golden Gate Village. These opportunities will allow MHA to continue to shape and grow its working relationships with residents, local homeowners, community organizations and groups, and the business community.

These opportunities lie in the residents' desire to create a more vibrant and economically viable community along with the community's desire and will to see a Golden Gate Village that is integrated fully into the fabric of Marin City and its surrounding areas.

CHALLENGES

DISPELLING MYTHS AND DEBUNKING MISINFORMATION

Mistrust breeds myth, and some of the Executive Directors who sat on panels during the Working Group process talked about how much time they spent attempting to dispel myths about their processes. This was true for the working group as well. Outreach workers spent time addressing misinformation about MHA's intentions for the working group and the revitalization process. Some residents believed the MHA has already developed plans for GGV, and overcoming this kind of community myth building and misinformation proved a hurdle during the process.

BUILDING RESIDENT TRUST

Some residents in Golden Gate Village harbor feelings of distrust towards the housing authority. These feelings exist for a variety of reasons including a history of broken promises from government and other entities, and both actual and perceived structural and institutional racism. Fears of change, displacement, and gentrification are common when government or other entities begin revitalization processes in communities like Marin City and Golden Gate Village. This process encountered these kinds of misgivings and mistrust. This manifested itself in several ways most notably in how residents disrupted CWG meetings to discuss their concerns and issues not connected to the CWG process. Anecdotal information captured during outreach efforts indicate that this distrust may lie in the historic contentious relationship between the authority and some residents around maintenance and other issues.

TIME-FRAME AND MEMBER SCHEDULES

The group began with an 8-month schedule of monthly meetings. These meetings were to include a site visit to relevant developments in the local area. It became clear by the fifth month that the process would need an extension to achieve its intended goals, and by mutual agreement with the Working Group and the MHA, the process received an extension.

The process was to include a site visit for members. A third or more of the group visited relevant projects in San Francisco as a part of a related process, but the group wanted all members to view relevant local developments, speak to residents, and learn about the development process. Unfortunately, the diversity of member schedules and commitments precluded this activity. Members received URL links for virtual tours. One highlighted East Bay developments and was curated by the East Bay Housing Coalition and the second showed Hope SF developments in Bayview Hunters Point that recently completed a revitalization process. These virtual tours were also made available at the September Working Group meeting for members and residents to experience.

LOW RESIDENT TURN OUT AT MEETINGS

Resident participation at meetings hovered consistently between 25 and 35 residents, which is a fraction of the population that lives in GGV. Consistency was also a challenge. The meetings saw a constant change in the faces of residents attending meetings. This meant continually updating new comers on the process, its goals, and status. Low resident turnout can be connected to resident mistrust if they feel that the housing authority is not truly interested in their opinions. It can also be tied to the belief that because their opinions are counter to those expressed by resident leaders or the housing authority they will not get a fair hearing or experience negative impacts as a result of speaking out. The MHA must find ways of addressing this phenomenon if and when it occurs.

The CWG process encountered several key challenges that MHA should continue to address as it moves forward with any further revitalization planning and implementation. Those challenges mimic those experienced by other authorities embarking upon a similar process and the facilitators and MHA made efforts to address those concerns at meetings.

In her book, *The Unseen Politics of Public Housing: Resident Councils, Communities, and Change*, Tiffany Gayle Chenault illustrates why relationships between resident councils and housing authorities suffer and too frequently melt down leaving tenants disillusioned and authorities confused about how to engage. Chenault and other researchers discuss and show how policies and regulations of resident councils coupled with unrealistic HUD expectations, lack of resident training, and long term resident disenfranchisement conspire over time to create distrust that leads to bad working relationships. MHA must continue to implement mechanisms that mitigate this dynamic in order to prevent these issues from stalling or derailing further efforts. MHA should also continue to be as inclusive as possible and allow for the range of voices and perspectives to be heard. Several times during the CWG process, some CWG members and residents expressed feelings of intimidation from other CWG members that precluded them from speaking up at meetings.

RDJ attempted to conduct a tour of local revitalized sites for CWG members. A third or more group members visited relevant projects in San Francisco as a part of a related process, but the group wanted all members to view relevant local developments, speak to residents, and learn about the development process. Unfortunately, the diversity of member schedules and commitments precluded this activity. Members received URL links for virtual tours. One highlighted East Bay developments and was curated by the East Bay Housing Coalition and the second showed Hope SF developments in Bayview Hunters Point that recently completed a revitalization process. These virtual tours were also made available at the September meeting for members and residents to experience.

Community Working Group Recommendations

Housing Models

The CWG members submitted individual recommendations supporting specific housing model options they believe MHA should pursue. The CWG began generating recommendations in September and continued that process through the beginning of December in order to ensure that as many CWG members weighed in as possible. Members were asked to complete a matrix/rubric that incorporated the Guiding Principles along with other criteria to begin weighing the feasibility of each revitalization model. They also were asked to complete a pros and cons worksheet so they could examine the benefits and costs associated with each model. They then used this information in their small group discussions. The CWG members used primary and secondary criteria to assist in making decisions about the options. Primary Criteria track to the Guiding Principles and Secondary criteria relate to the general feasibility of the options.

Primary Criteria

Can minimize displacement Protect GGV households based on data from previous sessions and panels	Can assist in restoring GGV economic sustainability based on data from previous sessions and panels
Can integrate mechanisms that preserve marinship heritage (e.g. naming, walking tour, statue or other art) based on data from previous sessions and panels	Can sustain high quality open space based on data from previous sessions and panels
	Has the potential to generate diverse or mixed funding for based on data from previous sessions and panels and information presented on similar projects in other locations

Secondary Criteria

Can support collaborations with Marin County community that support job training and creation based on data from previous sessions, case studies, and panels	Has a track record and has been done before by a public housing authority based on data from previous sessions and panels
Has received HUD support on other similar projects based on data from previous sessions, panels, and case studies	Can create and sustain strategic partnerships based on data from previous sessions, panels, and case studies
Can accommodate on-site services based on data from previous sessions, panels and case studies (i.e. similar locations/projects)	Can generate baseline funding identified in PNA for maintenance and upkeep of property based on data presented at sessions and panels
Can address physical improvements identified in PNA over time based on data from previous sessions and panels	Can provide opportunities for families to stay on site and/or return to GGV with opportunities for homeownership and mid-income rentals

CWG members applied the criteria to eliminate options that seemed impractical and/or unsustainable over time due to financing or other significant factors.

Eliminated three low viability models...

Rental Assistance Demonstration because this option will not provide enough funding to renovate the properties on the scale required or meet ongoing maintenance needs over time.

Land Trust/Co-Op because the Housing and Urban Development's Declaration of Trust holds land for the purposes of providing housing to extremely low income families and people.

Do nothing/Defer Work because it will result in long term deferred maintenance issues that could lead to closure of properties and structures, and increase the amount of financing required to address these issues over time.

This left the group with three options...



Thirteen of the twenty-one members submitted written recommendations and five gave their selections and rationales during phone conversations with the RDJ Project Manager. Three did not submit formal recommendations.

CWG members selected which options to recommend along with a rationale as to why they felt it a viable option (NOTE: Some members did choose Land Trust/Co-Op, but those who did so coupled that option with Historic Preservation. The most cited models are mixed income and historic preservation.)

FIRST CHOICE

MIXED INCOME

10

HISTORIC PRESERVATION

6

HISTORIC PRESERVATION AND MIXED USE

1

MIXED USE

1

Ten (10) members (55% of those responding) selected mixed income as the most viable option and cited the following reasons:

- track record of success
- ability to garner diverse funding streams
- HUD's support for the model
- can increase the economic vitality of the area by creating deeper income diversity

Six (6) members (33% of those responding) selected Historic Preservation as a preferred model because they felt it:

- will maintain the architectural integrity and history of the property
- maintain existing households
- ensure that all residents maintain their current homes

SECOND CHOICE:

MIXED USE

3

HISTORIC PRESERVATION

2

LAND TRUST CO-OP

3

These results indicate that MHA should further explore Mixed Income and Historic Preservation as it continues its revitalization efforts. It might also examine how it might combine the two options that make sense to MHA and stakeholders.

CWG members' comments on their rationale for selecting particular models include:

Historic Preservation

- Families will not be disrupted/ inconvenienced/ misplaced/ displaced
- Presents economic development opportunity by providing apprenticeship jobs of "livable" wages
- As with other housing authorities' projects, 100% historic preservation wasn't possible but residents had a voice in preserving important aspects and elements of the project. MHA should explore this

Land Trust/Co-Op

- Gives the residents an ownership piece
- Local ISOJI group exploring this option for almost two years with Gus Newport and it should be explored further

Mixed Income

- More people who live above the poverty line the more economically viable the community
- Seems most feasible to fund
- Done around the country
- Market rate supports subsidized

Mixed Use

- With higher density, mixed use might be viable.
- Adding restaurants, shops, etc. could improve the financial model, provide jobs, and have a spillover effect on the economic vibrancy of the shopping center.
- The potential for property taxes and sales tax may also create spill over impact on schools, parks, etc. for the community.

Resident Thoughts on Revitalization

RDJ conducted a survey of residents to assess how they felt about the prospect of the revitalization of GGV. The survey did not ask residents which specific models they wanted to see, but instead sought to gauge how they view the idea of what revitalization might do.

Survey Methodology

The survey methodology included a universe of 296 GGV Households with a target sample size of 118 GGV households. Enumerators connected with 213 households that completed the survey process, which yielded a confidence level of 99% with a confidence interval of 4.61%; this indicates sound reliability of the results.³

³ The confidence level tells us how sure we can be in the survey results. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval. The 99% confidence level means you can be 99% certain. Most researchers use the 95% confidence level.

The process used a convenience sample, which is a “non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher.” While this was not a random sampling of resident households, it did gain responses from than 71% of development households. RDJ Enterprises used Survey Monkey to aggregate and analyze data. The data analysis consisted of simple frequency runs and several comparative cross tabulations.

Survey Tool

RDJ Enterprises developed the survey tool with input and feedback from MHA and the Resident Council. The tool went through several revisions and the final version consisted of eleven variables, which included administrative tracking variables and demographic variables. Some CWG members expressed concerns that the tool did not ask residents to identify a specific housing model/option. While the survey does not ask specific questions about the housing models or options nor ask residents to weigh in on development questions like, “How do you feel about adding units to GGV?” It does gauge how residents feel about aspects of the revitalization process that might occur at GGV. One CWG member felt the tool should have asked more pointed questions about development or changing GGV. Some felt the question (Variable 10) around Section 8 vouchers was misleading to residents and that is noted here. The proponents of the Historic Preservation model felt the description of that model was not a fair representation of the option. The question around remaining in public housing as one makes more income was modified so respondents did not become anxious around losing their unit if their income increased.

The confidence interval (also called margin of error) is the plus-or-minus figure usually reported in newspaper or television opinion poll results. For example, if you use a confidence interval of 4 and 47% percent of your sample picks an answer you can be "sure" that if you had asked the question of the entire relevant population between 43% (47 -4) and 51% (47+4) would have picked that answer.

When you put the confidence level and the confidence interval together, you can say that you are 99% sure that the true percentage of the population is between 43% and 51%. The wider the confidence interval you are willing to accept, the more certain you can be that the whole population answers would be within that range.

Demographic survey questions focused on age, if child under 18 lives in home, gender, length of time in GGV, and ethnicity. Attitude about development questions were:

If I could, I would you prefer to live at Golden Gate Village in:

A new unit with modern design and appliances.

My unit as it is.

My unit with some improvements.

If I could, I would choose to stay at GGV even as I make more money:

Strongly agree.

Agree.

Don't know.

Disagree.

Strongly Disagree.

If given the option during a rebuild or rehab, I would prefer:

To stay on at GGV

Take a Section 8 voucher and return to GGV after rebuild or rehab

Take a Section 8 voucher and not return to GGV after rebuild or rehab

Enumerators

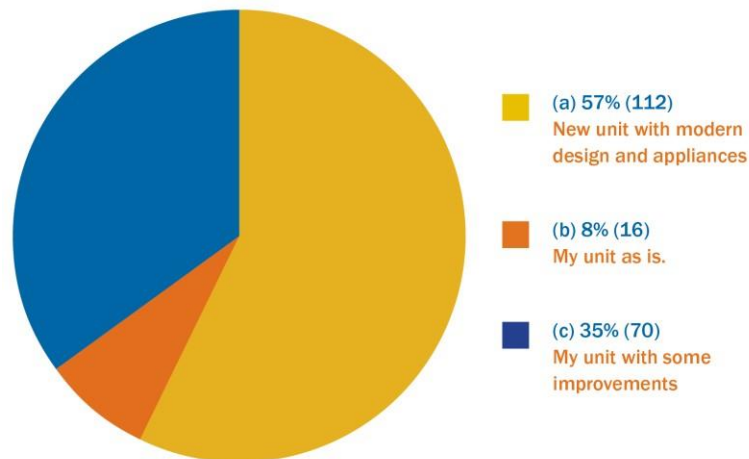
All but two of the five enumerators, the RDJ Outreach Lead and Team Leader, reside in the GGV development. They received training, which consisted of a review of the tool, an explanation of why the survey was being conducted, a script and a practice survey, as well as an opportunity to role-play. Each enumerator was assigned to an area of the development and was charged with collecting 60 surveys each. At least one enumerator was unable to complete the process and a small segment of the flats or townhomes (approximately 30 units) were not included in the survey. Enumerators collected responses for five days, and data entry was conducted after a review of each completed tool.

Findings

The survey process revealed useful information about residents and their feelings about GGv and revitalization.

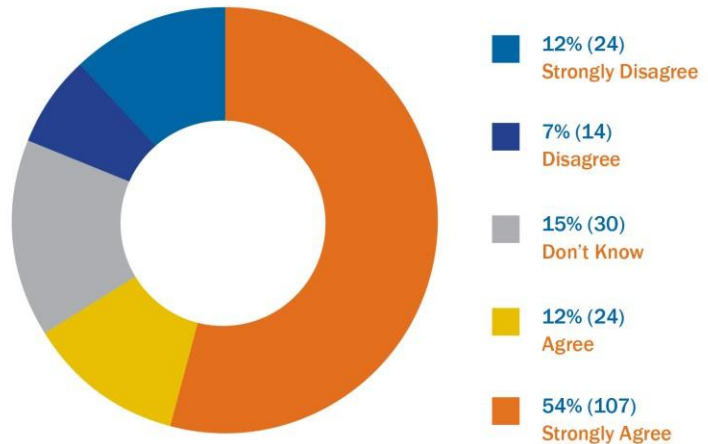
Women were the primary respondents to the survey (74%) and slightly more than half (57%) of those responding have a child under the age of 18 in the home. 36% of GGv respondents have lived there for less than 5 years and a similar percentage (32%) had only resided on the property for the past 5 to 10 years. The respondents were mostly African American (69%) with representation from other ethnicities [White 6%, Latino/Hispanic 15%, Asian Pacific Islander 9%, and other 1%]. Residents responding to the survey fell into several age categories with the youngest (1%) are 18 years old. The majority of respondents fell between the ages of 26 and 64 years old (79%).

Frequency analysis of the data uncovered some interesting information. When asked if they would prefer to live in GGv in their unit as is, or with some renovations, only 8% indicated that they would want to live in their unit as is.



A significant portion (more than half) indicated that they are open to and welcome some kind of revitalization or renovation. This ranges from a new unit with modern design and appliances (57%) to a unit with some improvements (35%).

The survey asked residents, “Would you prefer to continue to live in GGV even as they make more money?” and the majority of those answering either Strongly Agree (54%) or Agree (12%) with that statement. This shows that residents of GGV are not adverse to the idea of a mixed income development and that they are keen on maintaining ties to their community as they advance economically.



NOTE: Representatives from the GGV Resident Council serving on the Community Working Group submitted a memo on March 4 that contends that “Mixed Income is achieved by staying in place vs. building new units.” They believe that MHA can create a mixed income, “Within our current residents rather than bringing more people from the outside to create mixed-income.”

Most survey respondents (62%) say they would not use a Section 8 Voucher if offered and would prefer to remain in GGV during any rebuild or rehab. Twenty percent (20%) said they would take a Section 8 Voucher and return to GGV after a rebuild or rehab and 18% indicated that they would take a voucher and not return to the development.

Many GGV residents understand that it is difficult to find housing with a Section 8 Voucher in Marin due to high rents and a lack of affordable units. However, that knowledge did not preclude 38% of residents from stating that they would avail themselves of the option. Cross-tabulated data revealed that of those who would take a Section 8 Voucher (43%), have lived in GGV for ten years or less. These people may not have strong community ties, family, or a community, and/or they may have housing options in other places. Those opting not to entertain the voucher option have lived in the development for ten or more years. For more on resident thoughts on development, see addendum “Resident Survey on Attitudes Regarding Development.”

It is clear that whatever revitalization option that MHA decides to pursue, it must ensure opportunities for residents to stay in or in close proximity to the development and/or area during any rehab or rebuild.

“Policymakers and researchers are increasingly interested in how to use housing as a platform for providing services that help vulnerable, low-income residents stabilize and thrive. Housing can increase residents’ quality of life at various points along a continuum of needs. While there are many different models of service coordination, intensive delivery models are particularly salient in

The CWG engaged in a small group process to better understand the challenges facing the community and offer strategies that may lead to positive, sustained change and growth. A part of the process focused on resident development and capacity building and identifying which types of services would most benefit youth and adult residents. The strategies recommended here reflect the types and nature of services that residents could have access to in a revitalized GGv. The CWG learned about several programs MHA already conducts which are designed to enhance resident economic capacity. It recommends that MHA expand these programs in any revitalized community. A resident service needs assessment was also conducted and results can be found in the “Resident Services” addendum.

Workforce Development

TARGET | **Teens (13-18)**
POPULATION | **Adults (19-64)**

Recommended focus areas:

- Building pipelines to growing industries
- Creating homeownership ladders which might include using housing choice vouchers to offset mortgage
- Enhancing job training
- Enriching family support

Recommended strategies in a revitalized Golden Gate Village:

Workshops and programs to build capacity for homeownership
Connections to job training/ placement opportunities onsite
Leveraging MHA to hire residents to perform maintenance and landscaping
Build and promote current Family Self Sufficiency Program
Individual Development Accounts
Financial Literacy Training
Peer Outreach/Education
Case management
Goal setting
Addressing hardships
Savings account support
Coaching and credit restoration
Learning Libraries

Education

TARGET	Children (0-5)
POPULATION	School Aged Youth Parents/Guardians

Recommended focus areas:

- Early Childhood Education
- Parenting skill development
- Afterschool support
- Academic enrichment

Recommended strategies in a revitalized Golden Gate Village community:

Workshops and training designed to elevate parent engagement around school success

An on-site center that connects parents to services and training

Early Childhood Education and development training and support for parents

On-site education center with integrated education services and technology

Mentoring (with college students)

Partnerships and intentional linkages with school districts to navigate and increase success

On-site connections to education service providers

Training that connects education to career exploration and development

In-home educational supports like computers and internet access

RDJ Recommendations

RDJ Enterprises' experience and knowledge in the area of public housing revitalization prompts it to offer the following set of recommendations to MHA as it continues its journey to create a revitalized Golden Gate Village. The National Commission on Severely

“Working partnerships are essential in eliminating severely distressed public housing. Together, public housing residents; Federal, State and local governments; housing authorities; and other public and private community based organizations can change the landscape of severely distressed public housing developments. Separately, at best, each group can only make such housing more palatable.” (Mindy Turbov)

Distressed Public Housing's final report to Congress and the Secretary for Housing and Urban Development strongly urged housing authorities to develop partnerships with private and non-profit developers to leverage additional resources.

In this vein, RDJ's first recommendation to the MHA is that it continue to **work to educate stakeholders about its intentions, and solicit support and guidance**. MHA should retain an affordable housing developer to review these findings and gauge the feasibility of moving forward with any of the options recommended by the CWG. As in other places, MHA might **create a time sensitive body, which should include some CWG members, to assist with the process of developing criteria for selecting a developer, and the procurement and selection**

process of a developer. That body might include housing and community development experts and stakeholders. In collaboration with MHA, Golden Gate Village residents, and other stakeholders, the affordable housing developer should present the recommendation(s) that are feasible and move forward with implementing the feasible recommendation(s) upon requisite approvals. MHA should continue **to keep the community engaged and informed about its revitalization efforts and plans**. A strategic way of doing this is to hire a resident Community Engagement Coordinator to connect residents and build their support for the process while actively dispelling myths and misinformation.

Additional Recommendations

Mitigate Loss of Public Housing

- **Commit to minimize displacement of existing residents**
- **Consider phasing work**
- **Explore on-site Relocation**
- **Create affordable rental and ownership housing as possible**

Involve Residents Throughout the Development Process

- **Resident engagement in planning and implementation**
- **Develop mechanisms for residents to engage in the process**
- **Resident-driven occupancy criteria**

Implement Economic Opportunities throughout the Rebuilding Process

- Connect appropriate job training and service strategies to the development process
- Create viable employment opportunities (jobs) for existing residents through the development process

Embed Contracting Opportunities into the Development Process for

- Residents
- Local entrepreneurs
- Small and disadvantage businesses

Align with Neighborhood Improvement Plans

- School improvement and reform
- Parks improvements
- Transportation
- Public safety

Go Green

- Incorporate green and LEED building and design principles and standards
- design elements that meet long-term accessibility needs

Build a Strong Sense of Community

- Solicit entire community input in planning and development process
- Include residents
- Engage neighbors

Conclusion

Further planning and community engagement is necessary as MHA weighs how it approaches the revitalization process in Golden Gate Village.

The Community Working Group's submissions show that MHA **should explore the Mixed Income (10 CWG members) and Historic Preservation (6 CWG members) models in the next phase of its effort to create a revitalization strategy for Golden Gate Village.** They also indicate that there is interest in learning more about how the mixed income and mixed-use scenarios could complement one another although there is some skepticism as to whether or not commercial/retail uses are appropriate.

Addenda

Detailed Comments from Members on Models/Options

Resident Services Survey

Resident Survey on Attitudes Regarding Development Tool

Meeting Notes - links

Mission Statement and Principles of Participation

Detailed Comments from Members on Models/Options

Member	Choice	Model	Comment
1	1	Mixed Income	<p>Some increase in number of units seems appropriate 200- 250</p> <p>Came through a homeownership program and it needs to be an option</p> <p>Make more sense because the more people who live above poverty the more economically viable the community</p> <p>Creates better living conditions</p> <p>Property values increase</p> <p>Act as catalyst for giving whole Marin City a facelift</p> <p>Can encourage others to move forward</p> <p>Other options seem status quo - leave things the same</p>
2	1	Mixed Income	<p>This most feasible to fund</p> <p>Done around the country</p> <p>Best way to increase economic viability of area and Golden Gate Village</p>
	2	Mixed Use	<p>Does not seem realistic given the footprint of the community and location of the development</p>
3	1	Mixed Income	<p>Homeownership opportunities are critical</p> <p>Creates a more sustainable community</p> <p>Allows greater opportunities for inclusion</p> <p>All over country mixed income is the thing</p> <p>Without this will have uncontrolled gentrification</p> <p>Allows for planned growth</p> <p>More cost effective compared with rehabilitation</p> <p>HUD not funding of this and this option seem slice best way to address issues and attract outside funding and sustain public housing</p> <p>Believes change is good</p>

			Should have a time frame for people to be in public housing
4	1	Mixed Income	<p>Proven Model</p> <p>Creates diverse revenue streams</p> <p>Market rate supports subsidized</p> <p>Creates more affordable housing in Marin</p> <p>Sustainable</p> <p>Provides more options for residents</p>
	2	Mixed Use/Income combo	No rationale given
5	1	Mixed Income	<p>Increases income diversity</p> <p>Creates opportunities for economic growth</p> <p>Creates job opportunities among local residents</p> <p>Integrates ideas for continued growth from other sources</p> <p>Can create a greater sense of community pride</p> <p>Stimulate closing need gaps for needs like food access/grocery stores.</p>
	2		<p>Proven model</p> <p>Includes revenue streams</p> <p>Can lead to a broader tax base</p> <p>Can lead to increase in commerce</p> <p>Maintains and subsidizes public housing</p> <p>Creates pathways to home ownership</p> <p>Can include a space to preserve Marin City/GGV's legacy and history</p> <p>Presents opportunities to negotiate defining low income and affordable housing so that GGV residents can remain in Marin City</p>
6	1	Mixed Income	
	2		Should be explored further for several reasons

		Historic Preservation	<p>Is a resident proposal but does it resonate with more than a small group of GGV residents?</p> <p>Could the 21st Century green model and plans for workforce development and a manufacturing hub be blended into a mixed income model?</p> <p>As with other Housing Authority projects, 100% historic preservation wasn't possible but residents had a voice in preserving important aspects and elements of the project.</p>
7	1	Mixed-income with mixed-use	<p>Site would support a much higher density</p> <p>Could use that density to provide more housing at all market levels</p> <p>Addition of market-rate units creates a completely different feel to the community</p> <p>Removes the stigma sometimes associated with public housing</p> <p>Financial impact of expanded housing at market creates a funding model for development and can even include improved security, landscaping, parking, etc.</p> <p>With higher density, mixed use might be viable. Adding restaurants, shops, etc. could improve the financial model, provide jobs, and have a spill-over effect on the economic vibrancy of the shopping center. The potential for property taxes and sales tax also have spill over impact on schools, parks, etc. for the community.</p>
8	1	Historic Preservation	<p>Families will not be disrupted/ inconvenienced/ misplaced/ displaced.....No housing casualties!</p> <p>Work can be done between a 9a-6p window, as most residents are at work/school....</p> <p>No doubt, HP is more cost effective.....Infrastructure is already in place, obviously, demolishing & rebuilding is entirely more expensive.</p> <p>Restructuring streets, adding more plumbing, impact reports, environmental reports, lawsuits, are all costs, that will be involved in demolishing OUR COMMUNITY.....</p>
	2		<p>Gives the residence a ownership piece, to what degree, TBD.....</p>

		Land Trust/Co-Op	<p>This option needs more study, and needs more communication.....But, the land is not given away! Or sold away to sharks.....</p> <p>This option keeps the community in tact.....</p> <p>Rules of a co-op are strict, but the community stands as be, but in a different capacity! This option is not as far away as it appears</p>
9	1	Historic Preservation	<p>Only written plan that offer residents the opportunity to stay in their current homes</p> <p>"Green" renovated and retrofitted</p> <p>Provide opportunities of home ownership for very low income people</p> <p>Economic development to provide Apprenticeship jobs of "livable" wages</p>
10	1	Historic Preservation	<p>Preservation Green Lab</p> <p>History and specialness of place provides a platform for restoration, reinvention, and growth that avoids disintegrating communities.</p> <p>Investing in the Manufacturing Community Partnership Playbook (IMCP Playbook)</p> <p>New federal program for funding projects that brings down silos to combine and access federal dollars across departments, DOE, DOT, HUD etc. The playbook has six (6) 'bricks' of involvement and support that, once filled out, makes a project, "ready to implement." GGVRC plan has completed the IMCP playbook and is ready to implement</p>

			Innovation Manufacturing Institute (IMI) Federal dollars for constructing a physical site in the existing Marin City Mall, a “Preservation Green Lab.” Working with President Obama's American Apprenticeship act to bring together local colleges, NASA scientists, and GGV and Marin City residents in a 'Preservation Green Lab” involved in deep green retrofit of GGV as a “living lab” for research and development of new materials and new methods that use 21st century technology and materials to restore the buildings, the infrastructure and landscape of GGV. Rebuilding the community through creation of jobs in the neighborhood that pay a “living wage.”
	2	Community Land Trust/Co-Op	Community Land Trust A local movement led by Ricardo M. of ISOJI, over two years meetings with folks such as Gus Newport to discuss the path to a Community land Trust to purchase and preserve the land for GGV.
11	1	Historic Preservation	
	2	Land Trust	
12	1	Historic Preservation	<p>Experience with and value for preservation. Lived in a development (Hamilton Airforce Base) that was new construction and it deteriorated fairly quickly and not convinced that new construction is best option.</p> <p>Lived in a development (Hamilton Airforce Base) that was new construction and it deteriorated fairly quickly and not convinced that new construction is best option.</p>
			<p>Mixed income and increased density do not seem to bring real social or economic equity to residents</p> <p>Displacement can adversely affect a family and community and do not see resident protections around right to return as viable or realistic</p> <p>Feel strongly that must maintain a place where extremely low income people can live in Marin County</p> <p>NOTE: Wants to see homeownership opportunities integrated into any scenario</p>

13		Mixed Income	Mixed income but does feel MHA would be best served by at least exploring HP as it is a resident driven option and not doing so could prove more costly and cumbersome in the long run
14		Mixed income and explore HP	It is unlikely that more than a few of the 300 individuals/families at GGV will be able to use a Section 8 voucher to find a place to live in Marin County, let alone Marin City, makes it doubtful that most residents will feel comfortable about agreeing to move out and away from their lives and support systems even if it is temporary. (Plus "temporary" in this case could be a long time.) In any case, from everything I've read of other PHA models described in materials offered throughout this process, one needs buy-in from community members and residents in order for a particular model to work. While historic preservation may not be financially feasible, right now it is the only model (besides "do nothing") that has any support from any of the residents. I would suggest that MHA moves forward with two tracks initially – i.e., support the residents in their efforts to secure funding for historic preservation – even if that is highly likely to fail – while also exploring the path to mixed income and/or mixed use. Without doing this, I think most of the GGV residents will be dead-set against mixed income/mixed use and my guess is that at least a small number of them will want to take strong action on behalf of GGV residents against MHA or the County for displacing a large group of people who are members of protected classes (race, familial status, disability). I understand that Royce brought up disparate impact after I left at the last meeting.
15		No submission	
16	1	Mixed Income	No rationale
17		No submission	
18		No submission	
19		No submission	

20	1	Mixed Income	Seems most feasible because it has a track record and seems to hold the most potential for funding and support in the long term - seems to meet established criteria best.
21	1	HP with Mixed use	<p>HP - please look into precedent and funding streams that have been provided by the Golden Gate Village Resident Council. This model respects the space and legacy of the residents and buildings. Reduces/ eliminates gentrification and displacement. Provides jobs and is resident led.</p> <p>Mixed use: Services for the residents are an essential part of socio-economic development. There are already many services provided on the property and I think that should be continued at GGV. What funding sources are available to deal with the deferred maintenance?</p>

These comments submitted by one of the members are reflected in chart but were so extensive, required a separate page here.

(The Matrix presented does not represent the GGVRC plan in its entirety and I hope to write this response to RDJ and my 'vote' so that the plan of the residents is understood and represented correctly.)

The matrix gives six (6) choices yet I interpret only two real choices that have been presented, A & B. I see this is “the end of the beginning” and look to 2016 for further resident participation.

A. GGVRC plan: 1. Historic Preservation, using 21st century, green retrofit, 2. Investing in the Manufacturing Community Partnership Playbook, (IMCP) 3. Build an Innovative Manufacturing Institute at the Mall (IMI) 4. Community Land Trust for residents of GGV
B. MHA plan: 1. Mixed Income and 2. Mixed Use; adding units and services/businesses on GGV site. Plan to demolish existing structures and build new units adding market rate and “workforce housing to the existing 300 units of public housing.

A current HUD solution used at Hunter's View in S.F.

Rental Assistance Demonstration or RAD is not suited to the property and not eligible for a RAD conversion which is a project based Section 8 program. Therefore, RAD is not a real choice. Likewise, Continuing to defer maintenance needs and not using the Capital Fund Program for 'brick and mortar' projects is never a long term solution; Therefore, Defer Work is also not a real choice.

I Strongly Recommend the Golden Gate Village Resident Council (GGVRC) Plan and my answers for all of the Matrix opportunities listed is “Yes” because:

1. Historic Preservation: Preservation Green Lab links History and specialness of place which provides a platform for restoration, reinvention, and growth that avoids disintegrating communities.

2. Investing in the Manufacturing Community Partnership Playbook (IMCP Playbook)
New federal program for funding projects that brings down silos to combine and access federal dollars across departments, DOE, DOT, HUD etc. The playbook has six (6) 'bricks' of involvement and support that, once filled out, makes a project, “ready to implement”. GGVRC plan has completed the IMCP playbook and is ready to implement. **** Please see the attachment, a detailed one page with links.

3. Innovation Manufacturing Institute (IMI)

Federal dollars for constructing a physical site in the existing Marin City Mall, a “Preservation Green Lab”. Working with President Obama's American Apprenticeship Act to bring together local colleges, NASA scientists, and GGV and Marin City residents in a 'Preservation Green Lab’ involved in deep green retrofit of GGV as a “living lab” for research and development of new materials and new methods that use 21st century

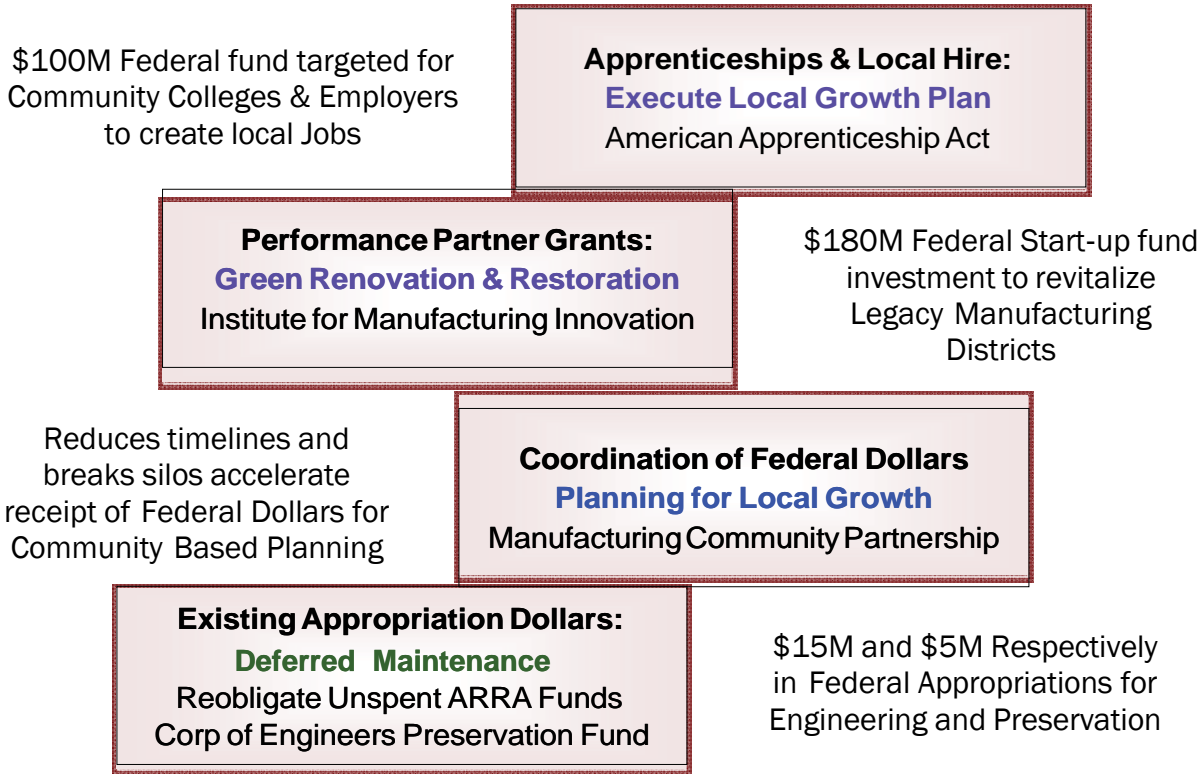
technology and materials to restore the buildings, the infrastructure and landscape of GGv. Rebuilding the community through creation of jobs in the neighborhood that pay a “living wage”.

4. Community Land Trust

A local movement led by Ricardo Montcrief, ISOJI. Over two years of meetings with folks such as Gus Newport to discuss the path to a Community Land Trust to purchase and preserve the land, in perpetuity, for GGv. Therefore, any votes for this solution should be considered another vote for the GGvRC plan, since Community Land Trust has always been part of the GGvRC Plan.

***Lastly, a comment, on the RDJ Enterprise/MHA Resident Survey: What is the relevance of the resident survey to the Community Working Group work? Why is this being included in the report?

Golden Gate Village Resident Council Keeping the Promise of Resident Led Revitalization



Leverage Existing Sources of Funding for Revitalization Bottom Up & Brick by Brick

Fund Strategy:

\$50K	MCF:	Marin Community Foundation Planning Grant
\$10M	Marin County:	Unspent Appropriations designated for DOE use in Marin County
\$10M	MCF:	Marin Community Foundation Affordable Housing PRI or SIB
\$30M	Federal:	Advanced Manufacturing Community (MCP) Designation
\$5M	State:	SGC Sustainable Communities

\$55M Total: Two-Year Total Funding Commitments for Five Year Cycle

\$300M HUD Land Trust Assignment of Equity and Ownership
 Legislation and Industry Strategy continue to line up in support of the foundation of GGVRC plan.
 Preservation – Innovation – Revitalization and Local Workforce Development in Neighborhoods

Links to Descriptions of Legislative and Industry Programs Guiding GGVRC work on Preservation.

1. <http://www.c-span.org/video/?c4532761/local-leadership-breaking-silos>
2. <http://www.c-span.org/video/?c4527267/research-jj>
3. <http://www.c-span.org/video/?c4532759/open-innovation-urban-development-strategies>
4. <http://www.c-span.org/video/?c4532757/human-capital-revitalizing-existing-infrastructure>

Planning based on Precedent, Relationships, and Demonstrated Pattern of Success

This is a copy of a petition the GGV Resident Council conducted to document support for its Historical Preservation idea. The Resident Council submitted a copy of the document and stated that the group solicited some 230 signatures from Heads of Households. Those signed petitions were not reviewed by the Community Working Group.

PETITION FOR THE GOLDEN GATE VILLAGE RESIDENT COUNCIL'S (GGVRC) PLAN FOR PRESERVATION OF PROPERTY, DEFFERRED MAINTENANCE, AND RESIDENT OWNERSHIP

We, the residents of GOLDEN GATE VILLAGE IN MARIN CITY petition the Marin Housing Authority Commission, the Marin County Board of Supervisors and the Department of Housing and Urban Development to preserve Golden Gate Village as a "Historic Neighborhood" in Marin City. We do not want to destroy the beauty and open space of our land; or erase our legacy and history of "place."

The Golden Gate Village Resident Council's plan:

"To do the deferred maintenance but not a "one" time fix, but create a path of growth of a local economy with shared opportunity of wealth for our residents."

We will not be moved!

1.	Print Name	Address (Street and #)
	Signature	City
2.	Print Name	Address (Street and #)
	Signature	City
3.	Print Name	Address (Street and #)
	Signature	City
4.	Print Name	Address (Street and #)
	Signature	City
5.	Print Name	Address (Street and #)
	Signature	City
6.	Print Name	Address (Street and #)
	Signature	City
7.	Print Name	Address (Street and #)
	Signature	City
8.	Print Name	Address (Street and #)
	Signature	City
9.	Print Name	Address (Street and #)
	Signature	City

Resident Services Survey

A Look at Golden Gate Village Service Need and Use



RDJ Enterprises
8-1-2015

“...The chief worth of civilization is just that it makes the means of living more complex; that it calls for great and combined intellectual efforts, instead of simple uncoordinated ones, in order that the crowd may be fed and clothed and housed and moved from place to place. Because more complex and intense intellectual efforts mean a fuller and richer life. They mean more life...”

-- Oliver Wendell Holmes, Jr.

Introduction

“A key factor in the life of any community is the extent to which people feel connected to their organizations, neighborhood, and city. Developing connection to place is increasingly important in our highly mobile society and can help overcome a sense of isolation that many people may feel living in somewhat closed communities.”

As the Marin Housing Authority explores how it can address the physical needs in its Golden Gate Village Development, it realizes that this is an opportune time to examine how it can assist its residents in achieving economic gains that lead to pathways out of poverty. As with other authorities across the country and locally, the MHA seeks to understand better the needs of its residents and as a part of its Community Working Group process the facilitators RDJ Enterprises conducted a survey to gauge what services residents of GGV use and which services they need. An unfortunate but growing trend in many urban centers is the disconnection of government and other service agencies from the people they serve. Communities are comprised of systems – social, natural, economic, and political – and systems depend on good information to function properly. Without accurate feedback, decision makers cannot effectively manage the systems in their care.

Limited resources spread thinly across a multitude of needs have led to extreme community frustration and the perception that maintaining the status quo is acceptable. Currently, resource allocations can lag several years behind the identification of emerging needs. Strategic resource allocation influenced by resident identified need allows for funding current and emerging needs. The consolidation efforts around common themes (e.g. – substance abuse, health, employment and childcare) to address identified needs minimizes duplication, reduces administrative overhead and increases available resources to alleviate the problems.

Housing authorities speak of the desire to identify, address, and resolve resident needs so they can achieve economic self-sufficiency but to do that, they need to understand resident need from the resident perspective as well as get a sense of the landscape in terms of services that residents actually use. RDJ Enterprises wanted the CWG members and the MHA to envision how revitalization efforts could focus on not just place but people and this required seeing what residents feel they need to be successful. Enhancing or modifying service delivery based on experiential outcomes benefits all of those involved in the process most particularly residents.

The primary objectives of this survey are to:

1. Use residents to understand GGV service need and use,
2. Maximize utilization of existing resources,
3. Identify possible gaps in the service delivery system,
4. Use data to guide how MHA approaches resident development

Most people want to maintain or improve the “quality of life” in their city, town or neighborhood. They want a role in the change process that builds a sense of ownership and accountability on both sides of the table. This survey is a step in ensuring that resident voice and need is an integral part of the MHA revitalization process.

Target Population

The survey targeted the residents of Golden Gate Village a community that consists of 296 public housing units and where a significant portion of the population lives below the Area Median Income and the Federal Poverty Line. Largely African American and females head more than half of the households there. GGV is a relatively young community with almost half of residents being between the ages of 0 and 18. The development is somewhat isolated from the rest of Marin County but is accessible by several bus lines.

Methodology

The survey methodology included a universe of 292 GGV Households with a target sample size of 142 GGV households. Enumerators connected with 218 households that completed the survey process, which yielded a confidence level of 99% with a confidence interval of 4.61% which is very high and indicates sound reliability in the results.

The process used a convenience sample, which “is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher.” While this was not a random sampling of resident households, it did gain responses from 71% of development households.

The confidence level tells us how sure we can be. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval. The 99% confidence level means you can be 99% certain. Most researchers use the 95% confidence level. The confidence interval (also called margin of error) is the plus-or-minus figure usually reported in newspaper or television opinion poll results. For example, if you use a confidence interval of 4 and 47% percent of your sample picks an answer you can be "sure" that if you had asked the question of the entire relevant population between 43% (47-4) and 51% (47+4) would have picked that answer.

When you put the confidence level and the confidence interval together, you can say that you are 99% sure that the true percentage of the population is between 43% and 51%. The wider the confidence interval you are willing to accept, the more certain you can be that the whole population answers would be within that range.

The survey tool was developed by RDJ Enterprises using information about the types of services commonly used by people and families in public housing and underserved areas. They reflect the types of services that assist in gaining self-sufficiency. The tool went through several revisions in an effort to incorporate their comments. The final tool consisted of two questions that asked which services of a list of 14 services residents a) use and b) need. They were also asked if they currently have internet and/or a computer in the home, what if any services the use or need were not listed and which service providers they currently use.

RDJ used seven enumerators to conduct the survey. Four reside in Golden Gate Village in addition to three RDJ Enterprises team members. All enumerators participated in an hour long training that entailed:

- a review of the tool,
- an explanation of why the survey was being conducted,
- a view of a script and survey practice as well as
- role play.

Each enumerator was assigned to an area of the development and was charged with collecting 15 surveys. Enumerators collected responses for six days, and data entry was conducted after a review of each

completed tool. Survey Monkey was used to aggregate and analyze data. The data analysis consisted of simple frequency runs and several comparative cross tabulations.

The project staggered hours of operation in order to accommodate resident schedules and increase the number of responding households – surveyors went out in the mornings, afternoons and evenings (including weekends).

The CWG and the MHA can use this data in conjunction with research gathered from county departments, and other organizations to develop programs that lead to greater resident economic sufficiency and growth.

Findings

The table below shows the percentage of residents needing services versus those actually using the services as of the date of the survey. Data on age is provided for services for which thirty percent or more of residents indicate that they are in need of the identified service.

Services highlighted in blue are those where 40 to 50 percent or more of residents are in need of or using the identified service. Those services highlighted in orange indicate those where 20 to 39 percent of residents are in need of or using the identified service. Similar results for need and use (e.g. Foodbank meals, Legal, Physical Health, Childcare, etc.) could indicate that service gaps exist or that while those services are available, they are not as well promoted or accessible to those needing the services.

Services	% Residents needing service	% Residents using service
Childcare	31	29
	Youth 50% Adult Senior	
Disabled (Transportation, job training, etc.)	26	19
	Youth Adult 55% Senior	
Domestic Violence	12	6
Educational services	51	42
	Youth 65% Adult 47% Senior	
Foodbank/meals	53	53
	Youth 40% Adult 50% Senior	
Immigrant (ESL, language access, etc.)	10	5
Job placement	55	27
	Youth 36% Adult 59% Senior	

Job training	58	30
	Youth 39% Adult 50% Senior	
Legal	36	20
Mental health counseling	20	16
Physical health	43	50
	Youth 34% Adult 50% Senior	
Recreational opportunities	65	42
Senior services	26	15
Substance abuse services	14	5
Computer in home	50	N/A
Internet access in home	59	N/A

Recommendations

This survey took the first step in identifying resident perception about service need and use. The next step is to use the information from the survey process to determine what resident need driven services a revitalized Golden Gate Village should include. MHA might also consider linking to current providers to better address resident service needs.

1. Focus on those services where responses fall in the 50% or higher range for need

These are services that a significant portion of residents say that they need. Focusing on these services will assist residents in attaining stability. MHA not be able offer services directly, but it could integrate on-site “Connectors” who ensure that residents connect to and access all of the services that are available to them and for which they are eligible. It could work with local philanthropic organizations like Marin Community Foundation or the United Way of the Bay Area to put include providers in a revitalized Golden Gate Village.

Recreational opportunities	65
Job training	58
Job placement	55
Foodbank/meals	53
Educational services	51

2. MHA should identify service strategies and providers that use outcomes to drive tangible and meaningful programmatic implementation.

Residents should feel confident that enrollment in programs or activities that are designed to increase their abilities and skills will actually lead to attainment of the intended goal. Too often organizations find themselves disconnected from the sector in which they provide service. MHA and/or service providers should insure that sector partners are included in the design and, more importantly, implementation of programs. This encourages implementation of both outcome measurement and management strategies to improve results.

3. Create a team of investment partners to leverage additional resources for full program implementation.

Both the public sector and philanthropy have seen marginal returns on their independent investments in disenfranchised communities. Combining funding efforts from MHA and local philanthropy can lead to performance based strategic investment that when reinforced with sound community investment policy will address many of the service gaps residents’ experience.

4. MHA should work with other entities to coordinate strategic outreach and engagement to the targeted residents.

While the residents targeted by this survey benefit from a number of services, these services do not always reach the intended targets.

5. Take advantage of the fact that at least half of residents have a computer in the home and/or access to the internet.

Tool

The tool was double sided with the first page asking, “What services does your household currently need?” and the second page asking, “What services does your household currently use?” Each side used the format below to determine the age of those needing or using the identified services.

___ Child care

How old is the person needing or using this service?

___ Youth (0 - 18)

___ Adult (19 - 64)

___ Senior (65+)

___ Disabled Services (transportation, adult daycare)

How old is the person needing or using this service?

___ Youth (0 - 18)

___ Adult (19 - 64)

___ Senior (65+)

___ Domestic Violence Services

How old is the person needing or using this service?

___ Youth (0 - 18)

___ Adult (19 - 64)

___ Senior (65+)

___ Education Services

How old is the person needing or using this service?

___ Youth (0 - 18)

___ Adult (19 - 64)

___ Senior (65+)

___Food Bank/meals

How old is the person needing or using this service?

___Youth (0 - 18)

___Adult (19 - 64)

___ Senior (65+)

___Immigrant Services (ESL language access etc.)

How old is the person needing or using this service?

___Youth (0 - 18)

___Adult (19 - 64)

___ Senior (65+)

___Job placement

How old is the person needing or using this service?

___Youth (0 - 18)

___Adult (19 - 64)

___ Senior (65+)

___Job training

How old is the person needing or using this service?

___Youth (0 - 18)

___Adult (19 - 64)

___ Senior (65+)

___Legal

How old is the person needing or using this service?

___Youth (0 - 18)

___Adult (19 - 64)

___ Senior (65+)

___Mental health/counseling

How old is the person needing or using this service?

___Youth (0 - 18)

___Adult (19 - 64)

___ Senior (65+)

___Physical health (Medical)

How old is the person needing or using this service?

___Youth (0 - 18)

___Adult (19 - 64)

___ Senior (65+)

___Recreational opportunities

How old is the person needing or using this service?

___Youth (0 - 18)

___Adult (19 - 64)

___ Senior (65+)

___Senior Services

How old is the person needing or using this service?

Youth (0 - 18)

Adult (19 - 64)

Senior (65+)

Substance abuse services

How old is the person needing or using this service?

Youth (0 - 18)

Adult (19 - 64)

Senior (65+)

Do you have a computer in your home? Yes No

Do you have internet access in your home? Yes No

Please use the space below to tell us about any other services your family uses or needs not listed here.

Resident Survey on Attitudes Regarding Development

Resident Data from survey on housing preferences



Powered by SurveyMonkey

213

Total Responses

Universe = 292 Households

Confidence level = 99%

The confidence level tells you how sure you can be. It is expressed as a percentage and represents how often the true percentage of the population who would pick an answer lies within the confidence interval.

Confidence interval = 4.61%

The confidence interval (also called margin of error) is the plus-or-minus figure usually reported in newspaper or television opinion poll results.

Process:

Workers trained for 2 hours as a group and individually prior to beginning process

Given instructions on tool administration

Role play on administering the tool

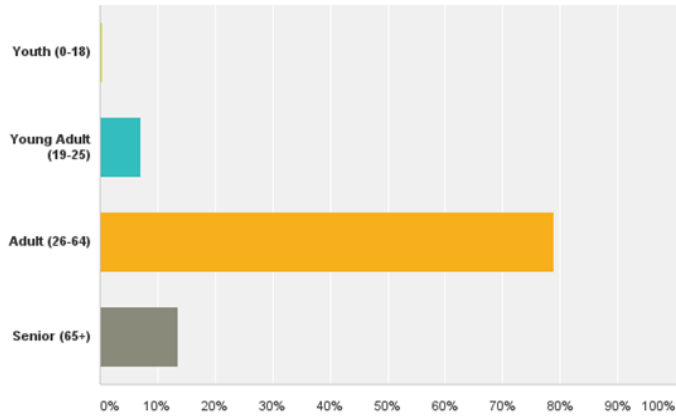
Each worker assigned an area

Goal complete 60 surveys each

5 total workers

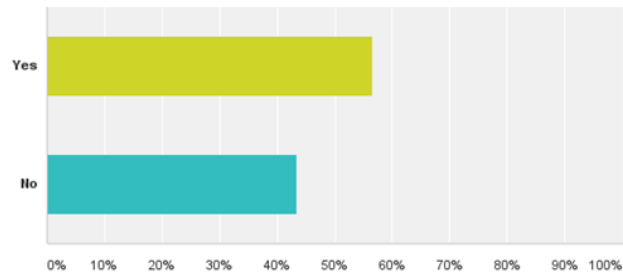
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Q5: How old are you?



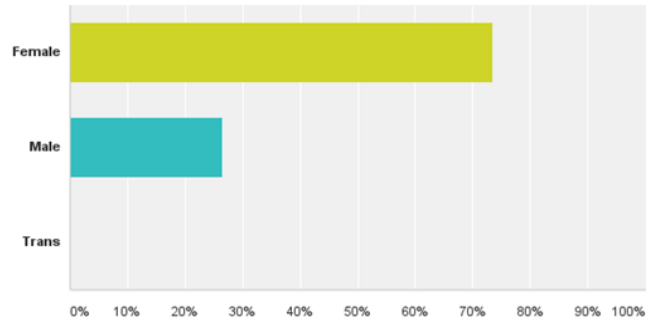
SurveyMonkey

Q6: Do you have Children <18 living in your household?



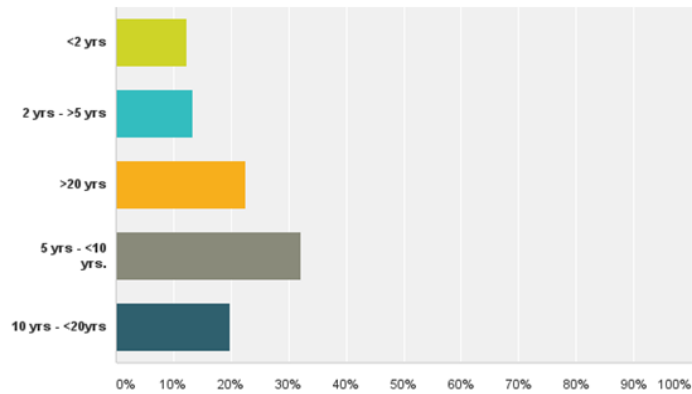
SurveyMonkey

Q7: Are you:



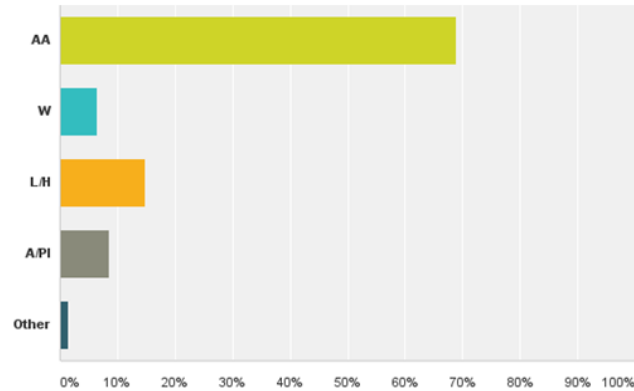
SurveyMonkey

Q8: I have lived in GGJ Public Housing for: < = than / > = more than



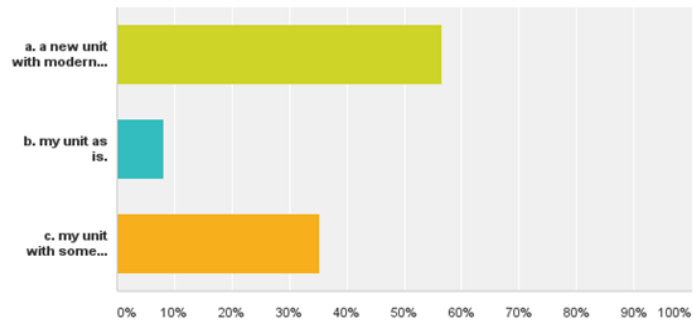
SurveyMonkey

Q9: Ethnicity:



SurveyMonkey

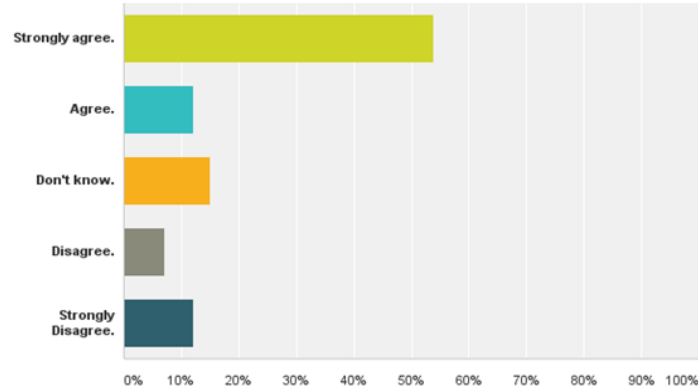
Q10: If I could, I would prefer to live at Golden Gate Village in :



- a. a new unit with modern design and appliances.
- b. my unit as it is.
- c. my unit with some improvements.

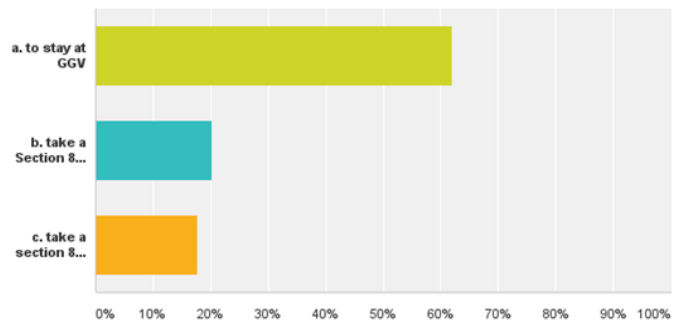
SurveyMonkey

Q11: If I could, I would choose to stay GGV even as I make more money.



SurveyMonkey

Q12: If given the option during a rebuild or rehab, I would prefer:



- a. to stay on at GGV
- b. take a Section 8 voucher and return to GGV after rebuild or rehab
- c. take a Section 8 voucher and not return to GGV after rebuild or rehab

SurveyMonkey

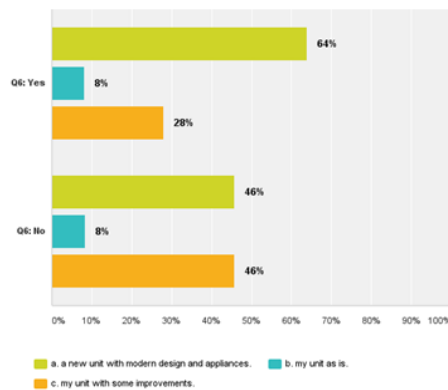
CHILDREN UNDER AGE 18 IN THE HOME

The following data reflect the responses of those who answered yes or no when asked if they have children under the age of 18 in the home.

SurveyMonkey

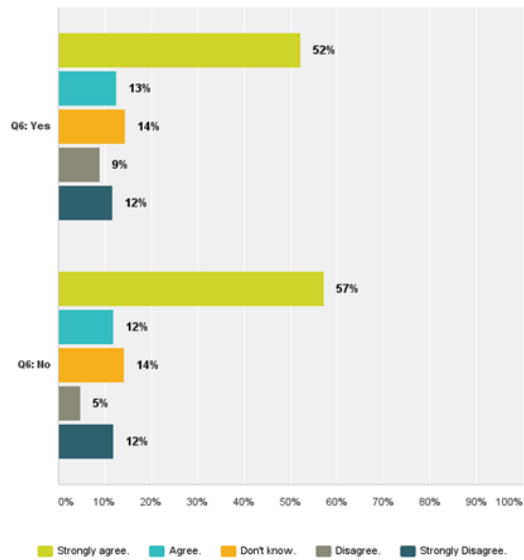
11

Q10: If I could, I would prefer to live at Golden Gate Village in :



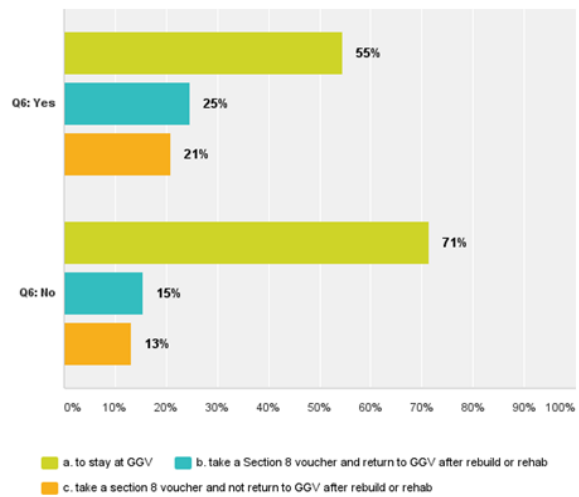
SurveyMonkey

Q11: If I could, I would choose to stay at GGV even as I make more money



SurveyMonkey

Q12: If given the option during a rebuild or rehab, I would prefer:



SurveyMonkey

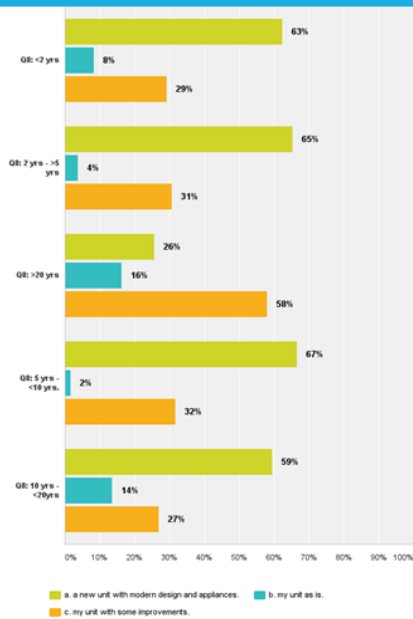
LENGTH OF TIME IN GGV

The following data reflect the responses tabulated by answers to the question how long have you lived in GGV? .

SurveyMonkey

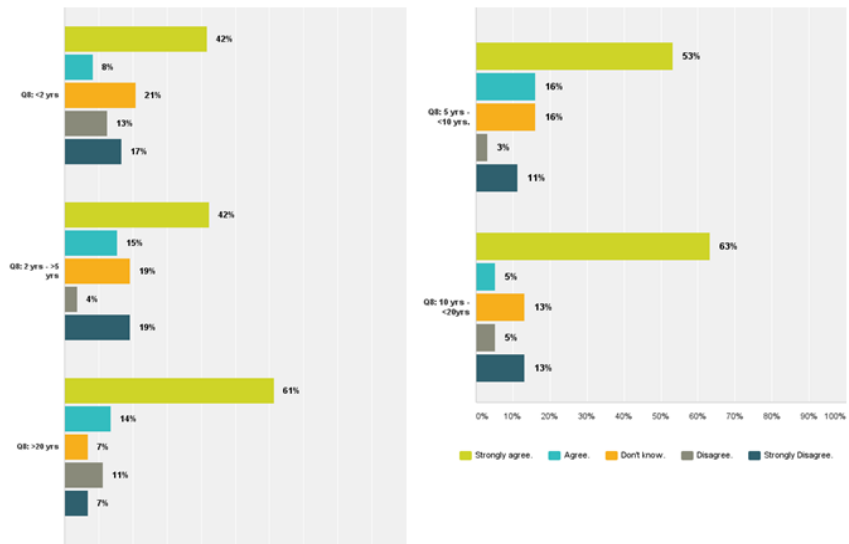
15

Q10: If I could, I would prefer to live at Golden Gate Village in :



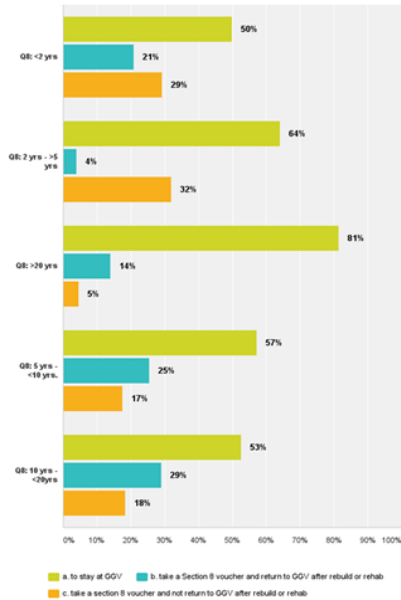
SurveyMonkey

Q11: If I could, I would choose to stay GGV even as I make more money



SurveyMonkey

Q12: If given the option during a rebuild or rehab, I would prefer:



SurveyMonkey

AGE

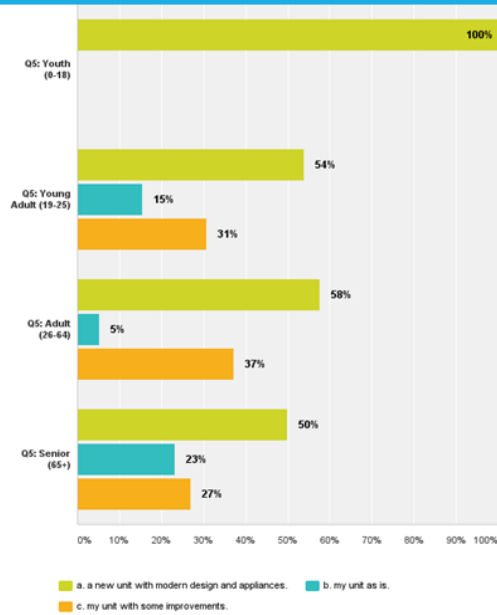
The following data reflect the responses tabulated by answers to the question how old are you?

(1 youth respondent aged 18)

SurveyMonkey

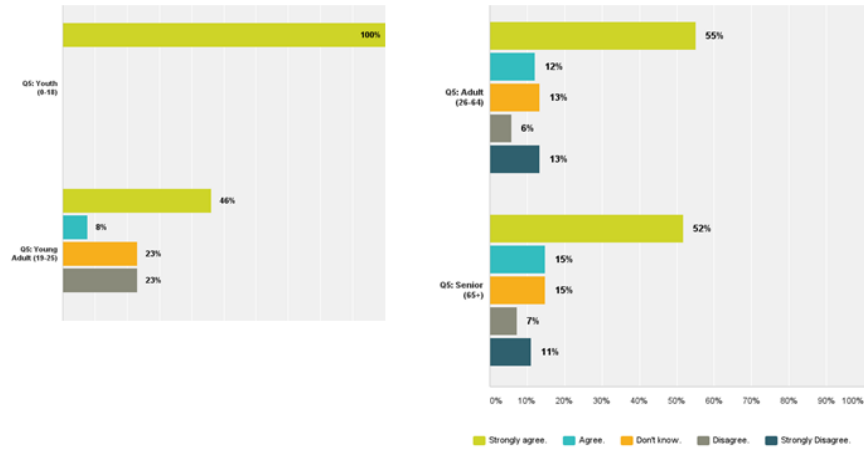
19

Q10: If I could, I would prefer to live at Golden Gate Village in :



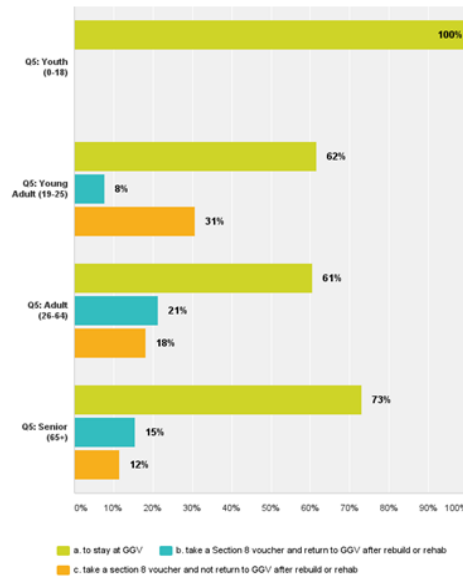
SurveyMonkey

Q11: If I could, I would choose to stay GGV even as I make more money



SurveyMonkey

Q12: If given the option during a rebuild or rehab, I would prefer:



SurveyMonkey

Meeting Notes

Notes for all Golden Gate Village Community Working Group meetings can be found at <http://marinhousing.org/CommunityMeetings.html>

Golden Gate Village Community Working Group

Mission Statement, Principles of Participation

Purpose Statement

The Marin Housing Authority (MHA) Golden Gate Village Community Working Group (CWG) will create a public forum to discuss activities and produce an innovative vision for enhanced and improved affordable housing as well as enriching the life of community members and stakeholders that provide programs and services that support them.

Purpose of Golden Gate Village Community Working Group

The Golden Gate Village Community Working Group (Working Group) is a non-voting forum established to:

- Create a forum for the MHA to inform and receive feedback about values, programs and services at Golden Gate Village and adjacent communities.
- Enhance affordable housing opportunities in Marin City.
- Foster transparency in the MHA decision-making process by engaging a diverse group of stakeholders.
- Support MHA and Golden Gate Village in its fulfillment of adopted guiding principles, revitalization goals and objectives.
- Build community capacity in Golden Gate Village by increasing awareness and mutual understanding of collective goals and promoting cooperation and alignment where possible among stakeholders.

Role of Working Group Members

To achieve the goals of the Working Group, participants are encouraged to:

- Gain understanding about the history of Golden Gate Village, Marin City, and public housing across the nation.
- Learn more about the various MHA and Golden Gate Village programs, operations and requirements for the revitalization of the community.
- Share the understanding and information about the MHA and the Working Group's activities with their respective organizations and networks through cohosting forums, charettes, newsletters and other vehicles to disseminate accurate information.
- Explore the interaction and interdependency between the Working Group's vision deliberations and other planning efforts in the surrounding community.
- Identify possible opportunities for cooperation, problem solving and achieving the community's vision for revitalization of the Golden Gate Village community.

While the Working Group is intended to be a forum for attaining feedback and perspectives from community residents, service providers, stakeholders and businesses on the revitalization of Golden Gate Village, it does not purport to be, nor should it be portrayed as, the sole representative voice of the community. MHA will continue to provide information and receive public input at various forums and consider that information in exploring opportunities to enhance affordable housing in the community.

Discussion Process

Working Group members must agree to follow the following rules to facilitate the discussion process:

- Abide by purpose and mission statement.
- Listen to and work with diverse perspectives, and provide thoughtful feedback.
- One person speaks at a time.
- Contribute to collaborative problem solving.
- Alternative perspectives will be acknowledged.
- Working Group members treat each other and the MHA staff with dignity and respect.
- The Working Group will not take votes.

Observers

Observers are welcome at Working Group meetings. However, meetings are intended for the benefit of the Working Group members to promote balanced, constructive interaction. Observers will be asked to limit comments to specific times during Working Group meetings.