

Fremont Human Relations Commission STRATEGIC PLANNING DOCUMENTATION

JULY 17, 2021, JULY 26, 2021, & SEPTEMBER 20, 2021

STRATEGIC PLANNING FOCUS QUESTION:

How will the Commissioners respectfully collaborate and strategically align their own interests and strengths with community needs and issues during FY21/22 and FY22/23 in order to support and sustain Fremont's diverse/most vulnerable community members and build resiliency in Fremont as we come out of the pandemic?

PARTICIPANTS



Commissioners: Dharminder Dewan, Patricia Montejano, Dyesha Gardner, Martin Kludjian, Julie Moore, Anna Wang, Tejinder Dhami (TJ), and Shobana Ramamurthi

Staff: Suzanne Shenfil, Arquimides Caldera, Noelle Tolentino, Leticia Leyva

Facilitator: Robert Quintana Hopkins

[View the Mural created during the session here.](#)

THE STRATEGIC PLANNING PROCESS

PHASE 1: PREPARING FOR PLANNING	PHASE 2: GATHERING THE DATA – CREATING THE PLAN		PHASE 3: IMPLEMENTING THE PLAN
	Planning for Action	Planning for Action Continued	Taking Action
June 2021 – July 2021	July 17, 2021	July 26, 2021	August 2021 thru June 2023
<p>Design Team Planning</p> <ul style="list-style-type: none"> • Define the planning process and objectives • Decide the Focus Question • Gather relevant data • Identify meeting dates • Invite people to participate in the strategic planning process • Prepare handouts 	<p>Day 1 8:30 am – 3:00 pm (in-person)</p> <p>Learning from Our Data</p> <ul style="list-style-type: none"> • Welcome/Introductions • Review collected data <ul style="list-style-type: none"> • Commissioner interests and priorities • Commissioner gifts and experiences <p>Creating the Framework for the Plan</p> <ul style="list-style-type: none"> • Environmental Scan • Creating a 3-Year Practical Vision • Discerning blocks and barriers to the Practical Vision • 2–3 Year Strategies and Strategic Directions 	<p>Day 2 6:00 – 9:00 pm (virtual & in-person)</p> <p>Developing the Implementation Plan</p> <ul style="list-style-type: none"> • 2-year Success Indicators and Current Reality, 1-year Accomplishments • Determine 1- year initiatives <p style="text-align: center;">September 20, 2021</p> <p>Day 3 7:00 – 10:00 pm (virtual)</p> <p>Coordinating the Implementation Plan</p> <ul style="list-style-type: none"> • Review and Coordinate the Implementation Plan 	<p>Taking Action</p> <ul style="list-style-type: none"> • Communicate the Plan and invite participation in its accomplishment • Complete 1st year actions • Hold regular review meetings to monitor progress, maintain accountability and modify the plan as needed

UNDERLYING ASSUMPTIONS OF TOP METHODS

- Everyone has wisdom
- Everyone’s wisdom is needed for the wisest result
- There are no wrong answers
- The whole is greater than the sum of the parts
- Everyone will have the opportunity to hear and be heard
- Everyone will be actively participating

MISSION STATEMENT

The City of Fremont's Human Relations Commission (HRC) strives to prevent discrimination and ensure that the rights of all individuals and groups in Fremont are protected under the law. The HRC promotes, supports, and helps create a compassionate community environment where diversity is honored and respected, neighbors reach out and support each other, and the most vulnerable receive services; to allow all a high quality of life in a community where we live, learn, work, and play in peace and harmony.

FUNCTIONS AND POWERS

The functions and powers of the human relations commission shall be as follows:

1. To study any problems of prejudice and discrimination in the community and the causes thereof.
2. To work with other agencies, public and private, in developing programs to eliminate racial prejudice and discrimination.
3. To initiate and encourage educational and other appropriate activities which tend to promote inter-racial, inter-faith and inter-ethnic harmony, progress and integration.
4. To foster mutual understanding and respect among all racial, religious and nationality groups, and the improvement of inter-personal relations.
5. To advise the city council on all problems of local inter-group relations.
6. To locate and anticipate potential areas of friction due to racial or religious discrimination which might erupt into a breach of the peace and to consult and advise with the groups and public officials primarily involved.
7. By persuasion and conference to seek to arrive at voluntary solutions designed to discourage and prevent any and all discriminations based upon race, religion or national origin.
8. To act in an advisory capacity to the city council in all matters relating to human services in the City of Fremont
9. Through voluntary means to encourage coordination of all human services, public and private, and to foster communication among the providers of human services to the residents of the City of Fremont.
10. To work with other private and public agencies to ensure that adequate human services are being provided, and to strive to improve the quality of services
11. To perform such other functions and render such other reports and recommendations as may be directed by the city council.

RECONNECTING AND CONVENING WITH CARE!



FREMONT HUMAN RELATIONS COMMISSIONER'S PRIORITIES AND GIFTS!

Name	Role	What are your personal interests and priorities regarding the work of the HRC?	As a Commissioner, what gifts and experiences do you bring to the HRC? (i.e. strengths, knowledge, skills, and resources)
Dharminder Dewan	(Chair)	Continue towards making Fremont the best city to live in. The mission statement summarizes it all for me.	Leading non-profits, community service and engagement. Passion to make a difference and treating everyone with respect and love.
Patricia Montejano	(Vice Chair)	Promote ways in which all people in the community to learn to get along and to safeguard equal opportunity for all. To find ways to best utilize all our tools such as fact finding, staff training, information sharing, community education, mediation, cultural literacy, hate crime response and conflict management to make the above possible.	Life skills- I am a single parent raising three children on my own on one low income. I am a widow. I am a stage 4 cancer survivor. I am a second-generation immigrant raised partially un house and food was always available In the early part of our migration to the U.S. My arrival in Fremont 30 plus years ago was not as welcoming, things were very discriminatory back then. I have been in the political and civil service world approx. 20 years I have no hidden agenda & my spirit remains intact :)
TJ Dhami	Commissioner	I would like to see Celebrations of diversity, promote safety, and make Fremont a family friendly city.	I have been a Human Relations Commissioner since 2013, and have my relationships and experiences that I can bring to HRC. I also have deep relationships with Sikh and Indian community.
Dyesha Gardner	Commissioner	Providing more localized resources around ser/progs/ info for kids w/learning challenges (SPED). Concerns social/emotional/mental & physical justice & equality for all POC's from youth in Fremont schools, diversity in the workplace, Seniors who are being abused/taken advantage of financially. Resources/progs for homeownership asst/1st time Buyers for middle class essential workers. Programs/ser for single mothers of all demographics. Transitional lifestyle training for long-term homeless w/out housing skills.	My strengths & knowledge are in Business Administration & Human Relations/Services. I have skills & experiences in working as a Case Manager/IPS Employment Specialist for sheltered and unsheltered persons with dual diagnosis (mental illness & addiction) for several non-profit orgs in Alameda County. I am a member of the African American Parents Association Committee (APPAC) w/FUSD & within that group, I am Lead to the SPED subgroup. Also, I am a Career Advisor and Job/Business Developer.
Martin Kludjian	Commissioner	I am passionate about advocating for the LGBTQIA+ community and want to see more from the city in this regard. Inequities need to be addressed wherever/whenever they can be. Removing systemic barriers to city and social services should be considered if there are any that may remain.	I will have completed by 4 September a BS in political science with a data analytics concentration, and already have associate's degrees in business, business administration, economics, and human development. I also have profession experience in banking, public utility work, and advertising, along with voluntary experience with nonprofit administration. My diverse ethnic background and being a gay man provide me a unique perspective on life.

FREMONT HUMAN RELATIONS COMMISSIONER'S PRIORITIES AND GIFTS!

Name	Role	What are your personal interests and priorities regarding the work of the HRC?	As a Commissioner, what gifts and experiences do you bring to the HRC? (i.e. strengths, knowledge, skills, and resources)
Julie Moore	Commissioner	Reaching new people and not just “preaching to the choir”. Assessing if what we are doing is reaching the intended goal. Fremont being a place for ALL people.	What some see as a gift, others may not. My experience with the nonprofit sector and an understanding of nonprofit organizations. My experience as a grant maker. My experience working in corporate philanthropy and volunteering. I am a lifelong Fremont resident. I was a teacher and coach in Fremont schools.
Shobana Ramamurthi	Commissioner	Would like to see Fremont continue to thrive as a city that is inclusive, just and harmonious. Want to provide a voice for all its residents including those who are struggling and homeless.	I have been a dentist, a community organizer for five years with Organizing for America, parent, PTA president, an entrepreneur and currently I work in financial industry. My strengths are ability to listen and communicate effectively, bring people together for a common purpose, analyze challenges, risks and provide solutions.
Anna Wang	Commissioner	<ol style="list-style-type: none"> 1) Ensure safety and well-being of the special needs community: Build networks and to offer trainings with the first responders on how to work with the special needs individuals in emergency situations. 2) Create City-run recreation programs and fun learning opportunities for individuals with special needs. 3) To simply be included in City events and activities. 	I am co-founder of Friends of Children with Special Needs, a 25-year old non-profit that serves more than 1000 families and 600 individuals with special needs on a daily basis. My strength and skills are in advocating and creating programs for individuals with special needs and in reducing disparity in service access due to ethnicities and disabilities. My knowledge in developmental disabilities, especially in autism spectrum disorders, allows me build impactful networks with community partners.

ENVIRONMENTAL SCAN

The key events and trends driving our current reality are...

HISTORY	RECENT ACCOMPLISHMENTS	RECENT CHALLENGES AND/OR SETBACKS	OPPORTUNITIES	THREATS	COMMUNITY NEEDS AND ISSUES
<ul style="list-style-type: none"> • Working commission • 9-1-1 was pivotal. Community acknowledged our diversity. Our interest in being a compassionate and sanctuary city emerged at this time emerged at its time. • Supported affordable housing, LGBT rights, etc. Increased minimum wage • Partnered with groups such as Compassionate Fremont • Created hate crimes brochure • Financial literacy and employment programs 	<ul style="list-style-type: none"> • Make a Difference Day- Partnered with Compassion Network • Emerging Leaders • Recognizing Juneteenth as a holiday • Evaluate nonprofits for grant awards every 3 years • Published Open Letter to the Community against Asian Hate • Commissioners participated in Community Town Hall “Engage Fremont - Series of facilitated Dialogues on Policing and Race • Commissioners spoke out regarding housing • Raising pride flag • Getting 3 new commissioners • Pride month proclamations • We are still standing 	<ul style="list-style-type: none"> • Homelessness • Hard to be agile when meet once per month • Reaching new audiences- awareness • NIMBYism • Fear due to lack of understanding in the community • Mental health has not been addressed appropriately • Outreach -letting people know HRC exists (exposure) • Dual diagnosis-mental health and addiction compounded by homelessness • Diversity training in schools • Meeting the needs of the most vulnerable 	<ul style="list-style-type: none"> • County rental assistance program. City has own program and has given \$ • Funding for homeowners • More we could do to support-gender identity • Programs to help the special needs community i.e. classes, employment • Jobs that employees cannot fill 	<ul style="list-style-type: none"> • Housing moratorium • Families have accumulated debt • Social stigma • Immigrant communities are afraid • PPE funding has ended for small businesses • Challenges related to community going back to work and school 	<ul style="list-style-type: none"> • Note all residents agree with our mission statement • Childcare ie shortages, tutoring, after school program • Food access-free or inexpensive • Digital divide, especially for older adults • Homelessness is growing and shelter in place orders are going away • Mental health-no short term care facilities in the south area, mobile crisis • Crime • Continuing need to get people vaccinated • Political redistricting • DEI community education • Communication to garner community support • Transportation • Domestic violence services • First responders training for working with people with mental disabilities

PRACTICAL VISION

What we want to see in place in 2 years as a result of our actions is...

Effective Educational Services and Support for Children	Creative and Sustainable Solutions for Unmet Social Service Needs	Increased Equitable Access to Resources and Services for the Diverse Special Needs Community	Consistent and Engaging Communication to Better Meet the Needs of the People of Fremont	Consistent and Inclusive Partnership with the LGBTQIA+ Community	Expansive Affordable Shelter Options	Comprehensive and Effective DEI Education	Targeted and Successful Advocacy and Funding for New Mental Health Services
<ul style="list-style-type: none"> • Tutor/child care after school programs-day for adults • Childcare and afterschool care resources are available 	<ul style="list-style-type: none"> • More vocational trainings in schools and community • Adequate funding to incubate >2 new orgs • Fremont MAA tops 1000 volunteers • Resources for food insecurity • Transportation to services 	<ul style="list-style-type: none"> • First responding SN training • 1st responder training for Special Needs kids • Connecting SN families with resources thru fun festival • Culturally and linguistically component SN programs • Promote talent opportunities for SN individuals 	<ul style="list-style-type: none"> • Improved Outreach • Interactions with the community (shop with a commissioner) • Electronic civic communication • Encouraging Community to share good, bad and the ugly with HRC • Going beyond flags and parades (year round representation) • Visibility- quarterly events and quarterly newsletter • Established communication channels that reach broader community (Zoom media) • Working with Youth Commission (mentorship, joint activities) 	<ul style="list-style-type: none"> • LGBTQIA+ community resource center • LGBTQ rep on police community task force • Replace all gender identity options with fill in the blank 	<ul style="list-style-type: none"> • Safe parking programs for homeless with community support • Leverage HNC success->HNC2 • More affordable housing and purchase of hotel for transitional housing for homeless • More landlords willing to accept residents with housing subsidies • Single moms/ dads home ownership programs below BMR (new homes built solely for essential workers, low income) 	<ul style="list-style-type: none"> • Monthly community inclusivity events (DEI related) • Embedded-FREE DEI training for school system and employee/ers • Previously unengaged participate in DEI activities • 1 City Council member from a diverse economic background 	<ul style="list-style-type: none"> • More mental health facility/ services in TC Area • Advocacy leads to new mental healthy facility • Outreach nurses, more mobile crisis MH facilities-long term help

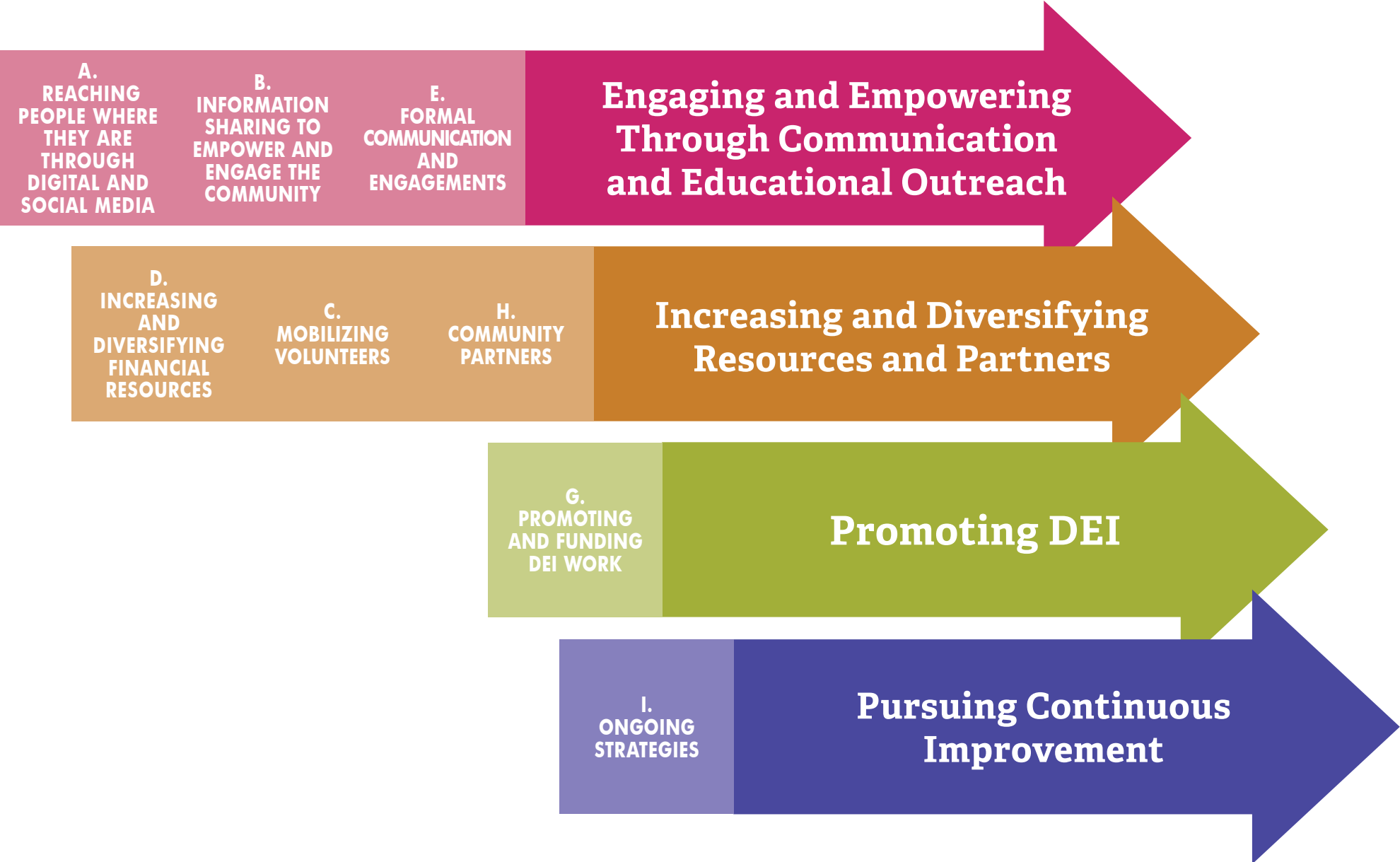
RESTRAINING FORCES

The forces blocking us from the vision are...

- Limited resources-staff, \$, time
- Insufficient political will
- Discrimination and Bias
- Inadequate reach to the broader population
- Competing priorities
- Unrealistic expectations
- Outdated public opinion-willful resistance to change
- Conflicting perspectives in our diverse community
- Lack of knowledge
- Dissemination of misinformation
- Fear

STRATEGIC DIRECTIONS

The innovative, substantial actions to deal with the blocks and move us toward our vision are...



Engaging and Empowering Through Communication and Educational Outreach

REACHING PEOPLE WHERE THEY ARE THROUGH DIGITAL AND SOCIAL MEDIA	INFORMATION SHARING TO EMPOWER AND ENGAGE THE COMMUNITY	FORMAL COMMUNICATION AND ENGAGEMENTS
<ul style="list-style-type: none"> • Use many communication modalities (YouTube/Facebook) to reach non-allies where they are • Smart and purposeful use of social media • Outreach to influencers (LWV, Faith Comm, AAUW, Rotary) • Use City media outlets and social media (Citywide newsletter, weekly update to the Council, NIXLE) • Fremont “App” Notifications to Address Misinformation 	<ul style="list-style-type: none"> • Tell stories-of success and impact on real lives • HRC newsletter mailed to all addresses (similar to City’s newsletter) • News articles or interviews that highlight HRC in the community • Improved education and outreach 	<ul style="list-style-type: none"> • Townhall (HRC listens) • Host community forums (DEI, MH, etc) regularly (calendar of events) • Meet and develop personal contacts with policy makers • Speaker/Open-House series that offers cultural and educational experiences

Increasing and Diversifying Resources and Partners

INCREASING AND DIVERSIFYING FINANCIAL RESOURCES	MOBILIZING VOLUNTEERS	COMMUNITY PARTNERS
<ul style="list-style-type: none"> • Through fundraising and grants to promote and implement our mission and goals • Ask City to increase social service grant budget • Seek community funding and matching resources 	<ul style="list-style-type: none"> • Census-style survey of community needs • Actively support voter registration so more people have a voice • Opportunity for community support City work to alleviate staff 	<ul style="list-style-type: none"> • Promote/incentivize partnerships of opposing and/or different-minded community groups • Education and awareness through effective open and honest communications with diverse community partners and on all media channels and platform to reverse the negativity • Outreach to community partners such as churches, business, non-profits and other cities which most likely to align with our mission • Strengthening, expanding and leveraging community org partnerships

Promoting DEI

PROMOTING AND FUNDING DEI WORK

- Set aside funding for diversity and inclusion work
- “Did you know?” ad campaign to educate community on DEI

Pursuing Continuous Improvement

ONGOING STRATEGIES

- Re-Prioritization of goals
- Measure what is working and eliminate what is not

CRAFTING THE WAY FORWARD!



CREATING THE IMPLEMENTATION PLAN!



FIRST-YEAR ACCOMPLISHMENTS

Our specific, measurable accomplishments for the first year will be...

Engaging and Empowering Through Communication and Educational Outreach		
<i>Quimi, Suzanne, and Shobana</i>		
CURRENT REALITY	FIRST-YEAR ACCOMPLISHMENTS	2-YEAR SUCCESS INDICATORS
<ul style="list-style-type: none">• The H.S. Constant Contact email list (2,000+) is not as large or inclusive as we'd like it to be.• HRC is a best kept secret in Fremont	<ul style="list-style-type: none">• Add HRC messages to HS Dept. weekly Constant Contact emails.• First responder training for people with people with special needs• Quarterly speaking events on topics such as diversity, Equity and Inclusion and/or affordable housing• Quarterly speaking events on diversity and Equity and Inclusion topics	<ul style="list-style-type: none">• Email list has grown to 10% of the city population

FIRST-YEAR ACCOMPLISHMENTS

Our specific, measurable accomplishments for the first year will be...

Increasing and Diversifying Resources and Partners <i>TJ, Anna, and Dharminder</i>		
CURRENT REALITY	FIRST-YEAR ACCOMPLISHMENTS	2-YEAR SUCCESS INDICATORS
<ul style="list-style-type: none"> Lacking in Resources, partner notifications and participation. 	<ul style="list-style-type: none"> Host 2 meetings with Police and Fire (First responders) Initiate Fundraising campaigns with increased outreach based on specific goals and close / complete 1 based on the timelines Send Survey of Community Needs and process and present to the wider group Education and awareness : Identify structure, timelines, process and details of townhall and other sessions to accomplish this. Meet with 10 partners and identify how to increase engagement and participation) Meet with the 6 high school principals to identify how to increase participation for student volunteers 	<ul style="list-style-type: none"> 25% improvement in the resources (financial and people) Conducting sessions as identified per timelines regularly

FIRST-YEAR ACCOMPLISHMENTS

Our specific, measurable accomplishments for the first year will be...

Promoting DEI <i>Patty, Marty, and Noelle</i>		
CURRENT REALITY	FIRST-YEAR ACCOMPLISHMENTS	2-YEAR SUCCESS INDICATORS
<ul style="list-style-type: none"> • Use of gender-specific terms • No ongoing DEI education in the city • No funding for diversity and inclusion work • Generally inclusive environment*** • Parts of community resistant to change*** • Some have lack of respect for other’s opinions*** • City council members hold similar socioeconomic status • No LGBTQIA+ community resource center • PD doesn’t have LGBTQIA+ liaison/task force • 	<ul style="list-style-type: none"> • Identification of gendered terms and locations • Begin annual DEI education for municipal employees, monthly DEI speakers, quarterly DEI ad campaigns, workshops • Identify sponsors for diversity and inclusion work • Identify systemic economic barriers for election filings, ways to create equity • Identify project coordinator for LGBTQIA+ center • PD has LGBTQIA+ liaison/task force 	<ul style="list-style-type: none"> • All unnecessary use of gendered terms eliminated • Continuous DEI trainings, speakers, campaigns, workshops • Secure funding for diversity and inclusion work • Eliminate election filings fees/ systemic barriers to public office candidacy (income qualified?) • Community leaders to open/sponsor/ begin work on LGBTQIA+ center • PD has LGBTQIA+ liaison/task force •

FIRST-YEAR ACCOMPLISHMENTS

Our specific, measurable accomplishments for the first year will be...

Pursuing Continuous Improvement <i>Dyeshya and Julie</i>		
CURRENT REALITY	FIRST-YEAR ACCOMPLISHMENTS	2-YEAR SUCCESS INDICATORS
<ul style="list-style-type: none"> • Strategic planning and goal setting process for FY21 - FY23. 	<ul style="list-style-type: none"> • The goal is that each strategic direction will be reviewed in depth in a monthly HRC/Sub Committee meeting and reprioritized based on the needs of the community, staff and partners. • All major projects must have a stated intended and realistic impact that is measured and evaluated at a minimum of 3 check points including project completion, and reported out to the full commission. • Coordinate pop ups in different locations around the city (schools, libraries, outside the resource center, specific strategic areas that bring awareness to a project) sharing knowledge about the HRC, how we support the community. Also share local city resources, events, activities, public meetings, workshops, and surveys (create general survey) to gauge interest areas for followups. We can even have people subscribe to the HRC email distribution list on site. • Update HRC Job Description to reflect actual roles and responsibility for a clearer understanding of what commissioners do. 	<ul style="list-style-type: none"> • Re-evaluate each strategic direction at a full HRC meeting to ensure it is hitting it's goals and meeting the needs of our community based on measured impacts of projects. • Surveys show satisfactory results from a broad range of constituents (including partners and volunteers). • Send surveys out via mail/email to all constituents (including partners and volunteers) to complete a survey before and after all major projects. This process will allow us to represent and promote projects/ events in a way that the community feels included and respected. •

2021-2022 IMPLEMENTATION CALENDAR

What is our timeline for completing first-year accomplishments?

STRATEGIC DIRECTION	QUARTER 1 (JULY – SEPT 2021)	QUARTER 2 (OCT – DEC 2021)	QUARTER 3 (JAN – MAR 2022)	QUARTER 4 (APRIL – JUNE 2022)
Social Service Grant Process		<ul style="list-style-type: none"> Review and Approve Social Service Grant Priorities (September, October & November 2021) Release FY 2022-25 Human Services Grant RFP (December 2021) 	<ul style="list-style-type: none"> FY 2022-25 Human Services Grant RFP Deadline (Late January 2022) Review Proposals and Interview Agencies (Feb. - Mar. 2022) 	<ul style="list-style-type: none"> FY 2022-25 Human Services Grant Recommendations (April 2022)
Engaging and Empowering Through Communication and Educational Outreach	<ul style="list-style-type: none"> Add HRC messages to HS Dept. weekly Constant Contact emails (September 2021) 	<ul style="list-style-type: none"> First responder training for people with special needs/mental health (October 2021) 	<ul style="list-style-type: none"> Quarterly speaking events on topics such as diversity, Equity and Inclusion and/or affordable housing (February 2022) 	<ul style="list-style-type: none"> Quarterly speaking events on diversity and Equity and Inclusion topics (May 2022)
Increasing and Diversifying Resources and Partners		<ul style="list-style-type: none"> Send Survey of Community Needs (November) 	<ul style="list-style-type: none"> Host 2 meetings with Police and Fire (First responders) (End of Jan 2022) Meet with the 5 high school principals to identify how to increase participation for student volunteers (February 2022) Receive results of Survey of Community Needs and process and present to the wider group (End of Feb 2022) 	<ul style="list-style-type: none"> Meet with 10 partners and identify how to increase engagement and participation (April 2022) Initiate Fundraising campaigns with increased outreach based on specific goals and close / complete 1 based on the timelines (May 2022)
Promoting DEI		<ul style="list-style-type: none"> Identification of gendered terms and locations (START: OCTOBER with LGBTQIA+ liaison and CMO office) Identify systemic economic barriers for election filings, ways to create equity. (START: OCTOBER with city attorney) PD has LGBTQIA+ liaison/task force (in process) (NOVEMBER) 	<ul style="list-style-type: none"> Begin annual DEI education for municipal employees, monthly DEI speakers, quarterly DEI ad campaigns, workshops (MARCH/APRIL) 	<ul style="list-style-type: none"> Determine needs of an LGBTQIA+ center (APRIL) Identify sponsors for diversity and inclusion work (MAY/JUNE)
Pursuing Continuous Improvement	<ul style="list-style-type: none"> All major projects have a stated, intended and realistic impact that is measured and evaluated at a minimum of 3 check points including project completion, and reported out to the full commission. (Sept 2021 – June 2022 and beyond) 	<ul style="list-style-type: none"> Update HRC Job Description to reflect actual roles and responsibility for a clearer understanding of what commissioners do. (Sept/Oct 2021) Evaluate the projects completed in this quarter and discuss as a commission to make sure the stated intent and impact have been evaluated. 	<ul style="list-style-type: none"> The goal is that each strategic direction will be reviewed in depth in a monthly HRC/Sub Committee meeting and reprioritized based on the needs of the community, staff and partners. (Jan 2022 – June 2022 and beyond) Evaluate the projects completed in this quarter and discuss as a commission to make sure the stated intent and impact have been evaluated. 	<ul style="list-style-type: none"> Coordinate pop ups in different locations around the city (schools, libraries, outside the resource center, specific strategic areas that bring awareness to a project) sharing knowledge about the HRC, how we support the community. Also share local city resources, events, activities, public meetings, workshops, and surveys (create general survey) to gauge interest areas for followups. We can even have people subscribe to the HRC email distribution list on site. This will be ongoing. (Sept 2021 – June 2022) Evaluate the projects completed in this quarter and discuss as a commission to make sure the stated intent and impact have been evaluated.

COORDINATING THE IMPLEMENTATION PLAN

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Julie Moore

Robert Quintana Hopkins

Noelle

Marty Kludjian (he/him/his)

Dharinder Dewan

Arquimides Caldera

Anna Wang

Patricia Montejano

Dyasha Gardner

Shobana Ramamurthy

Leticia Leyva

Sonia Khan

Tejinder Dhani

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THE CENTER FOR STRATEGIC FACILITATION TEAM

The **Center for Strategic Facilitation (CSF)** is a partnership of consultants experienced in training, facilitation and consulting who collaborate to expand the use of participatory approaches and methods by individuals, organizations and communities. CSF is affiliated with the Institute of Cultural Affairs, a leader over the past five decades in promoting lasting positive change in communities, nonprofit organizations and businesses. CSF utilizes a distinct and proven approach developed by the ICA, called the Technology of Participation (ToP)[®].

The Center for Strategic Facilitation provides training and coaching in facilitation methods in the SF Bay area and for in-house clients across the State of California and occasionally in other areas of the country. We focus on meeting design and facilitation ranging from small board retreats to large scale community meetings. We facilitate participatory strategic planning, community impact and other planning processes for organizations, municipalities and communities.

In many situations we design and facilitate participatory data gathering and analysis sessions building shared participant understanding of their situation and commitment to actions resulting from planning activities.

CSF has 3 partners and 8 associates who collaborate on a variety of projects. We also administer and teach all of the Technology of Participation courses in the San Francisco Bay Area. We provide coaching support to participants in their design and facilitation of the ToP methods.

Robert Quintana Hopkins, Senior Partner is an organizational development consultant who uses highly participatory and collaborative processes to promote learning, team building, team performance and positive change in organizations and communities. He has served as both an internal and external consultant and draws on over 20 years of leadership and management experience. He is currently earning a PhD in organizational psychology from the California School of Professional Psychology in San Francisco.

Robert is a Certified ToP Facilitator (CTF), Mentor Trainer in ToP methods, serves as Chair of the national ToP Certification Team that coordinates the assessment and certification of new Certified ToP Facilitators and is Co-Chair of the Board of the ToP Network.