Bay Area Regional Prosperity Plan: Final Report

1. Introduction and Executive Summary

1.1. Project overview

The Bay Area Regional Prosperity Plan (RPP) is a three-year initiative funded by a $5 million grant from the U.S. Department of Housing and Urban Development (HUD) that aims to improve housing affordability and expand economic opportunities for low- and moderate-income workers by integrating housing and jobs planning and fostering local innovation.

ICF International conducted an evaluation of whether the RPP met its stated goals and adapted to address emerging priorities. The evaluation ran concurrently with the RPP, which continues to evolve as needs and opportunities are identified by stakeholders. We focused on assessing whether the RPP process engaged stakeholders, fostered new partnerships, and built capacity in a way that will contribute to successful outcomes in the long term.

We collected data for the evaluation through six tasks:

- A survey of stakeholders
- A questionnaire circulated to sub-grantees
- Geographic analysis of RPP resources and regional needs
- Interviews with key stakeholders
- Observation of the Economic Prosperity Strategy outreach workshops
- A review of final reports submitted by sub-grantees

Below we summarize the findings of our evaluation. The following sections describe the process, results, and key findings from each of the six individual tasks.

1.2. Summary of findings

1.2.1. Process : Successes

Participants feel very positive about the RPP process and leadership structure. Over 70 percent of respondents agreed that the RPP was more inclusive, more transparent, more open to feedback, and more representative of varying perspectives than other funding processes.

The RPP engaged a number of organizations that don't normally participate in regional planning. 44 percent of survey respondents indicated that they expect to have higher involvement in regional planning efforts in the future than they did before being involved in the RPP.

The RPP fostered constructive dialogue among working group participants who came from a variety of different background and perspectives. The peer leadership structure of the RPP allowed working

groups to freely discuss contentious issues and fund projects that might not normally have gotten public agency or foundation funding.

Integrating equity into planning processes is a key issue facing the Bay Area, and one where the RPP is likely to contribute to success. Half of survey respondents rate integrating equity as one of the three most important RPP objectives, and over a third feel that the RPP is likely to achieve success in this area.

1.2.2. Process: Challenges

The RPP was not as successful in engaging local governments and the business community as it was at engaging non-profits. The majority of survey respondents were from the non-profit sector, and many interviewees cited a perception among public agencies and the private sector that the process was unbalanced. Some felt that this lack of balance drew negative attention to the RPP or made it challenging to implement.

Many stakeholders had limited capacity to participate in the RPP. 46 percent of survey respondents said that a lack of capacity prevented their organizations from sending someone to meetings, and many interviewees described stakeholders who scaled back their participation due to lack of ongoing capacity.

Stakeholders found the RPP process to be complex and burdensome. Many stakeholders remarked that it was challenging to keep track of and coordinate among all the working groups and projects. Some grantees commented that the invoicing and reporting requirements were unusually challenging, and suggested either providing clearer guidance or reducing requirements.

1.2.3. Partnerships: Successes

The RPP created a wealth of new partnerships, including many that broke down silos. 37 percent of survey respondents expect to increase collaboration with other organizations, and 29% of respondents plan on collaborating more frequently with organizations outside of their own sector.

1.2.4. Partnerships: Challenges

The Steering Committee and Equity Collaborative did not always live up to their full potential as collaborative bodies. Several interviewees suggested that the elected officials on the Steering Committee could have been engaged more proactively, and Equity Collaborative members say that the Collaborative did not draw engagement from members of the other working groups.

1.2.5. Projects: Successes

Many of the Bay Area's high-need communities were well served by RPP projects, including communities of concern in Concord, Antioch, the inner East Bay, southwestern Alameda County, eastern San Mateo County, and San Francisco.

Stakeholders feel that RPP projects were largely successful. Most co-chairs felt that projects were advancing the goals of their working groups, and all sub-grantees surveyed felt that their projects had

met with at least some success in achieving the relevant objectives. The varied sub-grant projects make up a toolbox that implementing agencies can draw upon to address issues related to housing affordability and access to jobs among low-income workers.

The RPP funded many projects that addressed some of the key challenges facing the Bay Area, including:

■ Community support for affordable housing and housing affordability

■ Data and analysis to support affordable housing and neighborhood stabilization

■ Ongoing capacity-building and leadership training

■ Job-focused basic skills training

■ Industries of opportunity, business formation, and policy coordination

Some RPP-funded projects resulted in important policy wins or developed new approaches that continue to be implemented. Both of the campaign efforts that the RPP funded to improve conditions for lower-income workers were successful. Several of the innovative projects seeded by the RPP have received further funding, including the San Francisco Small Sites Acquisition and Stabilization Project, Oakland Sustainable Neighborhoods Initiative Capacity Building, and Construction Careers Initiative.

1.2.6. Projects: Challenges

The large and diverse set of projects funded by the RPP may make implementation more challenging. The public agencies who are largely responsible for next steps may not have the capacity to sort through the many approaches in the toolbox of RPP projects, and the wide variety of smaller sub-grant projects means that any individual project has fewer resources to carry work forward.

High-need communities in the North Bay and Solano County were not as well served by RPP projects. Organizational capacity to address the issues that are of concern to the RPP is concentrated in San Francisco and the inner East Bay, and communities of concern in the North Bay were not as well served by RPP projects. There were no RPP sub-grant projects that targeted Solano County.

The majority of RPP projects have not identified concrete next steps, and very few projects have received additional funding. Less than half of RPP projects identified concrete next steps beyond sharing information with stakeholders or continuing collaborations with partners or involvement in planning processes where feasible. Only six projects reported receiving additional funding to continue their work.

Common challenges reported by individual RPP projects include:

■ Organizational issues (e.g., turnover at partner organizations or public agencies)

■ Management issues (e.g., project coordination, longer timelines or higher costs than anticipated)

■ Data issues (e.g., lack of needed data on affordable housing properties, effectiveness of anti-displacement policies, or employer needs)

- Issues related to affordable housing development and preservation (varying policies among local governments, different timelines for overlapping policies and plans, statewide restrictions due to the dissolution of redevelopment agencies and the Palmer decision).

1.2.7. Trade-offs

Many of the successes and challenges listed above are opposite sides of the same coin. For example, the breadth of projects funded by the RPP fosters innovation but makes it difficult to carry the most successful projects forward. Successful engagement of non-profits that don't normally participate in regional planning may have led local governments and business organizations to conclude that the RPP was not focused on the interests of the public and private sector. Table 1 summarizes these trade-offs.

Table 1: Summary of trade-offs identified in the evaluation

Decision	Impact on process	Implications for implementation
Focus on bringing new stakeholders to the table	• New participants in regional planning • New partnerships among non-profits/CBOs	• Lack of capacity to continue work • Perceived bias causes public and private implementation agents to lean out
More projects, smaller grants	• Innovative, diverse projects that create a toolkit to draw from • More organizations receive funding, more partners participate • Local projects that are tailored to different community needs	• Difficult for outsiders to ID best practices and next steps • Fewer resources for any given project to continue the work • Lack of clarity about how projects add up to a regional approach

Some of the stakeholders that we spoke with during the course of our evaluation feel that the trade-offs listed above are part of the nature of the RPP. From this perspecting, targeting communities and organizations that don't normally engage in planning and policymaking means setting up a unique, open-ended process that is less focused on outcomes and may look unfamiliar to those used to typical public processes. Other stakeholders felt that the challenges discussed above could have been addressed without compromising the successful aspects of the RPP. Regardless, it is clear that further outreach, capacity-building, and identification of best practices and policy are crucial to ensuring that the successful work begun by the RPP continues to have an impact after the project is complete.

2. Stakeholder Survey

We circulated a survey to a wide variety of RPP stakeholders. These stakeholders come from different sectors (e.g., non-profits, public agencies, and the private sector), work in different areas throughout the region, and have differing levels of participation in the Plan. It asked about general perceptions of the RPP across a wide variety of subject areas. The goal was to capture quantitative data and qualitative feedback about the comprehensive set of RPP activities from as broad a range of stakeholders as possible.

2.1. Survey Design and Distribution

The survey consisted of 19 questions, with two additional questions for working group co-chairs, broken down into the following sections:

- **General information** regarding participants' sector and geographic location

- **Attendance** and involvement at RPP meetings

- **Engagement** in the RPP process

- **Partnerships** formed through the RPP process

- **Projects'** effectiveness in achieving RPP goals

- **Successes and challenges** of the RPP

Most of the questions were multiple choice in order to collect quantitative data; a number of the multiple choice questions allowed for open-ended responses as well. The survey closed with five open-ended questions to capture qualitative feedback from participants.

The survey was administered online through SurveyMonkey, an internet-based survey service. MTC staff sent a message introducing the survey and the link to complete the survey to participants via the RPP Basecamp site, through which stakeholders receive messages, meeting agendas, and materials, on September 29, 2014. MTC sent out two additional reminders in October and gathered responses through the beginning of November.

41 participants began the survey, and 36 completed the multiple choice questions. Of the five who did not complete the survey, one stopped after question nine while the rest stopped within the first three questions. 28 participants answered at least one of the open-ended responses. As of January 6, 2015, 110 people were receiving messages through Basecamp, but it is not possible to say whether the survey covers a representative sample of stakeholders. Many stakeholders' participation in the RPP has varied over time, so people who participated actively during the earlier years may no longer be on Basecamp, and current participants may have forwarded along the survey to others in their networks. It is likely that those who are currently active on Basecamp and who responded to the survey are more engaged, particularly during the final year of the RPP, than the average stakeholder.

2.2. Results

This section summarizes survey questions and responses by survey section. Appendix A contains the survey questions; Appendix B contains complete responses for each question.

2.2.1. General Information

The first set of questions in the survey asked respondents about their sector, the geographic area served by their organization, and involvement in the RPP provide a foundational understanding of the participants involved in the nature of their involvement in the RPP.

Question 1 asked respondents were to select the type of organization they represented. We grouped responses into the three sectors: non-profits, public agencies, and private entities. Table 2 shows the number and percentage of respondents by sector and organization.

Table 2: Respondents by sector and organization type

| Sector	Count	%	Organization Type	Count	%
Non-profit	24	59%	Local community-based organization	12	29%
			Labor organization	0	0%
			Other non-profit organization	12	29%
Public	9	22%	Regional government agency	3	7%
			City or county government agency	3	7%
			Educational institution (school district, university)	2	5%
			Workforce investment board	1	2%
			Transit agency	0	0%
Private	3	7%	Private business	1	2%
			Business organization	2	5%
Other	5	12%	Other (please specify)*	5	12%

* Responses included: Media, Federal agency, Philanthropic org/foundation, Consulting practice and community organizing project, Foundation

A majority of respondents worked in non-profits, and over a fifth of the participants represented local or regional public agencies. Only three respondents were associated with businesses or business organizations. Respondents in the non-profit sector were evenly divided between local community-based organizations (CBOs) that are largely responsible for grassroots organizing, and other non-profits, which we assume are regional or sub-regional organizations that focus on specific issues, such Urban Habitat, The Non-Profit Housing Association of Northern California, and TransForm. We had intended to

use this question to examine how responses to the remaining questions vary by sector, but are not able to due to the small number of respondents from the public and private sectors

Question 2 asked in which counties organizations were regularly active. A quarter of the respondents indicated that they serve the entire nine-county Bay Area; these responses were distributed into the counts of each county. Some respondents selected both the "entire nine-county Bay Area" answer choice *and* specific counties; in these cases we assumed they were particularly active in the counties they selected and removed their nine-county selection. Figure 1 shows how responses were distributed between counties as well as the percentage the total Bay Area population within each county; we would expect more organizations to serve more populous counties.

Figure 1: Counties served by respondents' organizations and county population
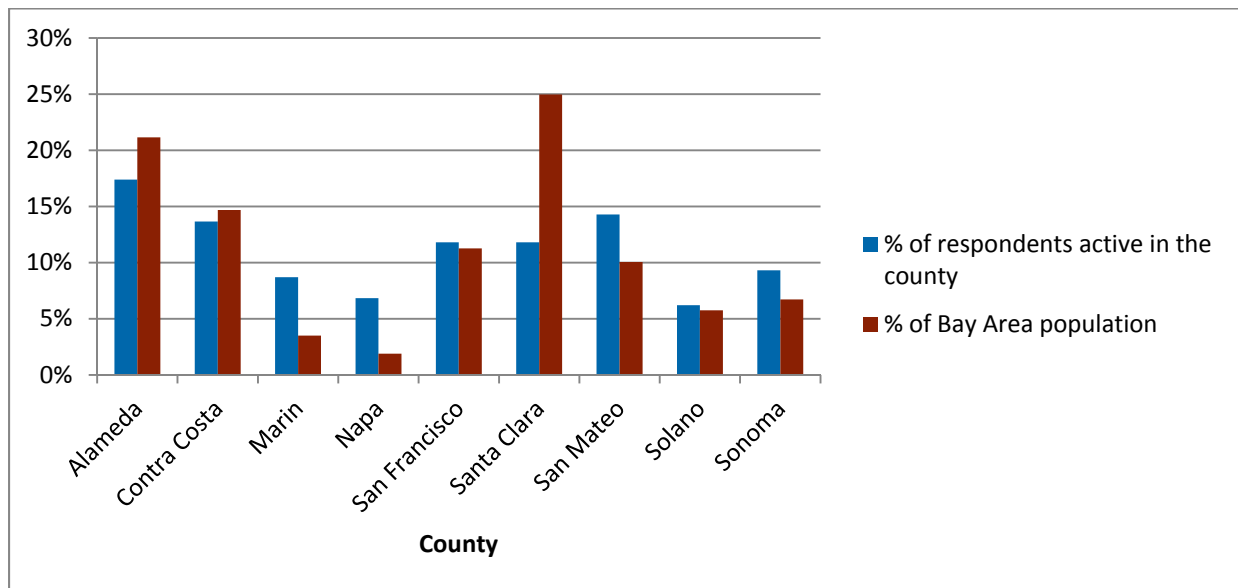
In general, respondents' organizations are more active in the more populous counties and less active in the counties with fewer people. Santa Clara is the only county that appears to be particularly under-represented.

In Question 3, respondents were asked to indicate the nature of their involvement with the RPP.

Table 3 shows the results; respondents were allowed to select more than one option, so totals add up to more than 100 percent.

Table 3: How respondents were involved in the RPP

Answer choices	% of respondents
My organization is the lead recipient of an RPP grant.	49%
My organization is a partner in an RPP grant project.	24%
My organization applied for, but did not receive, an RPP grant.	5%
I participated in one of the RPP Working Groups.	59%
I served as a co-chair of one of the RPP Working Groups.	22%
I participated in the RPP Steering Committee.	24%
Other*	17%

* "Other" responses included: Member of public; Not sure; Became grant project lead; Monitored grants awarded and business sector participation; Attended working group and Steering Committee meetings but not formal member; Interested in workforce development; Share information with clients.

Most respondents participated in the working groups, and one in five currently or previously served as a co-chair of one of the three working groups. Almost two-thirds of respondents were involved in a sub-grant project, either as lead recipient or as a partner.

2.2.2. Involvement

The next set of questions asked how often respondents attended meetings of each working group across all three years of the RPP. Table 4 shows the percent of respondents who attended working groups at least half of the time, by working group and by year.

Table 4: Percent of respondents who attended working groups "every time" or "at least half the time," by year and working group

	Year 1	Year 2	Year 3
Housing the Workforce Working Group	23%	32%	48%
Economic Prosperity Working Group	4%	13%	24%
Equity Collaborative	15%	17%	32%
Steering Committee	8%	26%	32%

Generally, there was a relatively high level of working group meeting attendance within this group of respondents. Over two-thirds of the respondents attended at least one working group at least half of the time for at least one year. More respondents attended working groups in recent year, which is likely due to the fact that the survey was distributed during the third year of the RPP. 44 percent of respondents attended meetings of more than one working group, suggesting a fair amount of cross-involvement between working groups.

This data serve more to illustrate the composition of the survey sample than to measure the level of participation in the RPP. As noted above, it is challenging to say whether the survey respondents are representative of all RPP stakeholders, since involvement has changed from year to year. Furthermore,

working groups have not collected attendance data in a consistent way that would allow us to compare the number of survey responses to the number of regular attendees.

We also asked respondents to indicate any factors that prevented them from attending meetings in order to see whether the RPP process posed barriers to stakeholder involvement. Table 5 shows the results.

Table 5: Barriers to attending RPP meetings

Answer choices	Count	%
It was too far for me to travel to meetings.	6	17%
Meetings were held at inconvenient times.	5	14%
It was challenging to find information on meeting times and locations.	5	14%
My organization did not have the capacity to allow someone to regularly attend meetings.	16	46%
Meeting topics were not always relevant to the interests of my organization.	7	20%
My feedback and input was not considered valuable.	3	9%
I did not feel comfortable participating in these meetings.	0	0%
None of these apply.	7	20%
Other (please specify)	12	34%

* "Other" responses included: Too busy; Low turnout and changing attendees; Change in positions; Scheduling conflicts; Lack of capacity; Difficult to track meeting time changes; Unable to hear by phone

By far, the largest barrier was the lack of capacity to send someone regularly to meetings. Challenges related to logistics such as meeting distances, times, and information prevented a small portion of the respondents from attending meetings. Most of the six participants who indicated meetings were too far to travel to worked for organizations serving the South Bay. The data suggest that respondents largely felt that the meetings were inclusive. Only a few respondents felt that their input was not considered valuable, and none of the respondents felt uncomfortable participating in the meetings.

2.2.3. Engagement

The next series of questions addressed engagement in the RPP. The first question in this section asked how the RPP's sub-grant process compared to grantmaking processes run by public agencies or philanthropic organizations. Table 6 shows the results.

Table 6: Respondent perception of RPP compared to other grant-making processes

Compared to a typical grant process administered by a government agency or a philanthropic organization, the RPP was…	Strongly agree	Agree some-what	Neither agree nor disagree	Disagree some-what	Strongly disagree
…more inclusive of a variety of stakeholders.	49%	31%	3%	3%	6%
…more transparent.	23%	49%	6%	9%	6%
…more open to feedback from a variety of organizations.	24%	52%	6%	3%	6%
…more representative of a variety of perspectives.	29%	41%	6%	3%	6%
…more of a peer-leadership structure.	38%	35%	3%	3%	6%

Respondents had a positive view of the RPP process; approximately three-quarters of the respondents felt that the RPP represented an improvement over other grant-making processes with respect to all the characteristics surveyed. Participants felt particularly positive about the variety of stakeholders involved in the RPP.

We next asked respondents how involved their organizations were in regional planning efforts before the RPP, and to anticipate their involvement following the RPP. Table 7 shows the results.

Table 7: Involvement in regional planning efforts before and after the RPP

Answer choices	Prior to RPP	Expected after RPP
Extremely involved	22%	31%
Regularly involved	17%	47%
Occasionally involved	36%	19%
Rarely involved	11%	0%
Not involved at all	8%	0%
I don't know	6%	3%

Responses suggest that the RPP will increase stakeholders' involvement in regional planning. Almost 80 percent of stakeholders expect to be regularly or extremely involved in regional issues following the RPP, compared to roughly 40 percent before. No participants responded that they would have rare or no involvement at all in the future. Looking at data from individual respondents, 44% percent indicated that they expect to have higher involvement in the future than they did before being involved in the RPP.

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2.2.4. Partnerships

Similar to the questions regarding involvement in regional planning, we asked how frequently organizations partnered with other non-profits, public agencies, and private entities before becoming involved in the RPP and how much they expect to collaborate with organizations in these sectors in the future. Table 8 shows the change in respondents who frequently collaborate with other organizations, by sector, before and after the RPP.

Table 8: Collaboration between organizations before and after the RPP

	Number of respondents who answered "Regularly" or "Most of the time"			
	Non-profits	Public sector	Private sector	Total
Prior to the RPP, how frequently did your organization collaborate with other organizations in the following sectors?	28	25	15	68
Following the RPP, how frequently do you anticipate that your organization will collaborate with other organizations in the following sectors?	31	30	20	81
Percent change	**10%**	**17%**	**25%**	**19%**

Roughly a fifth of respondents anticipate that they will collaborate more regularly with other organizations following the RPP, and a quarter of respondents will increase collaborations with organizations in the private sector. Looking at the data for individual respondents, 37 perecnt indicated that they expect to increase partnerships in any sector, and 29 percent of all respondents expect to increase collaboration outside of their own sector. No respondents indicated that they expected to collaborate less after the RPP than before. Overall, the RPP fostered a substantial increase in partnerships, particularly between non-profits and public agencies or private sector organizations.

2.2.5. Goals and Expected Outcomes

The final multiple choice section of the survey asked grantees to gauge the importance of seven key RPP objectives, as well as the likelihood of the RPP's success with respect to each objective. The first questions in this section asked respondents to choose the three objectives that they considered most critical to meeting the needs of the Bay Area. The second asked how likely it is that the RPP will contribute to success with respect to each objective. Table 9 summarizes the responses from these questions.

Table 9: Importance of RPP objectives and expected outcomes

Answer choices	% indicating objective is important	% indicating success is extremely or very likely
Improve access to economic opportunities for low- and moderate-income workers in the region.	63%	19%
Reduce transportation costs for low-income households.	20%	17%
Produce and preserve affordable housing units.	63%	14%
Stabilize communities at risk of displacement.	37%	11%
Integrate equity goals and principles in local and regional decision-making processes and outcomes.	49%	34%
Meaningfully engage low- and moderate-income residents and under-represented communities in the planning process.	26%	29%
Foster partnerships among a wide range of stakeholders, including non-profit organizations, local jurisdictions, regional agencies, and philanthropic entities.	17%	51%
Build organizational capacity among stakeholders, including non-profit organizations, local jurisdictions, regional agencies, and philanthropic entities.	14%	29%

The three most important objectives to respondents are:

■ Improve access to economic opportunities for low- and moderate-income workers in the region.

■ Produce and preserve affordable housing units.

■ Integrate equity goals and principles in local and regional decision-making processes and outcomes.

These objectives align with the focus of the three working groups. Respondents generally feel that outcome-related objectives that directly impact target populations (e.g., improve access to economic opportunities, produce affordable housing units, and stabilize communities) over process-related objectives (e.g., engage under-represented communities in planning process; foster partnerships; build capacity). The exceptions are integrating equity into planning processes, which is a process-related objective that many grantees consider important, and reducing transportation costs, which is a lower priority outcome, perhaps because concern over spiraling housing costs in the Bay Area overshadows the issue of transportation costs.

Respondents think that the RPP is most likely to be successful in addressing the following objectives:

■ Foster partnerships among a wide range of stakeholders.

■ Integrate equity goals and principles in local and regional decision-making.

■ Meaningfully engage low- and moderate-income residents and under-represented communities.

■ Build organizational capacity among stakeholders.

Respondents feel that integrating equity goals and regional planning is both a high priority and an area where the RPP is likely to make an impact. Otherwise, respondents think that outcome-related objectives are more important, but that the RPP is most likely to make an impact on process-related objectives.

Survey participants were also given the opportunity to highlight any specific sub-grant projects that they found particularly helpful to the work they do. Eight people responded to this question, and many listed multiple projects. The TransForm GreenTRIP Parking Database was the only project mentioned in multiple comments. Collectively, respondents mentioned projects from all three funding streams. The complete list of comments can be found in the Appendix.

2.2.6. Successes and Challenges

The final set of open-ended survey questions provided stakeholders an opportunity to share broader lessons and other feedback not captured in the previous questions.

Respondents were asked to comment on how their organizations had been influenced by their experience with the RPP. Of the 24 responses, 18 described positive experiences, three were neutral statements, and three were negative or critical comments. Responses included:

■ "It has given us exposure to very good data about the regional economy and connected us to other workforce and economic development initiatives addressing similar issues and populations as us but using different approaches."

■ "Getting more exposure to these collaborative public processes has been educational and helpful - inspiring us to venture more into collaborating with public entities."

■ "Given us time and space to discuss issues such as gentrification and displacement with both academic rigor and practical policy focus outside more 'politicized' planning processes such as Plan Bay Area."

■ "The Plan is skewed against having a sustainable economy and not reflective how job creation and economic competitiveness is achieved."

We asked respondents to comment on successes and problems they perceived in the RPP and any other feedback they had. Positive themes from their responses included:

■ Increased regional engagement by stakeholders

■ New partnerships between stakeholders

■ Creating dialogue

■ New data and analytical tools

■ Increased focus on equity in planning processes

■ Innovative and successful pilot projects

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■ Comprehensive regional strategy for addressing the needs of low-income workers

Problems or concerns identified by respondents included:

■ A process that is not inclusive of organizations other than non-profits

■ Complex governance and administrative procedures

■ Lack of collaboration between working groups

■ Lack of outreach to public agencies and other implementation agents

■ A sub-grant process that spread funding too widely instead of using more rigorous criteria to fund the best projects

The complete list of responses is included in Appendix B.

2.3. Key Findings

2.3.1. Successes

■ **Stakeholders from the non-profit sector represent a balance of local community-based organizations and regional issue-focused non-profits.** Bridging the grassroots organizing power of the former with the technical expertise of the latter is seen by many stakeholders as critical to increasing constructive involvement in regional planning.

■ **The RPP engaged organizations and agencies working across the Bay Area**. With the exception of Santa Clara County, stakeholders' involvement in counties throughout the Bay Area mirrored the distribution of the Bay Area's population.

■ **Respondents feel very positive about the RPP process and leadership structure.** Over 70 percent of respondents agreed that the RPP was more inclusive, more transparent, more open to feedback, and more representative of varying perspectives than other funding processes, and participants repeatedly reported that the RPP engaged a broader-than-average set of stakeholders. Logistics such as meeting distances, times, and information did not prevent many respondents from attending meetings, and very few respondents indicated that they were discouraged from participating because meetings were not inclusive enough.

■ **The RPP increased involvement in regional planning among stakeholders.** Almost 80 percent of stakeholders said that they expect to be regularly or extremely involved in regional issues following the RPP, compared to roughly 40 percent before. 44 percent of respondents indicated that they expect to have higher involvement in the future than they did before being involved in the RPP. Many respondents also mentioned increased involvement in regional planning as one of the key successes of the RPP.

■ **The RPP fostered new partnerships many of which are between organizations in different sectors.** 37 percent of respondents expect to increase collaboration with other organizations, and 29% of respondents plan on collaborating more frequently with organizations outside of their own sector. The open-ended responses also highlight the RPP's success in fostering new partnerships.

- **Respondents feel that integrating equity into planning processes is a key issue facing the Bay Area, and one where the RPP is likely to contribute to success**. Almost half of all respondents rated equity as one of the three most important RPP objectives, and it was also rated second-highest in terms of the RPP's likelihood of producing success.

2.3.2. Challenges

- **The majority of survey respondents were from the non-profit sector**. This suggests that non-profits were heavily represented among stakeholders. The lack of balance between non-profits and other sectors may contribute to some respondents' negative perceptions that the RPP did not represent a balanced perspective on regional issues.

- **Organizational capacity was the main barrier to attending meetings**; 46 percent of respondents found this to be a significant obstacle, compared to 20 percent for the next most significant barrier.

- **In general, respondents felt that the RPP created a successful process, but are less certain that it will make progress on the outcomes that are most important to meeting the needs of the Bay Area.** This could simply reflect realistic expectations for the RPP, which is attempting to tackle some of the most challenging issues facing the Bay Area with a limited budget. However, the complexity and lack of clarity that some respondents saw as a challenge for the RPP could also pose barriers to implementation.

It is important to keep in mind the limitations of the survey:

- It is not possible to say whether the survey covers a representative sample of stakeholders, since the survey was only distributed in the third year of the RPP and participation in the RPP has varied widely over the course of the project.

- It is likely that survey respondents are more engaged, particularly during the final year of the RPP, than the average stakeholder. On one hand, this means that the survey population is likely more knowledgeable about the successes and challenges of the RPP than the average stakeholder. On the other hand, it may underrepresent the perspectives of those who are ambivalent about or critical of the RPP.

3. Sub-grantee Questionnaire

We circulated questionnaires to sub-grantees asking about the impacts, success and challenges of their projects. Our goal was to gather quantitative and qualitative data about each project, as well as information on how the administrative structure of the RPP supported or hindered projects.

3.1. Questionnaire Design and Distribution

The questionnaire included ten questions that covered general information about the sub-grantee organizations, populations served, partners, and a self-assessment of success and challenges. The questionnaire was a mix of multiple choice and open-ended questions to both collect quantitative data and open-ended feedback on key lessons learned from the sub-grantees. Appendix C contains the text of the questionnaire.

The questionnaire was both distributed by email to the project managers for all sub-grant projects and was made available in print format to sub-grantees who attended RPP meetings in person during October and November 2014. MTC staff collected completed questionnaires and submitted them to ICF, who entered responses into an online SurveyMonkey form to generate a database while protecting confidentiality. The RPP funded over 40 sub-grant projects, and 13 sub-grantees completed and submitted the questionnaire.

3.2. Results

This section summarizes survey questions and responses. Appendix D contains complete responses for each question, cleaned in order to protect respondents' confidentiality.

We received responses from a smaller number of sub-grantees than anticipated. The questionnaire was designed to capture representative data on key challenges and on the distribution of RPP funds, as well as the variation in RPP participation among organizations from different sectors. However, the small sample size makes it challenging to say with confidence that the results are representative, or to look at variation among respondents. Instead, the grantee reporting serves mainly to corroborate findings from the other subtasks. We discuss the questionnaire results in this section, and discuss what these results imply about the larger successes and challenges of the RPP in the following section.

3.2.1. General Information

Grantees were first asked to identify the types of organization they represented. We grouped responses into the three sectors: non-profits, public agencies, and private entities. Table 2 shows the number and percentage of respondents in each organization type and grouped by sector.

Table 10: Respondents by organization type and sector

Sector	Count	%	Organization Type	Count	%
Non-profit	11	85%	Local community-based organization	**6**	46%
			Labor organization	0	0%
			Other non-profit organization	5	38%
Public	1	8%	Regional government agency	**0**	0%
			City or county government agency	0	0%
			Educational institution (school district, university)	0	0%
			Workforce investment board	1	8%
			Transit agency	0	0%
Private	0	0%	Private business	0	0%
			Business organization	0	0%
Other	1	8%	Other (please specify)*	1	8%

* Grantee response: Partnership of community colleges, WIBs, universities, economic development agencies

Nearly all of respondents were from non-profit organizations, and roughly half of those identified as community-based organizations. Non-profits lead the majority of RPP projects, so this is not surprising. Although there was only one respondent from a public agency and no respondents from private entities, public and private sector organizations have been partners in many sub-grant projects.

3.2.2. Partnerships

To get a sense of the types and strength of partnerships formed through the RPP, we asked the sub-grantees to list all of their partners and rate the engagement of each partner in their project on a scale of 0 (not engaged at all) through 5 (consistently and actively engaged). Ten respondents listed partners for this question; three did not list any. On average, there were 6.2 partners per respondent who answered this question. Table 11 summarizes the number partners by score.

Table 11: Partner engagement ratings

Rating	Count	% of partner ratings
5	38	61%
4	10	16%
3	7	11%
2	6	10%
1	0	0%
0	1	2%
Total partner ratings	**62**	**100%**

In all, there were 60 different partners listed and rated by the sub-grantee respondents. Respondents largely felt that their partners were engaged; over three-quarters of the partners received a rating of 4 or 5, while only one partner was rated less than a 2. Four of the respondents gave all of their partners a 4 or 5 rating. The one partner who received a 0 was rated as such because the organization did not have a role up to that point, but the respondent expected them to be involved later in the project.

3.2.3. Project Challenges

We asked sub-grantees to identify challenges that pose barriers to completing their projects as planned. Table 12 shows the number of respondents who felt each challenge was a potential barrier to completing their project.

Table 12: Responses to the question, "Are any of the following issues making it challenging for our organization to complete the work products for your project?"

Answer choices	Count	%
There are insufficient resources to complete the work product(s).	4	31%
There is insufficient time to complete the work product(s) before March 2015.	1	8%
The partners that are responsible for the work product(s) are not actively participating in the project.	1	8%
It is challenging for my organization to meet the administrative requirements of the grant.	4	31%

Just over half of the 13 respondents indicated that any of these options was a barrier the completion of their projects. The two main barriers reported by grantees, insufficient resources and challenges with meeting administrative requirements, are both related to lack of capacity, which has been a consistent theme throughout the evaluation subtasks. Given the high ratings of partner engagement in the

previous question, it is not surprising that only one respondent found the lack of partner participation a challenge. Respondents did not seem to find the timeline for project completion to be a significant issue.

3.2.4. Engagement of Under-Represented Communities

One objective of the RPP projects was to engage communities that had historically been under-represented in regional planning efforts. We asked sub-grantees to report on what disadvantaged communities they had engaged in their projects. Table 13 shows the number of respondents who reported working with each community through their project.

Table 13: Under-represented communities engaged

Answer Options	Response Count	Response Percent
Low income households	13	100%
People with disabilities	1	8%
Minorities or non-English speakers	12	92%
Single-parent households	6	46%
Senior citizens	4	31%
Undocumented workers	3	23%
Transit-dependent households	6	46%
People of color	10	77%
Veterans	5	38%
Homeless people	3	23%
People at risk of displacement	5	38%
Other (please specify)*	4	0%

*Other responses: Youth and Students; Low wage workers; Limited educational backgrounds

All respondents are working with low-income households, and nearly all are working with minorities, non-English speakers, or people of color. As a couple of respondents pointed out, a number of these characteristics are interrelated, so work with low-income households or minority populations often also benefits other under-represented communities. However, a number of communities with specific health or social service needs, such as people with disabilities, homeless, veterans, and senior citizens, had fewer sub-grant projects apply to them.

3.2.5. Goal Achievement

We asked grantees to estimate their projects' success in achieving several different objectives of the RPP. Not all objectives are relevant to all projects, so we also allowed a "not applicable" response. Table 14 summarizes how applicable and successful each respondent finds their project to be for each objective.

Table 14: Anticipated success in achieving RPP objectives

Answer choices	Very successful / successful	Moderately successful / somewhat successful	Not Successful at all	N/A
Improve access to economic opportunities for low- and moderate-income workers in the region.	69%	0%	0%	31%
Reduce transportation costs for low-income households.	15%	8%	0%	77%
Produce and preserve affordable housing units.	15%	8%	0%	77%
Stabilize communities at risk of displacement.	15%	23%	0%	62%
Integrate equity goals and principles in local and regional decision-making processes and outcomes.	46%	15%	0%	38%
Meaningfully engage low- and moderate-income residents and under-represented communities in the planning process.	85%	15%	0%	0%
Foster partnerships among a wide range of stakeholders, including non-profit organizations, local jurisdictions, regional agencies, and philanthropic entities.	92%	0%	0%	8%

Respondents were relatively optimistic about the success of their projects. Grantees generally anticipated a high level of success ("very successful" or "successful") for goals that they found relevant to their projects, they, and no one felt that their project failed to achieve any of the objectives surveyed. In particular, grantees were positive about three objectives:

■ Foster partnerships among a wide range of stakeholders, including non-profit organizations, local jurisdictions, regional agencies, and philanthropic entities.

■ Meaningfully engage low- and moderate-income residents and under-represented communities in the planning process.

■ Improve access to economic opportunities for low- and moderate-income workers in the region.

This resonates with the results from the previous questions in which respondents highly rated their partnerships and felt they were engaging low-income communities through their projects.

There were a few objectives to which respondents felt their projects did not apply:

■ Reduce transportation costs for low-income households.

■   Produce and preserve affordable housing units.

■   Stabilize communities at risk of displacement.

This may be a reflection of the respondent group sample rather than a characterization of the sub-grant projects as a whole. The sub-grantees who responded to the questionnaire may have been from the Economic Prosperity Working Group or Equity Collaborative rather than the Housing Working Group, which is more oriented towards the goals listed above. The results could also suggest that preventing displacement and improving affordability are particularly challenging objectives; the RPP survey results also highlighted the challenges in addressing these issues.

3.2.6. Capacity to Continue

An important test for the projects is whether the sub-grantees and their partners can continue their work and successes beyond the RPP and its funding support. We asked the organizations whether they are interested in continuing their work and whether they have the capacity, money, and time to do so. Table 15 shows how much the respondents agree or disagree with each statement.

**Table 15: Interest and ability to continue work**

Statement	Agree	Neither agree or disagree	Disagree	I don't know
My organization is interested in continuing work on our project after our Prosperity Plan grant funding is spent.	100%	0%	0%	0%
My organization has the capacity to continue work on our project after our Prosperity Plan grant funding is spent.	69%	8%	8%	15%
There are resources to support continued work on our project after our Prosperity Plan grant funding is spent.	62%	0%	31%	8%

The respondents were unanimous in their interest to continue the work they started through the RPP. However, they are uncertain they have the capacity, and even less convinced that they will have the necessary resources to extend their project work.

3.2.7. Distribution of Grants

To determine how grant funding was being used in the projects, we asked sub-grantees to report how they spent their funds. Eleven respondents recorded the percentage of their funding within spending categories that we provided. Figure 2 shows the percentage of spending across all respondents' projects within each category.

Figure 2. Distribution of funds from all respondent projects
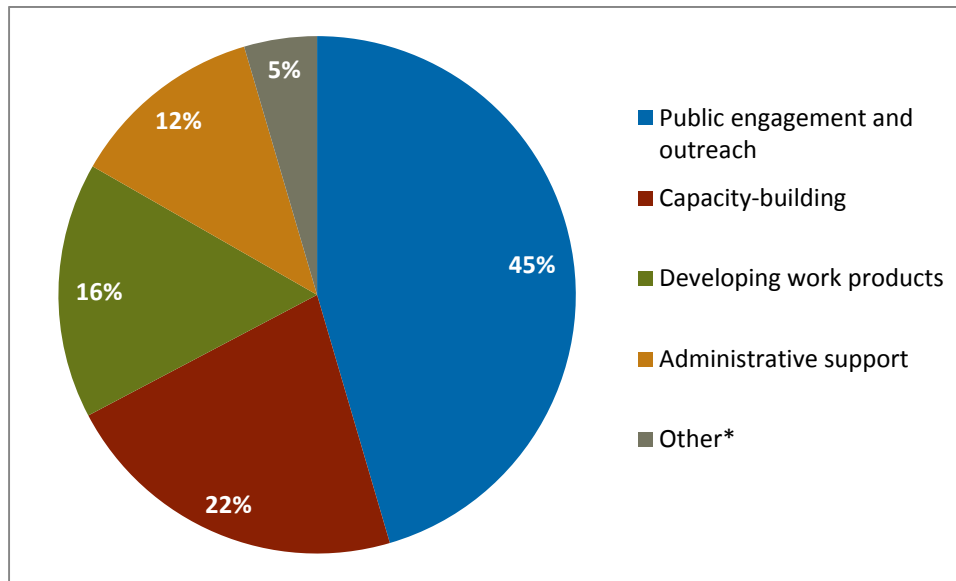
* Other: Strategic planning

Respondents spent a large portion of their funding on engagement and outreach, which could consist of organizing meetings and convening workshops. As noted earlier, respondents felt that connecting with partners and building capacity was both important goals and areas of success; these priorities and outcomes seem to be reflected in how they spend their money. The relatively small percentage of funding that sub-grantees spend on developing work products could pose challenges to furthering the work of the RPP if it means that results and best practices are not well-documented.

3.2.8. Successes and Challenges

In addition to multiple choice questions, we asked grantees a series of open-ended questions to give them the opportunity to expand on their experiences implementing their projects and provide a summary of lessons learned.

The first two questions asked about what the sub-grant enabled respondents' organizations to do that they wouldn't have been able to do otherwise, and what factors helped their projects succeed. Many respondents mentioned similar themes as identified in the previous questions along with specific examples from their projects:

■ Many highlighted increased **partnership** opportunities that helped them become more **engaged** in local and regional planning.

   o "Building formal and meaningful partnership has been an important success. The partners [we] engage are vested in the success of this work."

   o "We have launched two very successful industry cluster partnerships which have engaged over 35 businesses …. The partnerships are identifying key opportunities/challenges facing

their sectors and we are now actively organizing community and public partners to respond to the issues and priorities identified by business."

■ Some also appreciated having increased **capacity** within their own organizations and being able to provide training for capacity-building within their target communities:

    o "Focus the work of a senior-level staff person on this particular campaign, and put some of the theoretical ideas handed by a previous grant into practice."

■ Many respondents highlighted the specific **outcomes** of their projects:

    o "a revised set of evaluation criteria that reflect recent innovations in the fields of urban design and smart growth"

    o "a template for scaling career navigation training and network development in other communities"

    o "creation of research-based documents about local communities in risk of displacement"

We asked about challenges encountered by grantees and potential solutions. Respondents highlighted similar barriers as in the multiple choice question about project challenges, and discussed some additional hurdles that were sometimes project-specific:

■ Many grantees noted challenges meeting the **administrative requirements** of the RPP:

    o "The administrative requirements from HUD/MTC were much higher and more burdensome than anticipated."

    o "The invoice process was arduous and took so much time and the overhead cost [was] so low that it didn't feel justified."

    o "The very deliverable and time-line based nature of the RPP proposal makes it a little difficult to accommodate the shifting calendar and priorities of a complex and community-oriented policy campaign."

■ Some grantees discussed challenges with **maintaining partnerships**:

    o "Leadership transitions at some partner organizations presented a challenge in maintaining the continuity of the collaborative."

A full list of responses, cleaned to ensure confidentiality, is included in Appendix D.

3.3. Key Findings

3.3.1. Successes

■ **Respondents were actively engaged with partner organizations and saw increased collaboration due to the RPP**. Respondents generally rated their project partners as highly engaged. Grantees also considered the development of partnerships as the most successful RPP objective achieved. Many respondents commented that partnerships were not only a key factor in their project's success, but also increased their ongoing capacity to engage in local and regional planning work.

- **Respondents worked with many of the key target populations through the RPP**. Most respondents indicated that their project engaged low-income workers, minorities, and/or people of color. These populations often overlapped with other communities in need, such as single-parent households, transit-dependent households, and households at risk of displacement.

- **Respondents feel that their projects are achieving many of the objectives that they set out to achieve**. All respondents felt that their projects had met with at least some success in achieving the relevant objectives. Grantees rated projects as particularly successful in fostering partnerships, engaging under-represented communities, and improving access to economic opportunities for low- and moderate-income workers.

- **Respondents are interested in continuing the work of the RPP.** All respondents reported that their organizations were interested in continuing the work begun by their RPP project.

- **Nearly half of the respondents' project funding went to public engagement and outreach efforts**. In general, stakeholders are interested in developing partnerships and find value in convening various groups together at workshops and meetings, and RPP sub-grants support

3.3.2. Challenges

- **Respondents' projects do not address a number of key RPP objectives**. Most respondents said that transportation costs, affordable housing, and displacement were not applicable to their projects. This could be a sign that these objectives are particularly challenging to address, or it could indicate that a small portion of respondents are Housing the Workforce sub-grantees, which are more likely to focus on these issues.

- **Respondents are concerned about having sufficient capacity and resources to continue the work that they started with their sub-grant project.** All of the respondents indicated that they want to keep working on their projects, but a third of them believe that they will not have resources or capacity to do so. However, a number of respondents commented that they may be able to continue their projects through the support of the partnerships they developed through the RPP.

- **Many respondents found the RPP's administrative processes to be an unnecessary burden**. Some commented that the invoicing and reporting requirements were unusually challenging, and suggested either providing clearer guidance with examples or reducing the requirements. This could indicate that the RPP process was overly complicated, or that grantee capacity not only poses barriers to continuing work on RPP projects, as discussed above, but also in fulfilling the day-to-day requirements of their sub-grants. It also may help to explain why such a small proportion of sub-grantees completed the questionnaire in spite of the fact that it was widely circulated.

4. Geographic Analysis

The RPP gave out sub-grants to organizations across the Bay Area for projects that addressed issues related to housing affordability and low-income access to jobs. The Bay Area is a diverse metropolitan area, with seven million people living in nine counties and 101 separate jurisdictions, and the impact of these issues, as well as organizational capacity to address them, varies widely across the region. For example, rapidly-rising housing costs in San Francisco and the inner East Bay are putting displacement pressure on many low-income residents, but these cities are also relatively rich in resources to support these residents, including advocacy groups and community-based organizations, as well as transit networks that link people to jobs and services throughout the region. East Contra Costa County, on the other hand, is relatively affordable, but isolated from the rest of the region, and there are fewer groups to advocate on behalf of the growing number of low-income residents that are relocating there as they get priced out of more central areas.

In order for the RPP to develop a regional approach to improving affordability and helping low-income workers, it must develop a set of approaches that work across different contexts. The goal of this analysis was to assess the extent to which the RPP met needs across the Bay Area. We mapped the resources distributed by the RPP through sub-grant projects against different indicators of need to identify areas where needs were well-addressed by the RPP and where there are gaps. The accompanying mapbook contains high-resolution versions of the maps.

4.1. Data sources and methodology

We mapped two different indicators of the resources distributed by the RPP through 51 projects that received funding either through open-ended calls for projects or through specific requests for proposals issued by the three working groups:

Number of RPP sub-grant projects: This indicator helps identify how well different places within the Bay Area were served by RPP-funded projects. All sub-grantees described a service area for their projects in their grant applications. The service areas varied in scale; some projects served multiple counties or the entire region, while others targeted specific neighborhoods. We mapped each project using the following boundaries:

- **County boundaries** for projects that served one or more counties, including those that served the entire nine-county Bay Area.

- **City boundaries** for projects that served one or more cities, as well as for projects that served multiple dispersed neighborhoods within a single city.

- **Community buffers** for projects that served a specific neighborhood within a city. Since neighborhoods do not have officially-defined boundaries, we drew a half-mile buffer around the geographic center of the project.

We then overlaid projects at all scales, counted the number of projects serving different areas within the region, and mapped the distribution of projects across the Bay Area. We applied slightly darker shading

to neighborhood projects to make small areas more apparent on regional maps, but we did not attempt to account for the fact that community-scale projects concentrate resources within a much smaller area than city- or county-scale projects.

Funding given to lead grantees. The RPP gave out sub-grants to a large number of organizations across the Bay Area. The location of these organizations' headquarters and the total funding they receive is a measure of how capacity to further the objectives of the RPP is distributed throughout the Bay Area. We map the location of lead grantee headquarters using circles that are sized to indicate the relate amount of funding received by each lead grantee. Though many lead grantees partnered with other organizations in their grant projects, we only map lead grantee headquarters because the depth of partner organizations' involvement in projects and the broader RPP varies widely, whereas lead grantees give presentations to RPP working groups and are more likely to develop new partnerships and build new capacity through their broader engagement with the RPP. Some grantees have different main offices in different cities; where this was the case we mapped the office that was located closest to the area served by the grant.

We compared the distribution of RPP resources to three indicators of need:

ABAG/MTC communities of concern: The Bay Area's regional agencies use communities of concern as a basis for analyzing the equity impacts of plans and projects. The Association of Bay Area Governments (ABAG) and the Metropolitan Transportation Commission (MTC) define communities of concern based on the location of concentrated groups of disadvantaged people. Table 16 summarizes the disadvantage factors considered in defining communities of concern, as well as the threshold used to indicate a significant concentration of each disadvantaged population group.

Table 16: Disadvantage factors and concentration thresholds used in defining communities of concern[1]

Disadvantage Factor	Concentration Threshold
1. Minority Population	70%
2. Low Income (<200% of Poverty) Population	30%
3. Limited English Proficiency Population	20%
4. Zero-Vehicle Households	10%
5. Seniors Aged 75 and Over	10%
6. Population with a Disability	25%
7. Single-Parent Families	20%
8. Rent-Burdened Households	15%

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[1] Metropolitan Transportation Commission and Association of Bay Area Governments, Draft Plan Bay Area Equity Analysis, April 2013, p. 2-5. http://planbayarea.org/pdf/Draft_Plan_Bay_Area/Draft_Equity_Analysis_Report.pdf.

MTC/ABAG define communities of concern as Census tracts that have concentrations of 4 or more factors listed above or that have concentrations of both low-income and minority populations. We used data provided by regional agencies to map communities of concern.[2]

Communities of concern use a broad variety of characteristics to define needs, and are the focus of regional equity analyses. We also used two other indicators of need that are more closely aligned with the issues of greatest concern to the RPP.

Lower-wage workers: The Economic Prosperity Strategy (EPS) has focused on understanding the unique challenges of the region's low and moderate-income workers, which are defined as workers earning roughly $18 per hour or less. We would expect efforts to house the workforce, as well as some efforts to improve access to jobs, to focus on residential areas where the majority of workers are lower-wage. In order to focus on areas with significant concentrations of low-income workers, we only included urbanized areas in our maps of lower-wage workers. Data comes from the Census Longitudinal Employer-Household Dynamics Location program.[3]

Household transportation costs: one of the objectives of the RPP is to reduce transportation costs for low-income households. In addition, high transportation costs can indicate several other factors that impede access to jobs and services, such as poor transit service and isolated, automobile-oriented development. The Center for Neighborhood Technology, which models transportation costs based on transportation and land use data, defines a transportation cost-burdened household as a household that spends 15 percent or more of the regional median income on transportation.[4] Data comes from the U.S. Department for Housing and Urban Development's Location Affordability Portal.[5]

We mapped the project service areas, grantee headquarters and the three indicators of need discussed above, and compared the distribution of RPP resources to needs. We included MTC base layers showing county boundaries, highways, BART and Caltrain lines, and landforms in our maps to provide context.

4.2. Results

This section discusses the results of our analysis. We include reduced versions of maps in the document for quick reference; the attached map book contains high-resolution versions of each map.

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[2] Data available through MTC's Open Data portal, http://dataportal.mtc.opendata.arcgis.com/datasets/bd01177b772e44a3880c233112d5f093_14?selectedAttributes%5B%5D=pctlep_20&chartType=bar.

[3] Data available from the U.S. Census Longitudinal Employer-Household Dynamics (LEHD) LEHD Origin-Destination Employment Statistics (LODES) dataset, available at http://lehd.ces.census.gov/data/. We count all workers earning less than $3,333 per month, which translates into roughly $18 per hour.

[4] Center for Neighborhood Technology, Housing + Transportation Affordability Index, http://htaindex.cnt.org/.

[5] http://www.locationaffordability.info/lai.aspx?url=download.php.

4.2.1. Distribution of RPP projects

Figure 3 shows how RPP projects are distributed across the Bay Area. Darker shading indicates areas that are served by a greater number of RPP-funded projects. The areas with the lightest shading do not have any locally-specific projects, and only receive credit for the seven projects that serve the entire Bay Area. The maximum number of projects serving any given area is 19.

Figure 3: Distribution of RPP-funded projects
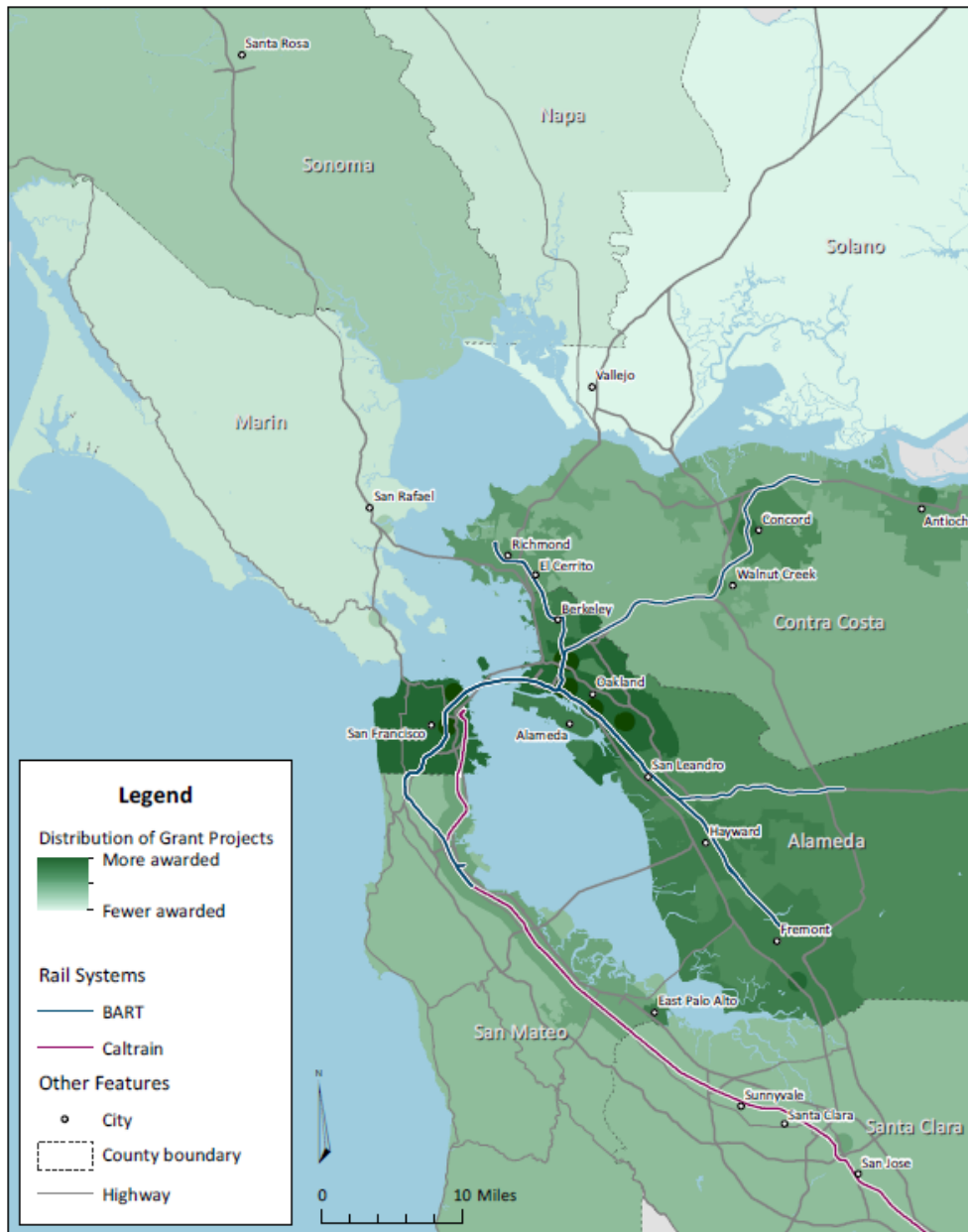
RPP projects are distributed throughout most of the Bay Area, and most counties are served by locally Neighborhoods near BART stations in San Francisco and Oakland were best served by RPP projects. San Francisco, East Palo Alto, the inner East Bay, Concord, and Antioch also received a fair number of

projects. Relatively few projects serve the Solano County and the North Bay, with the exception of Sonoma County. This could partially be explained by the fact that Marin, Napa, and Solano are the least populated counties in the Bay Area. However, the lack of any locally-specific projects in Solano County, which is almost as populous as Sonoma County and has a relatively low median income compared to the rest of the Bay Area, suggest a local lack of capacity to address the issues of concern to the RPP.

The RPP funded projects at several different scales. Table 17 summarizes the number of projects at each scale.

Table 17: Summary of RPP project scales

Scale	Number	Percent
Community (including projects that serve multiple communities in a given city)	15	29%
City	6	12%
County	7	14%
Multi-city or multi-county	15	29%
Region	8	16%
Total	51	100%

The RPP did not set its sights on funding projects at any particular scale. Community-scale projects concentrate resources to meet the particular needs of a given neighborhood but may be challenging to scale up to the regional level, whereas larger-scale projects spread resources more thinly but are more likely to involve collaboration between jurisdictions. It is notable that 29% of projects involved collaborations between different local governments within the Bay Area. A majority of RPP projects are at the county scale and above; projects at this scale are more likely to focus on broader policy recommendations than on interventions that are specific to a given site or to planning processes in a particular city.

4.2.2. RPP Lead Grantee Headquarters

Figure 4 shows the location of lead grantee headquarters, with the size of the dots indicating the amount of funding that each grantee received.

Figure 4: RPP lead grantee locations and funding received

Even more so than projects, lead grantees are concentrated on the east side of San Francisco and in the inner East Bay. The fact that projects are more evenly distributed throughout the Bay Area than grantee headquarters suggests that grantees partnered with other organizations to serve areas outside their immediate communities. There are no lead grantees headquartered in Napa or Solano Counties, the cities of southwestern Alameda County, nor in Richmond or Antioch. The lack of lead grantees suggests a dearth of organizations working on issues related to housing affordability, access to jobs, and equity in these communities. Though many of these places were served by multiple RPP-funded projects, the lack of local organizational capacity poses a challenge to ongoing efforts to further the objectives of the RPP.

4.2.3. Comparing resources to needs

In general, we would expect RPP projects to be concentrated in communities with the greatest needs. The following sections compare the distribution of projects to three different indicators of need to identify how well these needs were addressed by the RPP. Because data is typically only available for urbanized areas, we do not map needs outside of urbanized areas.

Communities of concern

Regional agencies define communities of concern with respect to eight different groups: minorities, low-income people, people with limited English proficiency, car-free households, seniors, disabled people, single-parent families, and rent-burdened households. Communities of concern have either significant concentrations of any four of these groups or of minority and low-income people. Figure 5 shows the distribution of RPP-funded projects compared to the location of communities of concern.

Figure 5: Distribution of RPP-funded projects versus communities of concern
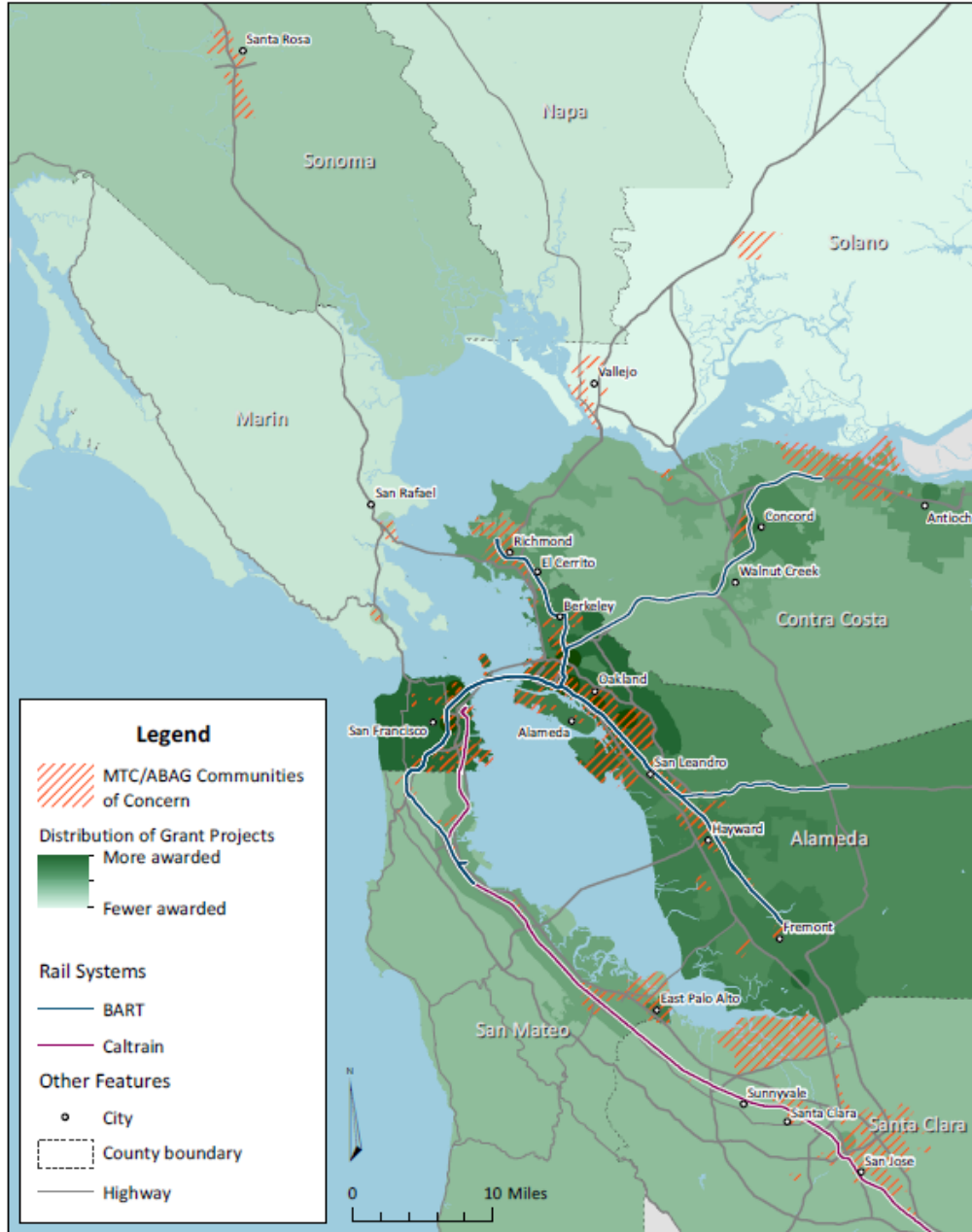

Communities of concern generally cluster in the highly urbanized areas surrounding the San Francisco Bay and its sub-bays. There are fewer RPP-funded projects serving communities of concern along the North Contra Costa County waterfront, in Santa Rosa, and in San Jose (10-13 projects), and the lack of locally-specific projects in the large communities of concern located near San Jose is notable. Very few (less than 10) projects serve communities of concern in Marin and Solano counties, such as San Rafael, Marin City, Vallejo, and Fairfield.

Lower-wage workers

Figure 6 compares the distribution of RPP-funded projects to areas where the majority of resident workers earn $18 per hour or less.

Figure 6: Distribution of RPP-funded projects versus urbanized areas where the majority of workers are lower-wage workers
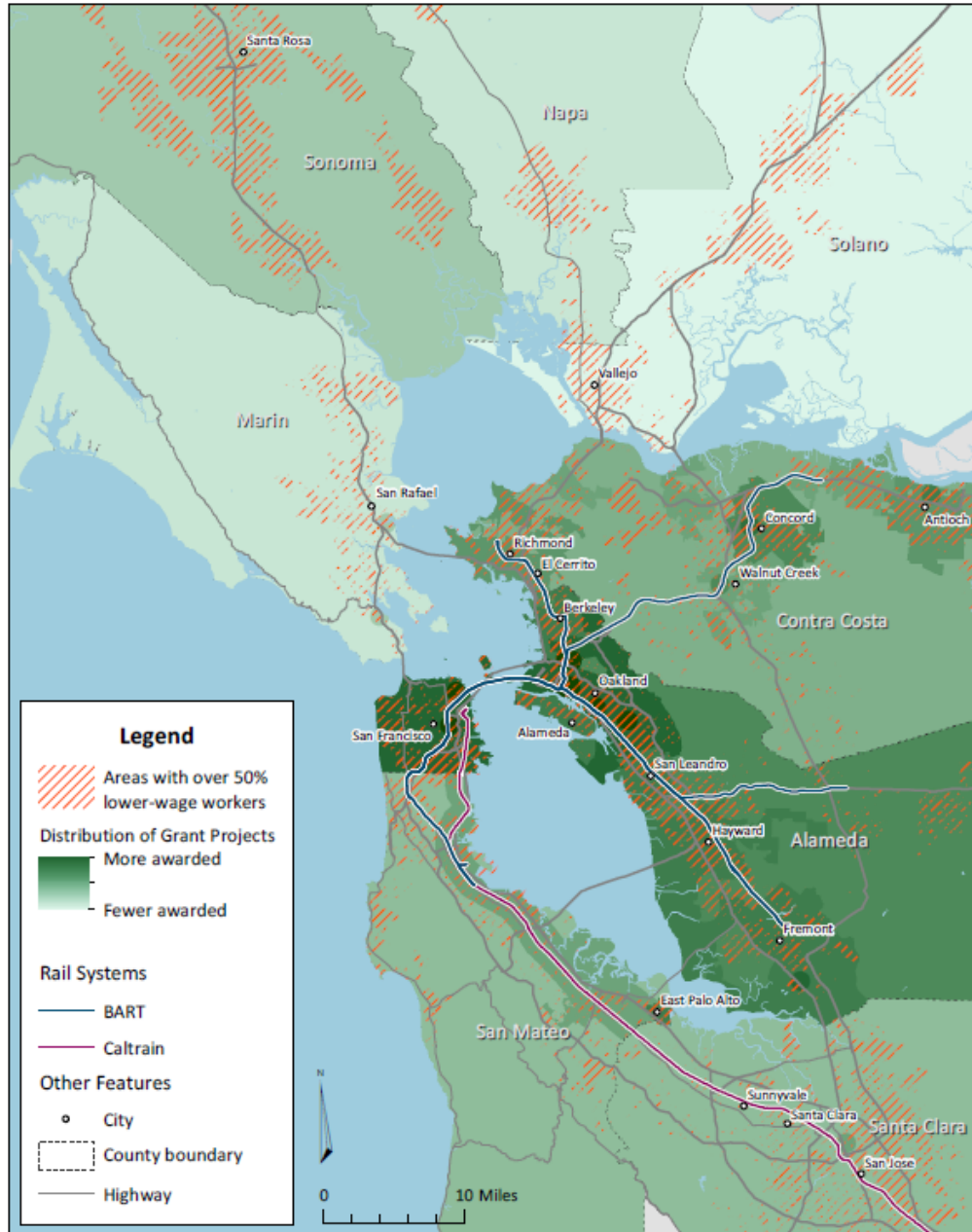

Many of the communities of concern discussed above overlap with areas with high concentrations of lower-wage workers. However, the latter spread farther beyond the urban centers of the Bay Area, encompassing several areas that are not communities of concern, including most of the North Bay's

population centers, larger stretches of Contra Costa's northern waterfront, southern and eastern Alameda County, many of the South Bay suburbs, coastal communities in San Mateo County, and San Francisco's western neighborhoods. Of these areas, Antioch, communities along the 101/Caltrain corridors in San Mateo County, San Francisco's western neighborhoods, and greater Alameda County are relatively well-served by RPP projects.

Household transportation costs

Figure 6 compares the distribution of RPP-funded projects to areas where transportation costs account for a large share of the regional average household income. Planners typically define a transportation-burdened household as one that spends 15 percent of its income on transportation. Most of the urbanized Bay Area meets this definition, so we also show extremely transportation-burdened areas where transportation costs equal 20 percent or more of the regional median income on transportation.

**Figure 7: Distribution of RPP-funded projects versus areas with high household transportation costs**
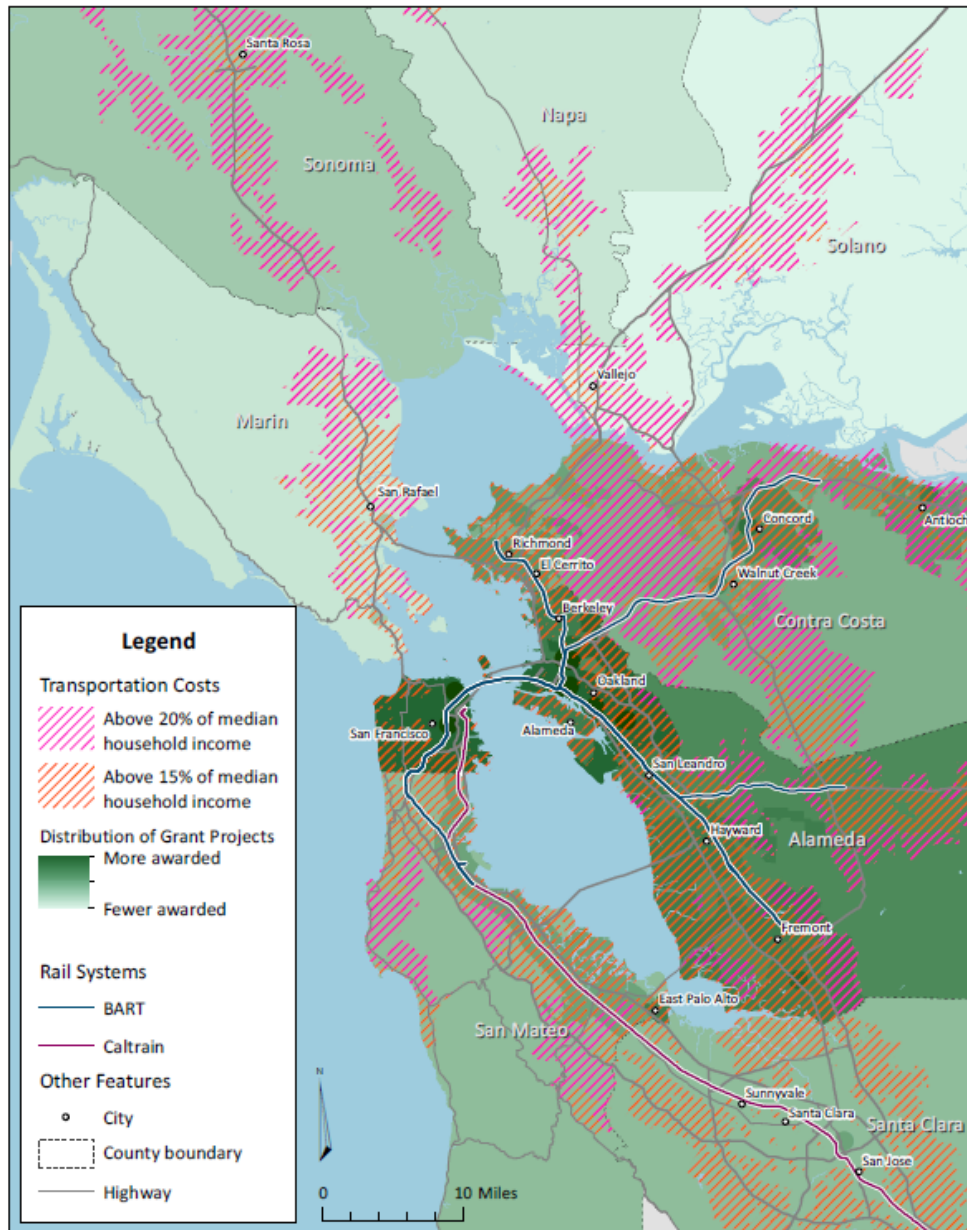
Transportation costs are high throughout the Bay Area, and the only urbanized places in the region where average residents are not transportation-burdened are the inner East Bay, central San Jose, and the area surrounding downtown San Francisco, all of which are communities of concern for other reasons. Following standard practice, we use the regional median household income when calculating transportation cost burden. This means that many of the areas highlighted in Figure 7 may be wealthier suburbs with larger homes where residents choose to live further from the region's employment and commercial centers. However, there are also areas that have high concentrations of low-income workers and high transportation costs, and where high transportation costs do account for a substantial share of household budgets. These include San Rafael, greater Santa Rosa and Petaluma, Napa City,

most of urban Solano County, Richmond and the communities along Contra Costa's northern waterfront, southwestern Alameda County, the outskirts of San Jose, several areas in northern and eastern San Mateo County, and San Francisco's southern and western neighborhoods. Of these areas, Richmond and the communities along Contra Costa's northern waterfront, communities in eastern San Mateo County, San Francisco's southern and western neighborhoods, and southwestern Alameda County are relatively well-served by RPP projects.

4.2.4. Synthesis

Figure 8 compares the number of projects serving selected communities in the Bay Area with the level of need in each community, based on the three criteria discussed above.

Figure 8: Number of projects vs. number of needs for selected Bay Area communities
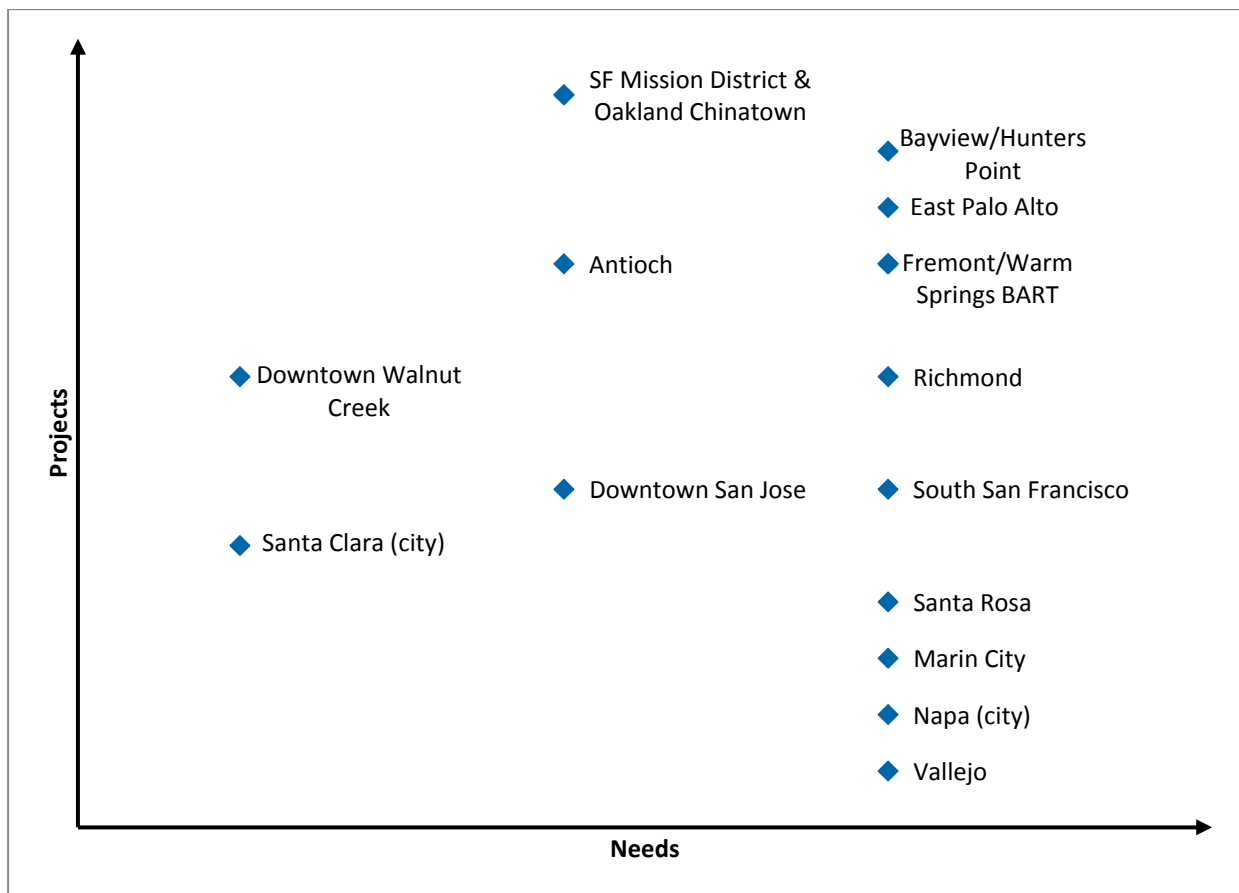
Though our analysis does not capture in detail the many different needs that the RPP attempted to address nor the nuances of how RPP projects served different communities, Figure 8 does illustrate general trends in the distribution of RPP projects. High-need communities in San Francisco and the inner East Bay are well served by RPP projects, while those in the North Bay and Solano County are not as well served. The distribution of county-level projects also means that wealthier communities located in counties that were the focus of a greater number of grants, such as Walnut Creek in Contra Costa

County and the city of Santa Clara in Santa Clara County, were better served by RPP projects than needier communities in the North Bay and Solano County.

4.3. Key Findings

4.3.1. Successes

- **Many of the Bay Area's high-need communities were well served by RPP projects**, including communities in Concord, Antioch, the inner East Bay, southwestern Alameda County, eastern San Mateo County, and San Francisco. All of these areas were served by 15 or more RPP projects, and most of them are home to lead applicants who may be able to continue the work begun through the RPP.

- **RPP projects served the majority of the Bay Area's communities of concern.** Of the three indicators of need that we looked at, the distribution of RPP projects was most closely aligned with communities of concern. This could bode well for furthering the work of the RPP through regional planning efforts. Regional agencies use communities of concern to assess how well plans address equity-related issues, so the policy solutions developed by RPP projects could help inform regional plans.

- **A substantial number of projects involved collaboration between different local jurisdictions.** Almost 30 percent of RPP projects served multiple cities or counties.

4.3.2. Challenges

- **High-need communities in the North Bay and Solano County were not as well served by RPP projects**. Most of these communities only had one or two local projects (i.e., projects that did not serve the entire nine-county Bay Area) serving them, and Solano County did not have any local projects. This disparity could in part be explained a lack of local organizational capacity, or by the fact that these are also the least populous counties in the Bay Area. However, the relative lack of projects in these areas also suggests that the RPP may have fallen short of creating regional approaches to high housing costs and access to jobs for low-income workers.

- **Organizational capacity to address the issues that are of concern to the RPP is concentrated in San Francisco and the inner East Bay**. There are no lead grantees headquartered in Napa or Solano Counties, the cities of southwestern Alameda County, nor in Richmond or Antioch. This suggests a dearth of organizations working on issues related to housing affordability, access to jobs, and equity in these communities. Though many of these places were served by multiple RPP-funded projects, the lack of local organizational capacity pose a challenge to ongoing efforts to further the objectives of the RPP.

5. Interviews with Stakeholders

The goal of the interviews is to capture in-depth feedback from a mix of RPP stakeholders who were involved at different phases of the project, participated in different working groups, and represent organizations in the public, private, and non-profit sector. The surveys in Subtask 1 captured quantitative data from over 40 recent participants in the RPP, largely from the non-profit sector. The interviews provide a qualitative but potentially more balanced perspective on the RPP.

5.1. Interview Process

We worked with the RPP project manager to identify 20 prospective interviewees. Table 18 summarizes interviewees' names, titles, and organizations. We first contacted each interviewee to schedule a conversation by e-mail, and then followed up by phone repeatedly for non-responsive interviewees. In the end, we conducted 17 interviews.

Table 18: Interviewee names, titles, and organizations

Name	Title	Organization
Alix Bockelman	Deputy Executive Director, Policy	Metropolitan Transportation Commission
Bob Allen	Policy and Advocacy Campaign Director	Urban Habitat
Dawn Phillips	Program Director	Just Cause
Derecka Mehrens	Exec. Director	Working Partnerships USA
Duane Bay	Assistant Planning Director	Association of Bay Area Governments
Egon Terplan	Regional Planning Director	San Francisco Planning + Urban Research
Gen Fujioka	Policy Director	Chinatown Community Development Center
Heather Hood	Director, Northern California Programs	Enterprise Community Partners
James Pappas	Housing Policy and Preservation Associate	California Housing Partnership Corporation
Jeff Ruster	Executive Director, work2future	City of San Jose
Jennifer Martinez	Executive Director	Peninsula Interfaith Action
Jim Spering	Commission Chair	Metropolitan Transportation Commission
Kara Douglas	Affordable Housing Program Manager	Contra Costa County
Karen Engel*	Director of Economic and Workforce Development	Peralta College
Keith Carson**	Executive Director	East Bay Economic Development Alliance
Kirsten Spalding	Executive Director	San Mateo County Union Community Alliance
Matt Regan	Vice President of Public Policy	Bay Area Council
Michael Lane	Policy Director	Non-Profit Housing Association of Northern California
Scott Haggerty**	District 1 Supervisor	Alameda County
Wayne Chen	Director of Policy and Planning	City of San Jose

* Declined to be interviewed

** Unable to participate in interviews due to time constraints

Each interview consisted of a 30- to 60-minute phone conversation. We prepared a list of 17 questions for the interviews; the complete questionnaire is in Appendix E. Time did not permit us to ask all 17 questions. Instead, we began by asking each interviewee about the nature of his or her involvement with the RPP, and then selected questions from the list based on the response. We asked follow-up questions as necessary.

5.2. Results

This section summarizes the results of the interviews, organized into three themes: engagement, partnerships and collaboration, and projects. We quote frequently from the interviewees, but do not attribute quotations in order to protect interviewee confidentiality.

5.2.1. Engagement

The RPP successfully engaged a number of non-profits and community-based organizations who don't normally participate in regional planning in a regional approach to addressing affordable housing, equity and access to jobs. Interviewees noted that before the RPP, "the table of voices connecting equity to regional policy was really small" and that regional plans "didn't think about the jobs piece much." Several people we spoke to expressed excitement that the RPP had given a new group of stakeholders with different perspectives the chance to participate in regional planning. Some interviewees represented organizations that had never received government funding before, and the sub-grants and stipends provided by the RPP played a key role in helping "organizations that don't get formally resourced to engage on a regional level." The RPP also fostered participation among community-based organizations by raising awareness of regional impacts on housing affordability and other issues. According to one interviewee, "Where we started from, I got pushback from community partners about 'Why do we have to pay attention to the regional work?' The RPP has contributed by supporting work that connects the local to regional. Now people get it."

In addition to engaging a diverse group of stakeholders, the RPP created a space in which people from a variety of places and perspectives came together to tackle complex and challenging issues. Interviewees felt that the RPP provided an opportunity to "discuss difficult issues with level of respect and shared concern" and "learn about what's happening in different jurisdictions and be a little less parochial." People who were involved in the governance of the RPP see the complex and at times contentious conversations that resulted as evidence of the project's success. According to one, "It's in the experience [of engaging unlikely communities] that change actually happens," while another said, "to me contentious discussions are not a sign of failure—it's a sign of success that there's space for people to have these conversations." Many participants felt that these discussions advanced their understanding of how to address housing affordability, access to job opportunities for low-income households, and other pressing issues facing the Bay Area. The Housing Working Group's conversations about which sub-grant projects to fund helped identify "trade-offs about what strategies different people felt were effective" and the Economic Prosperity Strategy was successful is in framing conversations that tend to get siloed," building consensus that "raising the floor" for low-income workers is important.

The RPP successfully engaged many new stakeholders in a regional effort to address housing affordability and access to jobs, but maintaining this engagement has been more challenging. The RPP is a three-year project, with each working group co-chair serving a one-year term. Only co-chairs receive a stipend to participate in the RPP, and many organizations otherwise lack the funding and capacity to regularly attend meetings, so it was rare for former co-chairs to continue attending meetings and offer

guidance to their successors. Some interviewees felt that this made it hard to grow the network of interested stakeholders and develop institutional knowledge, and that "We should have created a big group of current and ex-co-chairs." It also poses challenges to continuing to develop and implement the work begun by the RPP. Multiple interviewees expressed interest in continuing to engage in regional issues after the RPP wraps up later this year, but were concerned that they wouldn't be able to because, in the words of one, "the resources aren't there to institutionalize or continue the work." Some interviewees felt that reaching out to foundations could have helped to identify resources for ongoing RPP work.

Though the RPP brought many non-profit organizations to the table, it was less successful in engaging local governments and the business community, particularly the latter. Many interviewees mentioned incidents where business groups, including the Bay Area Council (BAC) and Building Industry Association (BIA), lodged objections to the MTC/ABAG governing boards over a call for projects to analyze the impact of growth in the technology sector on housing affordability and raised concerns over the Economic Prosperity Strategy (EPS) goal of upgrading conditions for low- and middle-wage through approaches such as increasing the minimum wage and removing barriers to unionization. Some interviewees felt that the lack of business and local government involvement was because strong representation from community-based organizations made it hard for people from the private and public sector to see "what the impact or their contribution could be" or made them "suspicious of the work." Several interviews felt like the RPP had missed an opportunity to engage the elected officials on the Steering Committee more proactively to build interest and engagement in the project among a broader set of stakeholders. According to one, the Steering Committee was "focused on managing the grant, but not on moving the agenda forward. It's because of how agendas are constructed—we asked for approval of funding, procedural updates. We didn't ask the people in the room to do anything." Another former Steering Committee member felt that "it would have been nice to bring in leaders from all nine counties up front and ask how they see the jobs-housing imbalance?" According to this perspective, the controversies over the call for projects and the EPS could have been averted through more thorough outreach and attempts to anticipate these concerns.

Other interviewees felt that business groups had the opportunity to participate constructively in working groups to address these issues from the beginning, but chose to engage ABAG and MTC executive staff instead because "it's more politically powerful." Regardless, interviewees from the public and private sectors saw the lack of broader engagement as a barrier to the implementation of the RPP, and working group members felt that the controversies between the RPP and the BAC and BIA overshadowed otherwise productive engagement with businesses, chambers of commerce, and workforce investment boards during the creation of the EPS.

5.2.2. Partnerships and collaboration

One of the RPP's biggest successes was in fostering partnerships between the different organizations involved. These partnerships crossed different boundaries that pose challenges to coordinated regional efforts to address issues related to affordability and access to jobs. Many interviewees reported new partnerships between community-based organizations (CBOs) that are largely responsible for local

grassroots organizing, such as Causa Justa and Sacred Heart Community Center, and regional non-profits that work on specific issues throughout the Bay Area, such as San Francisco Planning and Urban Research (SPUR), Urban Habitat and The Non-Profit Housing Association of Northern California (NPH). According to one interviewee, CBOs "definitely see opportunities through partnerships to take on more regional work in the future" in spite of the lack of capacity and ongoing funding discussed above. Several CBOs representatives also appreciated learning about regional agencies' work, in particular resources like the Regional Early Warning System, and one said that her organization and ABAG/MTC now "see each other as allies."

The RPP also fostered new collaborations between organizations that normally focus on specific issues, including housing, economic development, labor, and transportation, as the process revealed different ways in which these issues are inter-related. Interviews saw this happening naturally through the RPP working groups, which had "multi-sectoral leadership" from "people whose work was around jobs, transit, and housing." Members of the Equity Collaborative saw the Housing and Economic Prosperity working groups taking up equity-related issues on their own initiative, and felt that the Joint Projects Team created a "plus space" where people could work across silos. This culminated in collaborative efforts such as the joint call for projects to analyze the impact of growth in the technology sector on housing affordability. Interviewees mainly discussed new partnerships that had been formed through the working groups, but some also noted "unique partnerships in the sub grant streams."

In spite of these successes, some interviewees felt that "we could have done more silo-busting" by building more formal opportunities for collaboration into the RPP process. Several felt that the Equity Collaborative (EC) represented a missed opportunity to foster collaboration within the RPP. Former EC co-chairs felt that the Collaborative could have served as a space to build partnerships on equity-related issues, but didn't serve as a "hub or center" and was "struggling to figure out its mission." They noted that the HWG and EPWG engaged in equity-related issues such as displacement and improving conditions for low-income workers, and that EC co-chairs attended meetings of the other working groups to provide input. However, the reverse was not true, and though the EC gave out funding to projects related to both housing and jobs co-chairs did not see members of the other working groups attending EC meetings. As a result, one co-chair felt that "some of the fears about siloing equity priorities into a designated body did play out."

5.2.3. Projects

The RPP provided sub grants to a wide variety of pilot projects, including many innovative efforts that might not otherwise have received funding. Co-chairs felt that the RPP's grantmaking process, wherein representatives of local governments, non-profits, and the private sector made decisions about whether to fund projects proposed by their peers, allowed room to consider projects that might not have come up if regional agencies were giving out funding. One HWG member mentioned the example of community land trusts, which are kind of "a niche thing, but it was perfectly OK in the working groups to say 'here's why I think we ought to go ahead with that.'" The structure also allowed for a broad variety of projects, including "regional-scale things that could be applied more broadly, and local-scale things that could be replicated."

This variety, coupled with the fact that working groups issued multiple rounds of funding, allowed co-chairs to apply lessons from the projects that were initially funded in subsequent rounds. Several interviewees described an "iterative" process where co-chairs "developed and refined the structure" of the funding process. As a result, co-chairs generally felt that most projects funded by the working groups are "turning out like we would have hoped" and are producing "on-the-ground… real impacts." Many interviewees saw the collective set of sub grant projects as a toolbox of "better analytical tools, like the REWS, and better policy tools, like public benefits districts" that both local governments and NGOs can draw from to "identify key issues and… incorporate them into our work plans."

Interviewees mentioned several sub grant projects that they felt were particularly successful or unique to the RPP, including:

- A New Vision for the Bay Area, led by Gamaliel of California, which is an organizing effort to build support for better transit service for low-income people in the North Bay, which is an area with a high level of need that doesn't receive a lot of advocacy attention. The project has helped get local organizations who work on equity issues "pulled into regional work."

- East Bay Housing Organizations' (EBHO) work on public benefits zoning and land value recapture for affordable housing, which raises awareness among decision-makers and communities of policy tools to create high-quality affordable housing near transit in a way that is layered with the regional process for designating priority development areas.

- ABAG and various CBOs' work on the Regional Early Warning System, which identifies areas where low-income residents are at risk of displacement. This collaboration between regional agencies and local CBOs helps the former understand how to communicate impacts and identify interventions and the latter use data to identify issues.

- The Bay Area Tech Career Advancement Initiative, led by NOVA Workforce Development. This project applied new research to develop and deliver curriculum on career development and navigation, and drew praise for taking a more flexible approach to job training that helped students develop general job hunting skills rather than training them for a specific position.

- The Chinatown Community Development Center San Francisco Small Sites Acquisition, which developed a novel model preserving existing affordable housing units on small sites and identifies opportunities to implement the model within Priority Development Areas in San Francisco.

- NPH's Housing Our Workforce project, which involved working with local governments to identify new approaches and funding sources for creating affordable housing in local housing elements.

- The Economic Prosperity Strategy, which was praised by many different interviewees for being "interesting," "useful," and "innovative."

Common themes between these projects include pilot testing innovative approaches, connecting local work to regional policies and research, and engaging areas that are not normally the focus of advocacy efforts.

However, many interviewees felt that the large and diverse set of projects funded by the RPP makes implementation more challenging. A wide variety of smaller projects means that any individual project

has fewer resources and fewer stakeholders to carry the work forward, and that it is harder for government agencies to identify next steps for implementation. One interviewee characterized the sub grants as "little bitty grants to little bitty projects" while others acknowledged that "we tried to be too many things to too many people" or that "we spread it [the sub grant funding] a bit too thin." Some interviewees were concerned that too many of the projects went to local projects that are not scalable—in the words of one, "50 units of affordable housing here, 50 there"—so that it's "Unclear what it's adding up to regionally." Others felt that some of the projects were not innovative or cross-cutting enough, such as pre-development assessments and outreach programs affordable housing projects that are "just doing what we already do."

The people we talked to differed on whether the challenges discussed above represent a missed opportunity or are a necessary trade-off of the RPP's broad-based approach. Some interviewees felt that the work of the RPP is difficult to synthesize by design because the primary goal of the project was to bring new groups to the table and try new approaches rather than focusing in on a specific group of strategies. In the words of one co-chair, "the Bay Area has a bifurcated economy and widespread housing problems. There weren't necessarily built-in projects to address that, so we devolved the responsibility for coming up with solutions to [grantees]." From this point of view, the issues discussed in the previous paragraph arise primarily out of how the RPP was framed. In particular, several interviewees felt that it may have been a misnomer to call the RPP a "plan," for example:

> It shouldn't have been called a plan. It's a strategy. In 20/20 hindsight, we should have tied it more to the consortium aspect of it—the strategy of having a regional prosperity planning consortium with an equity lens that has coordination functions, allocation functions if money could be manifest, with an eye on replicability and applicability. Plans that are connected to implementation agents—that's a solid use of the word "plan."

Other interviewees did feel that the RPP could have taken steps to produce a more coherent body of work. In addition to providing more funding to fewer projects, some interviewees identified other missed opportunities to fund higher-quality projects and promote next steps. For example, one co-chair said that when allocating sub grants his working group "Gave positive points for collaborations, but we didn't define it enough, because we didn't ask people to define what a collaborative [across sectors] within a city looks like. We just gave a plus factor for going across jurisdictions." Another said that the lack of engagement with the public and private sectors discussed above hurts the RPP's prospects for implementation: "How do we want to see foundations fund differently, or see organizations change? That really has to be a process, and there hasn't been enough engagement of those stakeholders."

5.3. Key Findings

5.3.1. Successes

■ The RPP **engaged a number of organizations that don't normally participate in regional planning** in a regional approach to addressing affordable housing, equity and access to jobs. The funding provided by the RPP allowed groups that normally would not have capacity to devote staff time to

regional issues to do so. The RPP process and projects invited engagement by educating organizations about the regional causes behind local issues.

- The RPP **fostered constructive dialogue and built consensus** among working group participants who came from a variety of different background and perspectives. Though some of the conversations that took place through the RPP were contentious, many interviewees feel that they are a sign that the RPP was successful in creating a space where people could discuss difficult issues.

- The RPP **created a wealth of new partnerships between organizations that had previously been siloed**. These include partnerships between community-based organizations and regional non-profits, between non-profits and public agencies, and between organizations that focus on different issues, such as housing, economic development, labor, and transportation. These partnerships arose both among RPP leadership and in sub-grant projects.

- Many **sub-grant projects had a positive on-the-ground impact.** Most co-chairs generally felt that the sub-grant projects were effectively advancing the goals of their respective working groups. Interviewees identified a number of projects that they felt were particularly innovative, were effective at bridging local and regional issues, or that targeted high-need communities within the region that are not normally the focus of advocacy efforts. The iterative grantmaking process allowed working groups to refine their approach to funding as the RPP progressed, which contributed to projects' success.

- The RPP **created opportunities to experiment with new approaches**. Many interviewees noted that the peer leadership structure of the RPP allowed working groups to fund projects that might not normally have gotten public agency or foundation funding.

- Collectively, the **variety of sub-grant projects make up a toolbox that implementing agencies can draw upon** to address issues related to housing affordability and access to jobs among low-income workers. Some interviewees feel that this is more effective than advancing a narrower group of strategies given the wide variety between cities and counties within the Bay Area.

5.3.2. Challenges

- **Maintaining engagement among stakeholders was challenging**. Many interviewees described stakeholders and organizations who scaled back their participation in the RPP due to lack of ongoing capacity to participate or to a lack of interest in the process. This made it hard to grow the network of interested stakeholders and develop institutional knowledge.

- **Lack of stakeholder capacity poses an obstacle to implementing the RPP**. Interviewees anticipate that the lack of resources besides RPP funding will make it challenging for their organizations to continue engaging in regional planning or further advance their sub-grant projects.

- The RPP **was not as successful in engaging local governments and the business community** as it was at engaging non-profits. Perspectives vary on whether this is due to shortcomings in the RPP process or due to a lack of interest in participating among public agencies and business organizations, which have other established ways of engaging in regional planning. Nonetheless,

interviewees acknowledge that it drew negative attention to the RPP and makes it challenging to implement the RPP.

■ Some interviewees felt that **the Steering Committee and Equity Collaborative did not live up to their full potential as collaborative bodies**. Several suggested that the elected officials on the Steering Committee could have been engaged more proactively. Some Equity Collaborative members say that they struggled to define a mission for the group and that the Collaborative did not draw engagement from members of the other working groups.

■ **The large and diverse set of projects funded by the RPP may make implementation more challenging**. The public agencies who are largely responsible for next steps may not have the capacity to sort through the many approaches in the toolbox of RPP projects, and a wide variety of smaller projects means that any individual project has fewer resources and fewer stakeholders to carry the work forward. Many public agency staff, as well as some grantees, feel that the RPP should have given out a smaller set of larger sub-grants.

Many of the successes and challenges listed above are opposite sides of the same coin. For example, the breadth of projects funded by the RPP fosters innovation but makes it difficult to carry the most successful projects forward. Successful engagement of non-profits that don't normally participate in regional planning may have led local governments and business organizations to conclude that the RPP was not focused on the interests of the public and private sector. Some interviewees feel that these trade-offs are part of the nature of the RPP, while others felt that the challenges discussed above could have been addressed without compromising the successful aspects of the RPP. Regardless, it is clear that further outreach, capacity-building, and identification of best practices and policy recommendations (which are part of the capstone deliverable funded jointly by the working groups) are crucial to ensuring that the successful work begun by the RPP continues to have an impact after the project is complete.

6. Economic Prosperity Strategy Workshops

The Economic Prosperity Strategy (EPS) served at the guiding document for the RPP's efforts to address the needs of low- and moderate-income workers. The EPS consultant team engaged stakeholders from across the region and from the non-profit, public, and private sectors in order to identify a set of strategies to improve opportunities for lower-wage workers, and the Economic Prosperity Working Group (EPWG) funded pilot projects to implement these strategies. Following release of the final EPS in 2014, the consultant team and EPWG members organized a series of five EPS Launch Meeting outreach workshops to share results from pilot projects and identify paths towards implementing the strategies. Workshops were organized around different themes and located throughout the Bay Area to engage a variety of participants. ICF attended each workshop to gauge the reception of the EPS and speak with attendees about the strategy.

6.1. Workshop Organization

All of the workshops had a similar general structure:

- An introduction to the findings and strategies of the EPS

- Presentations by representatives of EPWG pilot projects related to the workshop theme

- Question and answer period

- Discussion

The discussions varied widely depending on the workshop moderator's facilitation and questions from the participants. Table 19 lists the location, date, topic, and facilitators of each workshop.

Table 19. EPS workshop locations, times, topics, and moderators

Work-shop	Location	Date/Time	Topic	Moderator
1	Monument Impact, Concord	January 13, 2015 9:30-11:30am	Expanding Economic Opportunity through Basic Skills and Entrepreneurship	Rev. Kirsten Snow Spalding and Belen Seara, San Mateo County Union Community Alliance (SMCUCA)
2	Redwood City Library, Redwood City	January 15, 2015 9:30-11:30am	Building Career Pathways in the Construction Sector	Rev. Kirsten Snow Spalding and Belen Seara, SMCUCA
3	Pipe Trades Training Center, San Jose	January 23, 2015 10am-12pm	The Invisible Workforce: Strategies to Lift Up the Low-Wage Contracted Service Sector	Louise Auerhahn, Working Partnerships USA
4	SPUR Urban Center, San Francisco	January 26, 2015 2-4pm	Coordination between Economic and Workforce Development, Transportation and Housing Plans	Egon Terplan, SPUR
5	MTC, Oakland	February 2, 2015 2-4pm	Planning for Manufacturing, Logistics and Industrial Job Growth	Egon Terplan, SPUR

We attended each meeting and noted the following:

- Attendance: Number of participants and types of organizations represented

- Presentations: Strategies presented and questions asked

- Feedback and discussion: Responses to the EPS and issues of concern to attendees

We followed up with participants from each workshop – either in person after the workshop or by phone at a later date – to discuss their experience with and perspectives on the EPS.

6.2. Results

This section summarizes the attendance, topics, and feedback compiled from each workshop.

6.2.1. Workshop 1

The first EPS workshop was held at Monument Impact (MI), formerly the Michael Chavez Center for Economic Opportunity, in Concord. There were approximately 24 participants at the meeting, including representatives from the following sectors:

- Moderators: SMCUCA

- Presenters: SV Allies; Monument Impact; and Craft Consulting Group and Contra Costa County

- Government: MTC; City of Clayton Councilmembers

■ Private sector: Bay Area Council

■ Other: Day Labor Program participants

This workshop was unique in that more than half of the attendees were lower-wage workers, the target population for the EPS efforts. Several workers in Monument Impact's Day Labor Program, who show up daily at MI to be hired for short-term jobs or to attend job skill and English language trainings, participated in the workshop.

The first two presenters discussed projects that provide job skills training and help workers connect directly with potential employers and jobs, while the final presenters introduced the Contra Costa Northern Waterfront Project, which targets advanced manufacturing growth. Many of the comments and questions focused on issues of concern to day laborers, who made up a large portion of the audience. For example, after hearing one presenter talk about companies helping employees attend skills trainings, some Day Labor Program participants commented on how difficult it was to get required training and how they had never heard of an employer paying for training time, even if the position required licensing or certifications. Additionally, there was much interest in the Northern Waterfront Project for the 18,000 jobs it aims to create, although there was visible disappointment upon hearing the 10- to 20-year timeline for the job growth.

There was keen interest from the participants in specific strategies that were implemented in the pilot projects, highlighting that the projects were addressing valid concerns and challenges experienced by low-wage workers. This workshop also included one of the few discussions in any of the workshops of transportation challenges related to secure jobs. Some attendees identified the difficulty of finding transportation to and from key job locations, including Monument Impact.

After the workshop, we spoke with two Monument Impact staff members who were managing the Day Labor Program and the Success Concord sub-grant project to discuss their experience with the EPS. They described significant involvement in the RPP; the organization had been present for all of the Economic Prosperity Working Group meetings and attended the Regional Equity Conference. They felt that that one of the greatest benefits of the program was the chance to interact with a wide variety of stakeholders with differing opinions and perspectives, especially with working group co-chairs and MTC staff. They were also optimistic about their ability to continue implementing their project without the grant funding. One challenge they identified was understanding the entire suite of projects and strategies being implemented by other organizations. However, overall, they were very positive about their experience with the RPP and EPS.

6.2.2. Workshop 2

The second workshop was held at the Redwood City Public Library to discuss career pathways in the construction sector. There were approximately 15 participants, including representatives from the following sectors:

■ Moderators: SMCUCA

- Presenters: San Mateo County Central Labor Council; Working Partnerships USA; and San Mateo County Community College District

- Government: San Mateo County Health System; San Francisco Office of Economic and Workforce Development; San Mateo County Economic Development Association; work2future

- Private: Associated Builders and Contractors, Inc.; Labor Issues Solutions

- Other: Local residents

The presenters discussed three topics related to construction trades: a Trades Introduction Program (TIP); community benefits ordinances; and Project Labor Agreements (PLAs). The TIP was a collaborative effort between a number of organizations, including community colleges, apprenticeship coordinators, workforce investment boards, and building trades councils, to create a "skilled workforce pipeline." Previously, this pathway was highly fragmented because these organizations were not coordinating with each other. As with the Monument Impact project, stakeholders expect the program to continue running after the RPP ends because they were able to establish the necessary partnerships and secure further funding.

The Trades Introduction Program seemed to resonate with some of the workshop participants, and there was some general interest in bringing back vocational education programs to support careers in trades. However, there were concerns from some attendees over the perceived emphasis on union jobs. In particular, the Project Labor Agreements were accused of requiring workers to be unionized and preventing non-union laborers from being hired for those projects. Some participants expressed broader concerns over regional agencies overstepping their authority on the RPP and other regional plans.

6.2.3. Workshop 3

The third workshop was held at the Pipe Trades Training Center in San Jose to discuss strategies addressing challenges facing low-wage workers in contracted services. There were approximately 27 participants, including representatives from the following sectors:

- Moderator: Working Partnerships USA

- Presenters: UNITE HERE; Working Partnerships USA; and a contract security officer

- Government: City of Sunnyvale Councilmember; City of San Jose Councilmember Office; County of Santa Clara; Santa Clara County Public Health Department; Santa Clara County Human Relations Commission; San Jose Office of Economic Development; work2future

- Non-profit: Working Partnerships USA; SMCUCA; SEIU Local 521; United Way of the Bay Area; UNITE HERE; Pacific Community Ventures; California Alliance for Retired Americans; Sparkpoint Oakland; African American Community Service Agency

- Private: Labor Issues Solutions; small business owner

- Other: Sobrato Family Foundation; 48 Hills; K-12 schools; local residents

The panelists presented examples from their projects that emphasized the challenges facing low-wage subcontract workers and successful campaigns in which company, worker, and community representatives worked together to reach agreements that establish fair working conditions and compensation for subcontractors. The question and answer session with a security officer provided a unique opportunity to understand the issues faced by a particular group of lower-wage workers.

The moderator also facilitated small group discussions to elaborate on EPS strategies. The whole workshop group first brainstormed key strategies to address economic challenges and identified a few for further discussion in small groups. These strategies included:

■ Bring business leaders to the table

■ Ensure stability of low-wage workers (for example, housing)

■ Incorporate living wage or codes of conduct into corporate social responsibility strategies

■ Ensure career pathways that are feasible for who have work schedules, childcare needs, etc. and are linked to real jobs

The need to involve businesses in solutions was mentioned in a number of discussions. Cooperation and collaboration with large employers is necessary to develop meaningful corporate social responsibility provisions that would improve low-wage worker compensation. Linking career pathways to actual jobs also requires coordination with employers. One city councilmember noted that representatives from the private sector were involved in the development of the EPS but were not present at the workshop. In further discussion with him after the meeting, he suggested that business groups such as the Silicon Valley Leadership Group need to play a pivotal role in the implementation of the EPS and continuation of the RPP process instead of the regional agencies.

6.2.4. Workshop 4

The fourth workshop was held at the SPUR Urban Center in San Francisco to discuss integrating economic and workforce development and other sectors. There were approximately 25 participants, including representatives from the following sectors:

■ Moderator: SPUR

■ Presenters: Center for Continuing Study of the California Economy; NOVA; Stride Center; San Francisco Office of Economic and Workforce Development; Bay Area Video Coalition

■ Government: ABAG; San Francisco Board of Supervisors; County of Santa Clara; City of Emeryville; City of Oakland; City of Morgan Hill; San Francisco Office of Economic and Workforce Development; San Jose Office of Economic Development; work2future; Bay Area Rapid Transit

■ Non-profit: Insight Center; Chinatown Community Development Center; Non-Profit Housing Association of Northern California; East Bay Housing Organizations; SMCUCA

■ Other: Haas Institute; Silicon Valley Community Foundation; San Francisco Foundation; 48 Hills

Four participants presented on projects to improve career and job skill training in the technology sector. These presenters described many successes in assisting participants with developing careers in information and communications technology and, all suggested that their projects will continue beyond the RPP.

One attendee expressed concern that technology job opportunities may not be expanding for low- and moderate-wage workers. Presenters countered that the skills they train are transferrable to many contexts. Additional topics of discussion included:

- Keeping up with the numerous initiatives and strategies being implemented by various agencies and organizations

- Space in strategies for manufacturing and industrial jobs

- Communication and marketing of career development and job opportunities

- Engaging and collaborating with K-12 education systems

A number of comments raised the question of how to scale up successful strategies from the project level into regional approaches. Despite the numerous positive statements regarding the increased collaboration created by the RPP, some participants suggested that many necessary stakeholders are still siloed. However, there was evidence and examples of increased interaction between new partners such as community colleges, economic development offices, workforce boards, and local government. Some argued that local government needs to have a bigger role to help overcome barriers, such as those related to land use policies. Meanwhile, the idea of a regional workforce development policy to provide guidance for multiple jurisdictions was also floated to the group.

6.2.5. Workshop 5

The final workshop was held at the MTC/ABAG offices in Oakland to discuss manufacturing, logistics, and industrial job growth. There were 14 participants, including representatives from the following sectors:

- Moderator: SPUR

- Presenters: UC Berkeley; Alameda County Transportation Commission

- Government: MTC; ABAG; San Mateo County Economic Development Association; City of Oakland WIB

- Non-profit: Working Partnerships USA; SMCUCA; Planning for Sustainable Communities

- Private: Bay Area Council

- Other: San Francisco Foundation; 48 Hills

The presentations in this workshop focused on research and planning studies regarding goods movement and industrial land use. As a result, much of the discussion among the participants revolved around developing policies that could support the regional economy and ultimately the workforce in

production and distribution sectors. Although the workshop group seemed to agree, either openly or tacitly, that preserving industrial areas was important, there was limited clarity on next steps to address this concern. Some participants identified potential ways to continue the collaborative efforts started by the EPS and RPP processes. For example, regional agencies such as ABAG and MTC can provide research and policy perspectives; subregional entities such as East Bay EDA can create a "speakers' bureau" to support local governments looking for guidance on industrial land use development; and projects such as Design It-Build It-Ship It (DBS) can engage schools, WIBs, economic development organizations, and employers to support workforce growth in these industries.

In feedback observed during the meeting and received after the workshop, multiple participants pointed out the need to have businesses involved in understanding the impacts of these issues on economic prosperity in the region and developing solutions that meet the priorities of various stakeholders. One participant noted that "the private sector was not well-engaged in the development and implementation of the EPS" and "they were particularly absent at the EPS working group meetings." However, other participants countered that small and medium size businesses do not have the capacity to send representatives to these meetings.

6.3. Key Findings

6.3.1. Successes

■ Participants found **value in the collaboration enabled by the EPS projects and outreach meetings**. Economic Prosperity sub-grantees repeatedly stated that the partnerships developed through sub-grant projects and working group meetings were essential in successfully implementing their projects and engaging in the greater EPS process.

■ Participants were **enthusiastic about the projects and results presented in the workshops**. All of the presentations generated thoughtful discussions, which sometimes led to participants identifying potential opportunities to collaborate or replicate similar programs. Although the programs presented may have represented the more successful projects, they still highlighted the innovative solutions fostered by the EPS.

■ The analysis, goals, and strategies outlined in the EPS **helped frame discussions and supported meaningful dialogue**. The workshops drew a clear link between the projects discussed and the broader goals of the EPS. However, the multi-faceted nature of regional economic development at times made it difficult to focus discussions and address concerns from different stakeholder groups.

■ Most of the **presenters expected their projects to continue beyond the RPP**. A number of grantees interviewed stated that the funding catalyzed their projects and allowed them to develop self-sustaining models, often through collaboration with partners.

6.3.2. Challenges

■ There were **very few next steps identified to ensure continuation of EPS efforts or scale up individual projects into regional strategies**. There were discussions in a number of workshops that

began identifying paths forward beyond the RPP, but the meetings were not structured to identify concrete next steps. There was a sense in some workshops that the Capstone project and conference would lead to opportunities for developing a sustainable implementation plan.

- Some participants felt that **the private sector and other key stakeholder groups have not participated in the EPS meetings or its implementation**. Many people noted that businesses were not present at these meetings even as a number of projects discussed in the workshops identified partnering with employers as a key factor for success in their programs. Some participants also suggested that local government needed a greater presence to help implement regional plans and policies.

- There were **limited discussions of strategies addressing the connections between economic development, housing, and transportation**. Participants in multiple workshops brought up housing and transportation concerns related to jobs and the regional economy, but these concerns were not a focus of the presentations. This suggests that more work could be done to integrate the various RPP work streams.

- Many participants were uncertain about **the role that regional agencies should play in economic development**. Though many of the issues raised by the EPS are regional in nature, the Bay Area does not have a regional economic development agency. Some participants expressed a desire to further limit the role of regional agencies, while others floated ideas for continued agency involvement, such as in creating a regional workforce development policy.

7. Sub-grantee Final Reports

All RPP sub-grantees were required to submit final reports to MTC in which they reported on their project's challenges and outcomes, replicability, and next steps. We reviewed all final reports submitted by sub-grantees to assess how the projects aligned with the matrix of implementation actions developed by RPP leadership, identify common challenges, and summarize the approaches and next steps discussed by sub-grantees.

7.1. Data and Process

ICF received 41 completed sub-grantee reports from MTC as of June 5th, 2015. 36 of the reports were in the template provided by MTC, while five were in a different template. MTC's template included ten questions related to the profile, challenges and outcomes, replicability and dissemination, and recommendations and next steps for each project. We entered each project in a database, and for each project we:

■ Crosswalked the project to the issue areas and strategies identified through the RPP capstone project action matrix.

■ Qualitatively summarized the approach, challenges, and next steps.

■ Categorized the approach and next steps.

Appendix F contains a table with summary information for every sub-grantee report reviewed.

7.2. Results

7.2.1. Issue Areas and Strategies

We aligned each project with the strategies and issue areas identified through the RPP Draft Action Matrix.[6] Many projects addressed multiple strategies, and where this was the case we selected a primary strategy to associate with the project. It was challenging to associate some projects with strategies for two reasons:

■ Many of the projects provided technical assistance or capacity-building that touched on a variety of the strategies. However, there is only one strategy, D10 (Ongoing capacity-building and leadership training), related to capacity building. Unless there was an explicit focus on building capacity with respect to a given strategy, we associated these projects with strategy D10.

■ Many of the strategies focus explicitly on regional or sub-regional approaches, but some of the projects related to these strategies are limited in scale to a single county or city, or even a single site. We associated projects with the strategy that was the closest substantive match, regardless of

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[6] RPP stakeholders continue to refine this document during the course of the evaluation; we use the version dated April 15, 2015.

project scale, under the assumption that the local pilot projects funded by the RPP would develop into more regional approaches.

Table 20 summarizes the percentage of projects addressing each issue area and strategy. We include separate columns that show all strategies associated with each project (totals sum to more than 100% since many projects counted toward more than one strategy) and only the primary strategy associated with each project (totals sum to 100%). We abridge the names of some strategies.

Table 20: Issue areas and strategies addressed by sub-grantee projects (multiple strategies and primary strategies)

		All strategies		Primary strategy	
Issue areas	**Strategies**	**Issue areas**	**Strategies**	**Issue areas**	**Strategies**
A: Increase affordable housing near transit and jobs	A1: Land for affordable housing	78%	2%	37%	0%
	A2: Funding and financing for affordable housing		12%		0%
	A3: Fair housing in "high opportunity areas"		0%		0%
	A4: Community support for affordable housing		20%		10%
	A5: Regulatory reform to support affordable housing		2%		0%
	A6: Regional collaboration and partnerships		5%		2%
	A7: Data and analysis		37%		24%
B: Preserve at-risk affordable housing	B8: At-risk and market-rate affordable housing units	12%	12%	7%	7%
C: Stabilize neighborhoods	C9: Tenant protections and enforcement at federal, state, and local level	7%	7%	5%	5%
D: Build capacity in lower-income communities	D10: Ongoing capacity-building and leadership training	24%	24%	20%	20%
E: Strengthen career pathways	E11: Job-focused basic skills training	22%	7%	12%	7%
	E12: Industry-driven, sector-based regional training partnerships		7%		5%
	E13: Career navigation systems and support pathways		7%		0%
F: Grow the economy	F14: Industries of opportunity, business formation, and policy coordination	20%	15%	15%	10%
	F15: Planning for industrial lands, goods movement, and jobs-housing fit		5%		5%
	F16: Infrastructure investment to support middle-wage job growth		0%		0%
	F17: Integrated transportation and navigation system		0%		0%
G: Upgrade conditions for low-wage workers	G18: Jobs standards and working conditions	10%	5%	5%	2%
	G19: Organizing and professionalizing industries and occupations		2%		0%
	G20: Standards for public sector expenditures and investments		2%		2%

Generally, strategies aligned with funding streams; Housing projects focused on strategies A1 through D10 while Economic Prosperity projects focused on strategies E11-G20. With two exceptions, Equity projects focused on housing-related strategies.

Key strategies of focus for the RPP include:

- A4: Community support for affordable housing and housing affordability

- A7: Data and analysis to support affordable housing and neighborhood stabilization

- D10: Ongoing capacity-building and leadership training

- E11: Job-focused basic skills training

- F14: Industries of opportunity, business formation, and policy coordination

The emphasis on these strategies likely reflects the capacity of RPP project partners. The majority of lead grantees are non-profits, which often have the capacity and established relationships for advocacy, community organizing, data analysis, or training and education, but do not have the authority or capacity to develop and adopt plans and policies, as would be required by many other strategies (e.g., regulatory reform to support affordable housing, infrastructure investment to support middle-wage job growth, standards for public sector expenditures and investments). While the policy recommendations developed through the RPP may help to further develop some of the strategies that fewer projects focused on, the relative lack of public and private sector participation in the RPP, which has been a consistent theme throughout our evaluation, may have prevented RPP stakeholders from developing the necessary partnerships to pursue pilot projects related to strategies that involve planning or policy development.

Below we discuss findings with respect to each of the seven issue areas identified by the RPP:

A: Increase affordable housing near transit and jobs – This was the issue area of greatest focus for the projects we reviewed; 32 of the 41 projects reviewed dealt with this issue area, and it was the primary area of focus for 15 projects. RPP projects concentrated on two strategies within this issue area, A7: Data and analysis to support affordable housing and neighborhood stabilization, and A4: Community support for affordable housing and housing affordability. Meanwhile, the strategies within this category where local jurisdictions are the primary implementation agents, such as A1: Land for affordable housing, A2: Funding and financing for affordable housing, A5: Regulatory reform to support affordable housing, were the subject of relatively few projects. It is interesting to note that Strategy A6: Regional collaboration and partnerships for affordable housing and neighborhood stabilization, received relatively little attention from RPP projects given the regional score of the RPP and the capacity of its stakeholders. This could be because the challenges and opportunities to affordable housing are so localized; many lead grantees working on projects in this area that dealt with different local jurisdictions remarked upon this challenge.

B: Preserve at-risk affordable housing and housing affordability near transit and jobs and **C: Stabilize neighborhoods in communities where lower-income residents are at risk of displacement** – We group these issue areas together because both have to do with avoiding displacement. Few RPP projects focused on these issue areas, which is surprising given the strong concern over displacement in the Bay Area. However, it may be that it is challenging to identifying local and regional solutions to these issues; many of the strategies within these two areas involve state policy reform. It is also notable that these issue areas include only two strategies, whereas the issue area related to increasing affordable housing

covers seven strategies. There may be an opportunity for follow-up RPP efforts to further develop strategies in this area.

D: Build capacity in lower-income communities to engage in local and regional processes – Eight of the projects reviewed dealt with this issue area, making it the second most popular area of focus for RPP projects. The projects in this issue area were split between efforts engaged specific communities with concentrations of lower-income residents, such as East Palo Alto and Antioch, and convenings that brought together communities from across the region, such as Urban Habitat's Planning Institute for Leadership and the RPP Capstone conference.

E: Strengthen career pathways to middle-wage jobs – five of the grant projects made this their area of focus, including three focused on basic skills training and two focused on industry-driven, sector-based regional training partnerships. Both of these approaches represent a shift that we heard about from RPP stakeholders during interviews away from traditional vocational training to more flexible approaches. Though there are relatively few projects in this category, they may represent an opportunity to shape future vocational training programs in the Bay Area.

F: Grow the economy with a focus on middle-wage jobs – this was the area of greatest focus for Economic Prosperity grant projects. Four projects focused on strategy F14: Industries of opportunity, business formation, and policy coordination, while two focused on planning for industrial lands in the Northern Waterfront and in Fremont / Warm Springs, respectively. No projects focused on infrastructure investments or on integrated transportation and navigation systems; local governments and transit agencies are the primary implementation agents for these strategies.

G: Upgrade conditions for low-wage workers – this was the area of least focus for Economic Prosperity projects, with only two projects. However, the two projects funded were both organizing efforts that led to substantial policy changes; local hire requirements in Oakland and revised scheduling practices and a minimum wage ordinance in San Francisco. While the RPP only contributed a portion of the total funding for these projects, they are relatively unique among the projects reviewed due to their impact.

7.2.2. Approaches

The approaches used by RPP projects varied widely, but we categorized projects based on common elements of their approach as well as the target population for the project. We categorized approaches as follows:

- Training and education; including workforce training programs and community leadership training programs.

- Advocacy, organizing, and engagement; including engaging community members around a specific planning process or

- Coordination between stakeholders; such as efforts to coordinate program offerings among city agencies, WIBs, community colleges, or other project partners.

- Data and analyses; including databases of affordable housing properties

■ Policy development; such as technical involvement in local planning processes including general plans and housing elements.

Our typology is similar to the list of action types used in the Action Matrix, but it focuses more on categorizing the work for which sub-grantees received funding than on the substance of the work. We assigned each project to one category. Table 21 below summarizes the percentage of projects reviewed that used each approach.

Table 21: Summary of approaches used by RPP projects

Approach	% of projects
Training and education	29%
Advocacy, organizing, and engagement	22%
Coordination between stakeholders	10%
Data and analyses	34%
Policy development	5%

Training and education; data and analyses; and advocacy, organizing, and engagement were the most common approaches. Projects that involved coordination between stakeholders and policy development were relatively rare. This could reflect challenges coordinating with public and private sector stakeholders or working with these groups to develop policy.

We also classified projects according to whom the projects engaged, according to three categories:

■ Partner-focused: these projects primarily engaged the broader group of non-profit organizations and disadvantaged communities that make up the core set of RPP partners, as well as public- or private-sector organizations that were listed as project partners. Projects that focus on community capacity-building or job training typically fall in this category.

■ Stakeholder-focused: these projects primarily engaged public and private sector organizations who were not listed as project partners, or conducted outreach to a broader set of community members, such as residents of neighborhoods located near transit that oppose affordable housing. Projects that create data tools or that fund groups with technical expertise on affordable housing and other issues to engage in local planning processes typically fall in this category.

■ Both: these projects engage both partners and stakeholders. Examples include projects that build capacity among community members to participate in a specific planning process and provide ongoing technical assistance throughout that involvement.

Table 22 summarizes the percentage of projects in each category.

Table 22: Summary of stakeholders engaged by RPP projects

Engagement	% of projects
Partner-focused	49%
Stakeholder-focused	17%
Both	34%

The majority of projects engaged the core group of RPP partners. Relatively few projects focused solely on external stakeholders; most of those that engaged local governments or businesses also had a community organizing or capacity-building component targeted at community members or non-profits.

7.2.3. Challenges

We qualitatively analyzed the challenges reported by grantees. Several of the common challenges are to be expected given the nature of the RPP's work and sub-grantees:

■ Lack of capacity among project partners

■ Turnover at partner organizations

■ Turnover at public agencies that were the focus of sub-grantee projects

■ Higher than anticipated project costs

■ Conducting work that is long-term in nature with a limited duration grant

■ Project coordination within diverse coalitions of partners

However, some of the challenges discussed potentially provide more insight into the RPP and potential follow-up work.

Several sub-grantees mentioned challenges gathering data and information related to a variety of topics, including affordable housing properties, effectiveness of anti-displacement policies, job growth, or employer needs. A more thorough investigation of these data gaps could inform future efforts to gather data related to housing affordability and economic prosperity in the future. Few of these data needs were addressed by the many RPP-funded projects that focused on data and analysis. While the relatively small grant amounts and short term of projects likely limited flexibility, greater coordination within the RPP may have helped identify and fund efforts to fill the data gaps that stymied other sub-grantees. More extensive review of grant proposals by subject matter experts may also have helped to identify and rescope projects to avoid anticipated challenges due to data gaps up front.

Housing the Workforce projects also came up against many intrinsic challenges related to affordable housing, including varying policies among local governments, different timelines for many of the policies (general plans, housing elements) that impact affordable housing opportunities, and statewide limitations and uncertainties related to local governments' ability to build or require affordable housing due to the dissolution of redevelopment agencies and the Palmer decision's impact on inclusionary rental housing. While this speaks to the challenging nature of improving affordability in the Bay Area, it

also suggests that the criteria for awarding Housing grants might have been better focused on the relatively narrow opportunities to increase or preserve affordable housing that exist within the constraints listed above.

Many RPP sub-grantees reported challenges due to the nature of organizing communities, especially lower-income communities, to participate in public processes. These included difficulties maintaining interest over the course of the planning process, engaging people who have immediate needs in long-term decision-making, and traveling to outlying disadvantaged communities. Given RPP's regional scope and the fact that many RPP projects focused on community engagement, there may be an opportunity to coordinate between these projects and identify best practices for engaging disadvantaged communities in the planning process to help inform future efforts to improve equity in the Bay Area.

As we discuss below, relatively few projects identified next steps or received additional funding for their projects. Though sub-grantees did not report this as a challenge per se, it does pose a barrier to the continuation of the work begun by the RPP. Including criteria in the grant applications surrounding the likely availability of follow-up funding may have helped identify projects that were more likely to continue to produce impacts after the RPP terminates.

Finally, the San Mateo County Union Community Alliance (SMCUCA), which organized the Capstone Conference and last round of Economic Prosperity Strategy (EPS) workshops, mentioned challenges engaging the public and private sector in these events. This included several elected leaders who were scheduled to speak at the Capstone Conference withdrawing at the last minute. SMCUCA attributed these challenges to high-profile opposition to the EPS by the Bay Area Council (BAC) and Building Industry Association (BIA). Concerns regarding the BAC/BIA's opposition to the EPS have come up in other aspects of the evaluation, but this is the first reported instance of an actual impact on the RPP's activities. Though SMCUCA was the only sub-grantee to report challenges of this nature, the EPS workshops and the Capstone Conference were two of the most visible efforts to engage stakeholders in moving the RPP forward, and more relationship-building with the public and private sector may help the RPP's prospects for implementation.

7.2.4. Next Steps

We reviewed the next steps and plans for sharing and disseminating projects reported by sub-grantees. The most common next steps reported were to disseminate reports with partner organizations and stakeholders informally or through sub-grantee websites, present to stakeholders at conferences including those organized through the RPP, continue collaborations with partners, and seek further funding to continue projects. Forty-nine percent of sub-grantees identified concrete opportunities to further their work, including applying an approach tested in one area to another, continued involvement in a planning process or development project, or revising training curriculum or technical assistance materials for continued deployment. Only six sub-grantees reported that they had leveraged additional funding to continue the work begun by their RPP grant project.

7.3. Key Findings

7.3.1. Successes

- **The RPP funded many projects that addressed some of the key challenges facing the Bay Area**. Key strategies include:

  - Community support for affordable housing and housing affordability

  - Data and analysis to support affordable housing and neighborhood stabilization

  - Ongoing capacity-building and leadership training

  - Job-focused basic skills training

  - Industries of opportunity, business formation, and policy coordination

  As RPP stakeholders further refine the action matrix, they might consider providing more in-depth guidance and best practices related to these strategies, drawn from the many projects and partners that participated in this work.

- **Some RPP-funded projects resulted in important policy wins or developed new approaches that continue to be implemented.** Both of the campaign efforts that the RPP funded to improve conditions for lower-income workers were successful. Several of the innovative projects seeded by the RPP have received further funding, including the San Francisco Small Sites Acquisition and Stabilization Project, Oakland Sustainable Neighborhoods Initiative Capacity Building, and Construction Careers Initiative.

7.3.2. Challenges

- **Common challenges reported by RPP projects** include:

  - Organizational issues (e.g., turnover at partner organizations or public agencies)

  - Management issues (e.g., project coordination, longer timelines or higher costs than anticipated)

  - Data issues (e.g., lack of needed data on affordable housing properties, effectiveness of anti-displacement policies, or employer needs)

  - Issues related to affordable housing development and preservation (varying policies among local governments, different timelines for overlapping policies and plans, statewide restrictions due to the dissolution of redevelopment agencies and the Palmer decision).

  The organizational and management issues are likely intrinsic to any effort to tackle major challenges with limited funding and capacity. However, the other issues may represent missed opportunities for coordination within the RPP. The RPP funded many data and analysis projects that might have been better tailored to address the data gaps faced by other sub-grantees, and there may have been an opportunity to better scope housing-related grant projects to work within the many constraints that impact affordable housing development and preservation.

- **The majority of RPP projects have not identified concrete next steps, and very few projects have received additional funding**. Less than half of RPP projects identified concrete next steps beyond sharing information with stakeholders or continuing collaborations with partners or involvement in planning processes where feasible. Only six projects reported receiving additional funding to continue their work.

- **Many strategies identified in the action matrix were addressed by very few RPP projects, and some were not the focus of any projects**. In particular, RPP projects did not address many of the strategies where local jurisdictions or business organizations play a lead implementing role, possibly in part because of the relative lack of public and private sector involvement in the RPP. The RPP did not necessarily set out to address all of the strategies in the action matrix, which was created based on findings from RPP projects, not used to guide the grantmaking process, so this is not necessarily an indication that the RPP did not meet its goals. Nonetheless, the relative lack of projects related to some of the strategies in the action matrix may limit the RPP's ability to identify targeted, credible next steps in these areas.

Appendix A: Survey Form

Introduction

Thank you for participating in the Regional Prosperity Plan survey. Your responses will help us understand how well the Regional Prosperity Plan achieved its goals of creating an inclusive and effective process; building leadership, capacity, and partnerships among stakeholders, and supporting the development of useful tools and best practices. You may skip any questions that you are unable or unwilling to answer, and your responses will be kept confidential.

General Information

Q1: Which of the following best describes your organization?

1. Local community-based organization
2. Labor organization
3. Other non-profit organization
4. Regional government agency
5. City or county government agency
6. Educational institution (school district, university)
7. Workforce investment board
8. Transit agency
9. Private business
10. Business organization
11. Other: _____

Q2: In which county or counties is your organization regularly active? (*check all that apply*)
1. Alameda
2. Contra Costa
3. Marin
4. Napa
5. San Francisco
6. Santa Clara
7. San Mateo
8. Solano
9. Sonoma

Q3: Which of the following describe your connection to the Regional Prosperity Plan? (*check all that apply*)
1. My organization is the lead recipient of a Regional Prosperity Plan grant.
2. My organization is a partner in a Regional Prosperity Plan grant project.
3. My organization applied for, but did not receive, a Regional Prosperity Plan grant.
4. I participated in one of the Regional Prosperity Plan Working Groups.
5. I served as a co-chair of one of the Regional Prosperity Plan Working Groups.
6. I participated in the Regional Prosperity Plan Steering Committee.
7. Other: _____

Involvement

Q4: During the first year of the Regional Prosperity Plan (April 2012 through March 2013), how frequently did you attend monthly meetings of the Prosperity Plan working groups and committees?

	Every time	At least half the time	Less than half the time	Once or twice	Never
Housing the Workforce Working Group	☐	☐	☐	☐	☐
Economic Prosperity Working Group	☐	☐	☐	☐	☐
Equity Collaborative	☐	☐	☐	☐	☐
Steering Committee	☐	☐	☐	☐	☐

Q5: During the second year of the Regional Prosperity Plan (April 2013 through March 2014), how frequently did you attend monthly meetings of the Prosperity Plan committees and working groups?

	Every time	At least half the time	Less than half the time	Once or twice	Never
Housing the Workforce Working Group	☐	☐	☐	☐	☐
Economic Prosperity Working Group	☐	☐	☐	☐	☐
Equity Collaborative	☐	☐	☐	☐	☐
Steering Committee	☐	☐	☐	☐	☐

Q6: During the third year of the Regional Prosperity Plan (March 2014 through the present), how frequently have you attended meetings of the Prosperity Plan committees and working groups?

	Every time	At least half the time	Less than half the time	Once or twice	Never
Housing the Workforce Working Group	☐	☐	☐	☐	☐
Economic Prosperity Working Group	☐	☐	☐	☐	☐
Equity Collaborative	☐	☐	☐	☐	☐
Steering Committee	☐	☐	☐	☐	☐

Q7: Did any of the following factors prevent you from attending working group and committee meetings as much as you would have liked? (*check all that apply*)
1. It was too far for me to travel to meetings.

2. Meetings were held at inconvenient times.
3. It was challenging to find information on meeting times and locations.
4. My organization did not have the capacity to allow me/someone to regularly attend meetings.
5. Meeting topics were not always relevant to the interests of my organization.
6. My feedback and input was not considered valuable.
7. I did not feel comfortable participating in these meetings.
8. Other: _____
9. None of these apply.

Engagement

Q8: Please indicate whether you agree with the following statements:

Compared to a typical grant process administered by a government agency or a philanthropic organization, the Regional Prosperity Plan was…

	Strongly agree	Agree somewhat	Neither agree or disagree	Disagree somewhat	Strongly disagree	I don't know
…more inclusive of a variety of stakeholders.	☐	☐	☐	☐	☐	☐
…more transparent.	☐	☐	☐	☐	☐	☐
…more open to feedback from a variety of organizations.	☐	☐	☐	☐	☐	☐
…more representative of a variety of perspectives.	☐	☐	☐	☐	☐	☐
…more of a peer-leadership structure	☐	☐	☐	☐	☐	☐

Q9: Prior to the Regional Prosperity Plan, how involved was your organization in regional planning and decision-making processes?
1. Extremely involved
2. Regularly involved
3. Occasionally involved
4. Rarely involved
5. Not involved at all
6. I don't know

Q10: Following the Regional Prosperity Plan, how involved does your organization plan to be in regional planning issues?
1. Extremely involved
2. Regularly involved
3. Occasionally involved
4. Rarely involved
5. Not involved at all
6. I don't know

Partnerships

Q11: Prior to the Regional Prosperity Plan, how much do you feel your organization's goals and work were supported by other organizations in the following sectors?

	Extremely well-supported	Well-supported	Moderately supported	Occasionally supported	Not supported at all	I don't know
Non-profit sector (e.g., community-based organizations, labor organizations)	☐	☐	☐	☐	☐	☐
Public sector (e.g., city or county agencies, regional agencies, transit agencies, public schools or universities)	☐	☐	☐	☐	☐	☐
Private sector (e.g., businesses or business organizations)	☐	☐	☐	☐	☐	☐

Q12: Prior to the Regional Prosperity Plan, how frequently did your organization collaborate with other organizations in the following sectors?

	Regularly	Most of the time	Some of the time	Rarely	Never	I don't know
Non-profit sector (e.g., community-based organizations, labor organizations)	☐	☐	☐	☐	☐	☐
Public sector (e.g., city or county agencies, regional agencies, transit agencies, public schools or universities)	☐	☐	☐	☐	☐	☐
Private sector (e.g., businesses or business organizations)	☐	☐	☐	☐	☐	☐

Q13: How much do you now feel your organization's goals and work are supported by other organizations in the following sectors?

	Extremely well-supported	Well-supported	Moderately supported	Occasionally supported	Not supported at all	I don't know
Non-profit sector (e.g.,	☐	☐	☐	☐	☐	☐

community-based organizations, labor organizations)						
Public sector (e.g., city or county agencies, regional agencies, transit agencies, public schools or universities)	☐	☐	☐	☐	☐	☐
Private sector (e.g., businesses or business organizations)	☐	☐	☐	☐	☐	☐

Q14: How frequently do you anticipate that your organization will collaborate with other organizations in the following sectors following the Regional Prosperity Plan?

	Regularly	Most of the time	Some of the time	Rarely	Never	I don't know
Non-profit sector (e.g., community-based organizations, labor organizations)	☐	☐	☐	☐	☐	☐
Public sector (e.g., city or county agencies, regional agencies, transit agencies, public schools or universities)	☐	☐	☐	☐	☐	☐
Private sector (e.g., businesses or business organizations)	☐	☐	☐	☐	☐	☐

Projects

Q15: Below is the list of objectives for the Regional Prosperity Plan-funded sub-grant projects. In your opinion, how important is each objective in meeting the needs of the Bay Area today?

	Very important	Important	Moderately important	Somewhat important	Not important at all	I don't know
Improve access to economic opportunities for low- and moderate-income workers in the region.	☐	☐	☐	☐	☐	☐
Reduce transportation	☐	☐	☐	☐	☐	☐

costs for low-income households.						
Produce and preserve affordable housing units.	☐	☐	☐	☐	☐	☐
Stabilize communities at risk of displacement.	☐	☐	☐	☐	☐	☐
Integrate equity goals and principles in local and regional decision-making processes and outcomes.	☐	☐	☐	☐	☐	☐
Meaningfully engage low- and moderate-income residents and under-represented communities in the planning process.	☐	☐	☐	☐	☐	☐
Foster partnerships among a wide range of stakeholders, including non-profit organizations, local jurisdictions, regional agencies, and philanthropic entities.	☐	☐	☐	☐	☐	☐
Build organizational capacity among stakeholders, including non-profit organizations, local jurisdictions, regional agencies, and philanthropic entities.	☐	☐	☐	☐	☐	☐

Q16: How aligned are the following objectives with the mission of your organization?

	Strongly aligned	Aligned	Moderately aligned	Somewhat aligned	Not aligned at all	I don't know
Improve access to economic opportunities for low- and moderate-income workers in the region.	☐	☐	☐	☐	☐	☐
Reduce transportation costs for low-income households.	☐	☐	☐	☐	☐	☐
Produce and preserve affordable	☐	☐	☐	☐	☐	☐

	Extremely likely	Very likely	Moderately likely	Somewhat likely	Not likely at all	I don't know
housing units.						
Stabilize communities at risk of displacement.	☐	☐	☐	☐	☐	☐
Integrate equity goals and principles in local and regional decision-making processes and outcomes.	☐	☐	☐	☐	☐	☐
Meaningfully engage low- and moderate-income residents and under-represented communities in the planning process.	☐	☐	☐	☐	☐	☐
Foster partnerships among a wide range of stakeholders, including non-profit organizations, local jurisdictions, regional agencies, and philanthropic entities.	☐	☐	☐	☐	☐	☐
Build organizational capacity among stakeholders, including non-profit organizations, local jurisdictions, regional agencies, and philanthropic entities.	☐	☐	☐	☐	☐	☐

Q17: In your opinion, how likely is it that the Regional Prosperity Plan-funded sub-grant projects will contribute to the following outcomes over the long term?

	Extremely likely	Very likely	Moderately likely	Somewhat likely	Not likely at all	I don't know

Improve access to economic opportunities for low- and moderate-income workers in the region.	☐	☐	☐	☐	☐	☐
Reduce transportation costs for low-income households.	☐	☐	☐	☐	☐	☐
Produce and preserve affordable housing units.	☐	☐	☐	☐	☐	☐
Stabilize communities at risk of displacement.	☐	☐	☐	☐	☐	☐
Integrate equity goals and principles in local and regional decision-making processes and outcomes.	☐	☐	☐	☐	☐	☐
Meaningfully engage low- and moderate-income residents and under-represented communities in the planning process.	☐	☐	☐	☐	☐	☐
Foster partnerships among a wide range of stakeholders, including non-profit organizations, local jurisdictions, regional agencies, and philanthropic entities.	☐	☐	☐	☐	☐	☐

Q18: Are there particular RPP projects that you feel are particularly useful to your organization. If so, which projects, and why?

Summary

Q19: How has your organization been influenced by your experience with the Regional Prosperity Plan?

Q20: What are the three most important successes of the Regional Prosperity Plan? What factors contributed to these successes?

Q21: What are the three main areas where the Regional Prosperity Plan did not meet the needs of the Bay Area? Do you have any suggestions on how to address these issues?

Q22: Do you have any further comments about the Regional Prosperity Plan? You may also use this space to explain your responses to any of the survey questions in more detail.

Appendix B: Survey responses

Table 23: Responses to Question 1, "Which of the following best describes your organization?

Answer Options	Response Percent	Response Count
Local community-based organization	29.3%	12
Labor organization	0.0%	0
Other non-profit organization	29.3%	12
Regional government agency	7.3%	3
City or county government agency	7.3%	3
Educational institution (school district, university)	4.9%	2
Workforce investment board	2.4%	1
Transit agency	0.0%	0
Private business	2.4%	1
Business organization	4.9%	2
Other (please specify)	12.2%	5
answered question		*41*
skipped question		*3*

Other: Media, federal agency, philanthropic organization/foundation, consulting practice and community organizing project, foundation

Table 9: Responses to Question 2, "In which county or counties is your organization regularly active?"

Answer Options	Response Percent	Response Count
My organization is regularly active across the entire nine-county Bay Area.	31.7%	13
Alameda	46.3%	19
Contra Costa	31.7%	13
Marin	12.2%	5
Napa	4.9%	2
San Francisco	24.4%	10
Santa Clara	24.4%	10
San Mateo	34.1%	14
Solano	2.4%	1
Sonoma	14.6%	6
answered question		*41*
skipped question		*3*

Table 10: Responses to Question 3, "Which of the following describe your connection to the RPP?"

Answer Options	Response Percent	Response Count
My organization is the lead recipient of an RPP grant.	47.6%	20
My organization is a partner in an RPP grant project.	23.8%	10
My organization applied for, but did not receive, an RPP grant.	7.1%	3
I participated in one of the RPP Working Groups.	57.1%	24
I served as a co-chair of one of the RPP Working Groups.	23.8%	10
I participated in the RPP Steering Committee.	23.8%	10
Other (please specify):	16.7%	7
answered question		**42**
skipped question		**2**

Other
Member of the public
Not sure
We started as a partner then became the lead on a RPP grant funded project when our partner ceased to exist
I monitored the grants awarded and regularly kept apprised of business sector participation experiences
I have been to meetings of the EPWG
The Equity Collaborative & the Steering Committee but was not a formal member
Participated in community workshops out of interest in workforce development
Share information with clients
Including recipient orgs
Attended RPP ED workshops organized by Community Partners

Table 11: Responses to Question 4, "For how many years did you serve as a working group co-chair?"

Answer Options	Response Percent	Response Count
1	100.0%	8
2	0.0%	0
answered question		*8*
skipped question		*36*

Table 12: Responses to Question 5, "During your service as a co-chair, how frequently did you attend Joint Projects Team meetings?"

Answer Options	Response Percent	Response Count
Every time	75.0%	6
At least half the time	25.0%	2

Less than half the time	0.0%	0
Once or twice	0.0%	0
Never	0.0%	0
answered question		*8*
skipped question		*36*

Table 13: Responses to Question 6, "During the first year of the RPP (April 2012 through March 2013), how frequently did you attend monthly meetings of the Prosperity Plan working groups and committees?"

Answer Options	Every time	At least half the time	Less than half the time	Once or twice	Never	Response Count
Housing the Workforce Working Group	4	3	1	5	17	30
Economic Prosperity Working Group	0	1	2	8	16	27
Equity Collaborative	2	2	0	5	18	27
Steering Committee	2	0	1	6	17	26
answered question						*33*
skipped question						*11*

Table 14: Responses to Question 7, "During the first year of the RPP (April 2013 through March 2014), how frequently did you attend monthly meetings of the Prosperity Plan working groups and committees?"

Answer Options	Every time	At least half the time	Less than half the time	Once or twice	Never	Response Count
Housing the Workforce Working Group	5	5	2	6	13	31
Economic Prosperity Working Group	0	4	4	12	12	32
Equity Collaborative	0	5	3	5	17	30
Steering Committee	4	4	0	5	18	31
answered question						*35*
skipped question						*9*

Table 15: Responses to Question 8, "During the first year of the RPP (March 2014 through the present), how frequently did you attend monthly meetings of the Prosperity Plan working groups and committees?"

Answer Options	Every time	At least half the time	Less than half the time	Once or twice	Never	Response Count
Housing the Workforce Working Group	7	7	0	3	12	29
Economic Prosperity Working Group	4	4	2	9	15	34
Equity Collaborative	2	7	1	1	17	28
Steering Committee	4	5	2	4	13	28
answered question						*37*

skipped question	*7*

Table 16: Responses to Question 9, "Did any of the following factors prevent you from attending working group and committee meetings as much as you would have liked? (Check all that apply)"

Answer Options	Response Percent	Response Count
It was too far for me to travel to meetings.	17.1%	6
Meetings were held at inconvenient times.	14.3%	5
It was challenging to find information on meeting times and locations.	14.3%	5
My organization did not have the capacity to allow someone to regularly attend meetings.	45.7%	16
Meeting topics were not always relevant to the interests of my organization.	20.0%	7
My feedback and input was not considered valuable.	8.6%	3
I did not feel comfortable participating in these meetings.	0.0%	0
None of these apply.	20.0%	7
Other (please specify)	34.3%	12
answered question		*35*
skipped question		*9*

Other
Too busy to attend more meetings
Turnout was low and seemed to be different groups every time.
I started working at Multicultural Institute July 28, 2014.
Conflicts with other commitments (this is unavoidable)
Just to emphasize, I haven't been since the schedule changed in summer 2014 because the times aren't possible for me to attend. Which is unfortunate!
Various different people at my organization attended various meetings
Had a recurring conflict with one of the monthly meetings.
I didn't have capacity to go too much beyond housing work group meetings although would have liked to get a broader sense of what is going on. Sounds like we'll get more cross pollination between groups in the coming meetings through the end of the grant
Others from my organization attended.
The meeting times were changing and hard to keep track of in a timely way
Before applying, we didn't know about the meetings
There were some changes in July/August and I missed or forgot to calendar in the HG meeting; Also when I have tried to listen in by phone, large chunks of the conversation have been inaudible.

Table 17: Responses to Question 10, "Please indicate whether you agree with the following statements: Compared to a typical grant process administered by a government agency or a philanthropic organization, the RPP was…"

Answer Options	Strongly agree	Agree somewhat	Neither agree nor disagree	Disagree somewhat	Strongly disagree	I don't know	Response Count

...more inclusive of a variety of stakeholders.	17	11	1	1	2	3	35
...more transparent.	8	17	2	3	2	3	35
...more open to feedback from a variety of organizations.	8	17	2	1	2	3	33
...more representative of a variety of perspectives.	10	14	2	1	2	5	34
...more of a peer-leadership structure.	13	12	1	1	2	5	34
Answered Question							*35*
Skipped Question							*9*

Table 18: Responses to Question 11, "Prior to the RPP, how involved was your organization in regional planning and decision-making processes?"

Answer Options	Response Percent	Response Count
Extremely involved	22.2%	8
Regularly involved	16.7%	6
Occasionally involved	36.1%	13
Rarely involved	11.1%	4
Not involved at all	8.3%	3
I don't know	5.6%	2
answered question		*36*
skipped question		*8*

Table 19: Responses to Question 12, "Following the RPP, how involved does your organization plan to be in regional planning issues?"

Answer Options	Response Percent	Response Count
Extremely involved	30.6%	11
Regularly involved	47.2%	17
Occasionally involved	19.4%	7
Rarely involved	0.0%	0
Not involved at all	0.0%	0
I don't know	2.8%	1
answered question		*36*
skipped question		*8*

Table 20: Responses to Question 13, "Prior to the RPP, how frequently did your organization collaborate with other organizations in the following sectors?"

Answer Options	Regularly	Most of the time	Some of the time	Rarely	Never	I don't know	Response Count
Non-profit sector (e.g., community-based organizations, labor organizations)	22	6	6	0	0	1	35

Public sector (e.g., city or county agencies, regional agencies, transit agencies, public schools or universities)	18	7	7	0	1	2	35
Private sector (e.g., businesses or business organizations)	13	2	12	6	1	1	35
answered question							*35*
skipped question							*9*

Table 21: Responses to Question 14, "Following the RPP, how frequently do you anticipate that your organization will collaborate with other organizations in the following sectors?"

Answer Options	Regularly	Most of the time	Some of the time	Rarely	Never	I don't know	Response Count
Non-profit sector (e.g., community-based organizations, labor organizations)	26	5	3	0	0	1	35
Public sector (e.g., city or county agencies, regional agencies, transit agencies, public schools or universities)	23	7	4	0	0	1	35
Private sector (e.g., businesses or business organizations)	15	5	10	3	0	2	35
answered question							*35*
skipped question							*9*

Table 22: Responses to Question 15, "Below is the list of objectives for the Regional Prosperity Plan-funded sub-grant projects. Please select up to THREE objectives that you feel are most important to meeting the needs of the Bay Area today."

Answer Options	Response Percent	Response Count
Improve access to economic opportunities for low- and moderate-income workers in the region.	62.9%	22
Reduce transportation costs for low-income households.	20.0%	7
Produce and preserve affordable housing units.	62.9%	22
Stabilize communities at risk of displacement.	37.1%	13
Integrate equity goals and principles in local and regional decision-making processes and outcomes.	48.6%	17
Meaningfully engage low- and moderate-income residents and under-represented communities in the planning process.	25.7%	9
Foster partnerships among a wide range of stakeholders, including non-profit organizations, local jurisdictions, regional agencies, and philanthropic entities.	17.1%	6

Build organizational capacity among stakeholders, including non-profit organizations, local jurisdictions, regional agencies, and philanthropic entities.	14.3%	5
I don't know.	0.0%	0
answered question		*35*
skipped question		*9*

Table 23: Responses to Question 16, "In your opinion, how likely is it that the RPP-funded sub-grant projects will contribute to the following outcomes over the long term?"

Answer Options	Extremely likely	Very likely	Moderately likely	Some what likely	Not likely at all	I don't know	Response Count
Improve access to economic opportunities for low- and moderate-income workers.	4	3	15	6	2	6	36
Reduce transportation costs for low-income households.	0	6	7	7	6	9	35
Produce and preserve affordable housing units.	0	5	11	12	2	6	36
Stabilize communities at risk of displacement.	0	4	13	9	4	6	36
Integrate equity goals and principles in local and regional decision-making.	1	11	13	5	1	4	35
Meaningfully engage low- and moderate-income residents and under-represented communities.	2	8	14	5	2	4	35
Foster partnerships among a wide range of stakeholders.	4	14	7	5	1	4	35
Build organizational capacity among stakeholders.	1	9	12	8	2	3	35
answered question							*36*
skipped question							*8*

Table 24: Responses to Question 17, "Are there any RPP projects that you feel are particularly useful to your organization. If so, which projects, and why?"

Response #	Response text
1	Economic Opportunity Sub-grants were an important resource to my organization and provided valuable seed money for a range of interesting projects.

2	East Palo Alto Fair Housing Project, East Palo Alto, CA Peninsula Interfaith Action (PIA), Development Without Displacement, Cities of Oakland and San Francisco, CA, Causa Justa::Just Cause seem very relevant to our focus on housing as a human right and community stabilization as a form of resilience. Promoting Equity from the Bottom Up, County of San Mateo, CA Youth United for Community Action (YUCA), Promoting Equity in Affordable Housing, East Palo Alto, CA, Youth United for Community Action (YUCA) are particularly useful for building YUCA's capacity to promote affordable housing and equity in city / regional planning. The Black Regional Resilience Project, Cities of San Francisco, Oakland, Richmond and Antioch, CA, People Organized to Win Employment Rights (POWER) seems particularly useful for their framework on racial equity and resilience.
3	Economic Prosperity Strategy and EPWG Pilot Projects
4	No. The projects funded almost universally represent public funding of the policy agenda of progressive (labor and equity) groups.
5	Regional early warning system - Good for us to have data that can help inform where displacement is going to be an emerging issue Land Value Recapture and Public Benefits Zoning - These are framing ideas that we have made the centerpiece of our campaigns and support from the RPP helped them get wider traction.
6	Parking Database is phenomenal. We are getting a very very positive response to the tool particularly from affordable housing developers.
7	GreenTRIP Parking Database
8	The openness of the working group process has been very useful as a way to get information and context, and to meet people across the region. The RPP process has helped me start fruitful conversations about long-range strategic collaborations across several grantees and other groups not yet at the table: Urban Strategies Council/Oakland CLT (grantee) Consortium of Bay Area Community Land Trusts (grantee) Sustainable Economies Law Center (grantee) LISC (grantee/contractor) Working Partners (grantee/contractor) AnewAmerica Community Corporation Sonoma County Sustainable Enterprise Alliance Participatory Budgeting Project East Bay Cohousing (a project of my company, Planning for Sustainable Communities)

Table 25: Responses to Question 18, "How has your organization been influenced by your experience with the RPP?"

Response #	Response text
1	Not at all
2	It has given us exposure to very good data about the regional economy and connected us to other workforce and economic development initiatives addressing similar issues and populations as us but using different approaches.
3	It's been very useful to engage with other organizations involved with similar work. We look forward to learning more and engaging more with organizations doing social equity and resilience work that are also involved with the RPP.
4	MI was able to expedite programming goals thanks to the financial support that the RPP has provided.
5	As a grantee, we were exceptionally fortunate to the RPP for allowing us to undertake work that would not have been possible. Our project, like many of the RPP projects, helped establish a model program that can be used across the region, with applicability in other parts of the country as well. We also benefited from the information sharing aspect of the RPP.

6	We have begun to build more labor awareness and participation in the regional planning (Plan Bay Area, OBAG, CMA Transportation Plan Guidelines, etc.)
7	We are more engaged on regional issues than we have been before. Our focus has typically been at the city/ jurisdiction level or statewide and not so much focusing on neighborhoods and regions so tour participation has opened up that way of working and thinking.
8	Looking beyond SF for a more regional focus
9	Extremely negatively viewed. Likely to oppose future similar grant applications without fundamental change in leadership by MTC and ABAG.
10	Another context in which our organization works with local and regional partners.
11	We have been able to connect with other organizations from other parts of the region and that has added to our work on anti-displacement.
12	We have broadened the number of groups we have worked with and have entered into new coalitions.
13	We are a little disillusioned!
14	More partnerships with MTC, ABAG and other regional bodies. Increased our capacity to work on land value recapture issues.
15	We were able to anchor our team's work and get some key foundational data in place for the full GreenTRIP connect model. We are that much more ready to successfully create the tool we set out to make when the HUD grant was originally proposed from our region, before we were awarded the funding.
16	It has helped us expand and strengthen a focus on regional issues and collaborations in addition to our local work.
17	The Plan is skewed against having a sustainable economy and not reflective how job creation and economic competitiveness is achieved.
18	No opinion
19	Getting more exposure to these collaborative public processes has been educational and helpful - inspiring us to venture more into collaborating with public entities.
20	Been given a greater awareness of the issues and have benefited from the discussion as input into projects in which we are involved.
21	Presented an opportunity to form a deep partnership with a regional non-profit and provided an opportunity to develop a sustainable model for including the voice of the low and moderate income worker in the project design and implementation.
22	1) Allowed us to plan - with partners from a variety of sectors - our regional priorities for land use, affordable housing and transportation equity. 2) Given us time and space to discuss issues such as gentrification and displacement with both academic rigor and practical policy focus outside more "politicized" planning processes such as Plan Bay Area.
23	The RPP catalyzed us to organize multi-sectorial stakeholders to address core economic issues.
24	Better access to information about regional projects and initiatives. The economic analysis by SPUR has been very useful.

Table 26: Responses to Question 19, "What are the three most important successes of the RPP? What factors contributed to these successes?"

Response #	Response text
1	don't know
2	1. Providing sub-grants to innovative projects. 2. Regional convening. 3. Bringing a wide range of institutions and stakeholders who don't always sit together at tables together around shared goals and priorities.

3	1. Funding social, economic, and racial justice organizations to organize around stabilizing communities threatened by displacement and instead promote equitable development. 2. Having an Equity Initiative category of grants in the first place, co-chaired by respected organizational peers. 3. Defining a regional approach for expanding economic opportunities for low- and moderate-income workers.
4	Reaching a wide swath of targeted population; assisting with more job placements for day laborers; providing computer course for those who are not familiar with utilizing them. Factors that encouraged these outcomes were that staff were able to spend time on-the-street, giving informational workshops, providing vital information related to health, banking options, tax info, procuring drivers' licenses, and tracking hours.
5	Above all, the RPP was an affirmation of the importance of social equity as a regional objective in the Bay Area. This will be important in setting the tone for future regional and sub-regional decisions.
6	1. Broad based collaboration across stakeholder silos--Workforce/Transportation/Economic Development/Equity/ Housing 2. Shared vision of problems, barriers to prosperity. 3. Pilot projects in all three groups are demonstrating potential for changes that will improve prosperity. Post RPP, these pilots will continue to live as models (or may find additional funding to continue as projects).
7	1. Prioritizing employment opportunities, transportation, and housing for low income households as the central focus of regional planning- this was due to the people who advanced the grant and have participated in it. 2. Allowing a broad network of CBOs, regional organizations, and government agencies to work together, share knowledge, and get to know the work they do and their policy priorities and challenges has been important to fostering future collaboration in the Bay Area and understanding the challenges the region needs to focus on and what is being done and needs to be done. 3) Advancing various policy proposals to address regional problems has been an important outcome due to the choices made by the grantee selection committees for projects and the organizations undertaking the projects themselves.
8	Engaging diverse stakeholders, projects funded and working groups- it was very engaging.
9	If by success this question means using federal taxpayer dollars to fund development and possible implementations of the labor/equity policy agenda, it has been a great success.
10	Fostering more dialog - provides an open environment in which to speak Bringing together diverse stakeholders - build broader connections
11	- work with new organizations
12	It's still too early to tell. However, getting diverse groups to discuss and work together across diverse issues and geographies has been an important accomplishment.
13	Great ideas about accessing economic opportunity, preserving affordable housing, and preventing displacement -- models for the rest of the country which is far behind us!!
14	Partnerships between non-profits, government and other entities.
15	Bringing diverse smaller groups to the table. Getting real projects and work done.
16	1. Increased regional focus and discussion on, and new research illuminating, the impacts of inequality and the shrinking middle class in the Bay Area, and the intersection with housing, transportation and climate issues. 2. Built new partnerships and connections and allowed stakeholders in different parts of the Bay Area or in different sectors to learn from one another. 3. Pilot projects moving forward implementation.
17	The plan is a victory for the social justice/equity groups and lacks balance.
18	No opinion
19	Don't know! Being a grantee of the economic prosperity grants has been transformative for us, though (the grant catalyzed my organization's formal launch) - so I consider the RPP's economic prosperity grants a success - from this narrow "selfish" vantage point.

20	1. The holistic approach to addressing the challenges of low and moderate income workers. 2. The success of our Alumni Leadership Council as a vehicle for worker participation in and ownership of our RPP process. 3. Development of replicable curriculum for promoting career mobility and advancement.
21	1. New partnerships - MTC/ABAG staff efforts allowed this to happen. 2) New Analysis and data from projects/work group funded projects
22	1. Partnerships formed 2. Aggressive project plan developed 3. Multi-sectorial involvement All grant requirements
23	The 3 broad regional prosperity goals are right on target. They are simple and provide a powerful framework for driving policies and programs at the regional, sub regional and local levels. The work of SPUR was instrumental to this success.

Table 27: Responses to Question 20, "In what ways did the RPP not succeed? Do you have any suggestions on how it could have been improved?"

Response #	Response text
1	Remains to be seen
2	Not a lot of cross-fertilization across the work groups. That may happen at the Steering Committee level but not filtering down to the work groups.
3	One of the stated objectives of the RPP is to "build a clean energy economy." I have not seen much evidence of work or progress towards a regional plan for a clean energy economy. To that end, I would strongly suggest supporting city and county efforts towards creating Community Choice energy programs, and local build-out of renewable energy, energy conservation, and energy efficiency resources.
4	RPP has not yet become central to MTC and ABAG policy, staff thinking of Commissioner perspectives. More direct engagement (not more briefings) would have improved this outcome.
5	The RPP did not necessarily include a way to maintain ongoing efforts and commitment for ongoing collaboration and implementation of policies and priorities that that emerged from the RPP process.
6	Did not take into account communities that in the end would be most affected by any and all decisions made. How do we make space for that?
7	The process failed almost entirely in addressing or incorporating the crucial aspect of equity pertaining to environmental health and environmental justice. There was a built in inertia, or even resistance, in the process to going beyond the traditional categories of jobs, housing and Transportation to get at the deeper issue of true sustainability. This was due in part to the failure of the Equity Collaborative to come up with a working functional definition of equity, and, to a lesser degree, having a workgroup process facilitated by NGOs whose interests and agendas made them somewhat unreceptive to a broader consideration of equity. To state this is not to fault the NGOs but rather to challenge the regional agencies, as well as their federal funders, as to their blindness to this inherent conflict of interest. As one of the federal agencies (EPA) that form the Partnership for Sustainable Communities, this has been a rather disappointing outcome.
8	It does represent any real economic growth policies or perspectives from the private sector.
9	Did not foster as sustainable a model for advocacy as hoped. Dedicate at least one session in each area to trying to answer this question and identify follow-up items. Issue areas may include: organizational structure, funding, fundraising, constituencies, geographic considerations, barriers to more substantial regional collaboration, etc.

10	I worry about the acceptance of the policy recommendations that will come out of the numerous projects funded. It has yet to be seen how policy makers and jurisdictions will adopt or consider them. I wonder if the process should have had a better manner of incorporating greater buy-in from the beginning. I understand the working group public sector co-chairs were to serve partially in this role.
11	It has not succeeded in reaching out to the cities and building their capacity. So there is is little or no local ownership of all the interesting ideas and innovations coming out of the RPP, which means there will be little implementation. This was a huge strategic mistake. It is also surprising that there was not more of a media strategy -- there has been very little coverage of all the activities in the local media. Finally, the process was so fragmented that participants lost focus on the larger goals, and activities were duplicative; a lot of little grants were dispersed in a spread-the-peanut-butter strategy, minimizing impact.
12	I think the RPP is fighting an uphill battle in trying to find solutions to displacement. It would be hard to say that the RPP alone had significant impacts on challenges that come from regional, national and global forces like the tech boom, low-wage work, rising housing costs, etc.
13	Tough to get conversations fully happening between silos. Hopefully next round of meetings will do this. Striking the right balance of types of meetings. Ideally better use of basecamp to facilitate dialogue between meetings but I think it's hard to motivate that behavior.
14	Business and local governments' interests and goals are short sided. It feels like the plan was hijacked by special interests.
15	No opinion
16	I don't know.
17	No major problems. Administrative procedures could be a bit clearer.
18	To be determined - too early to tell
19	Could do a better job of building an evaluation framework into the pilot project grants from the start so there could be better assessment of whether pilot projects are successful. The grant making process itself could have been more transparent. Steering committee (and the public) received very little information about the considerations that went into staff recommendations for grants. I'm aware that staff put significant time and effort into reviewing and evaluating proposals; it would have been helpful to have a bit more insight into how they reached their recommendations.

Table 28: Responses to Question 21, "Please share any further comments you have about the Regional Prosperity Plan."

Response #	Response text
1	The Equity Initiative should have more decision-making power, rather than pure advisory power, when it comes to actually shaping the RPP.
2	I'm not sure what you mean by the RPP. Perhaps a description of what you are talking about?
3	The number of working groups, and the complexity of the governance structure is sometimes frustrating. But in general, it is working well.
4	We greatly appreciate the support from the RPP and its approach of integrating a wide range of organizations. The RPP funded a number of promising demonstration projects that I think will ultimately increase the capacity, knowledge and connections of those working in the field.
5	Main concern is how to keep conversations going while knowing that smaller orgs with less budget can only participate in a limited number of meetings.
6	Not happy with the Plan or its recommendations. Needs to be fixed to be a real Regional Prosperity Plan.
7	It is a very good start
8	We look forward to additional opportunities to continue this work.
9	Really ambitious effort--overall excellent execution by staff and committee co-chairs in keeping the process on track and maintaining stakeholder interest and involvement.

Appendix C: Sub-Grantee Reporting Questionnaire

San Francisco Bay Area Regional Prosperity Plan: Sub-Grantee Evaluation Questions

Please answer the following questions regarding your Regional Prosperity Plan sub-grant project. Your answers will be used to evaluate the collective success of the Regional Prosperity Plan in meeting its goals, not to evaluate your project. Your responses will be kept confidential. Please return completed questionnaires to Vikrant Sood, Regional Prosperity Plan Program Manager.

1: Which of the following best describes your organization?

☐Local community-based organization
☐Labor organization
☐Other non-profit organization
☐Regional government agency
☐City or county government agency
☐Educational institution (school district, university)
☐Workforce investment board
☐Transit agency
☐Private business
☐Business organization
☐Other (*please describe*): _____

2: List each of the partner applicants that were included on your original grant application below. Rate how engaged each partner stayed throughout your grant project on a scale of 0 to 5, with 0 being not engaged at all and 5 being consistently and actively engaged.

Name of partner organization	Rating (0-5)
Partner #1	
Partner #2	
Partner #3	
Partner #4	
Partner #5	
Partner #6	

3: Are any of the following issues making it challenging for our organization to complete the work products for your project? *(check all that apply)*

☐There are insufficient resources to complete the work product(s).
☐There is insufficient time to complete the work product(s) before March 2015.
☐The partners that are responsible for the work product(s) are not actively participating in the project.
☐It is challenging for my organization to meet the administrative requirements of the grant.
☐Other (*please describe*): _____

4: Which if the following disadvantaged communities did your project engage directly? *(check all that apply)*

☐Low income households
☐People with disabilities
☐Minorities or non-English speakers
☐Single-parent households
☐Senior citizens
☐Undocumented workers
☐Transit-dependent households
☐People of color
☐Veterans
☐Homeless people
☐People at risk of displacement
☐Other (*please describe*): _____

5: How successful was your project in achieving each of the following objectives? If the objective is not relevant to your project, select "Not applicable."

	Extremely successful	Successful	Moderately successful	Somewhat successful	Not successful at all	Not applicable
Improve access to economic opportunities for low- and moderate-income workers.	☐	☐	☐	☐	☐	☐
Reduce transportation costs for low-income households.	☐	☐	☐	☐	☐	☐
Produce and preserve affordable housing units.	☐	☐	☐	☐	☐	☐
Stabilize communities at risk of displacement.	☐	☐	☐	☐	☐	☐
Integrate equity goals and principles in local and regional decision-making processes.	☐	☐	☐	☐	☐	☐
Meaningfully engage low- and moderate-income residents and under-represented communities.	☐	☐	☐	☐	☐	☐
Foster partnerships among a wide range of	☐	☐	☐	☐	☐	☐

	Extremely successful	Successful	Moderately successful	Somewhat successful	Not successful at all	Not applicable
stakeholders.						

6: Please indicate how much you agree with the following statements:

	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	I don't know
My organization is interested in continuing work on our project after our Prosperity Plan grant funding is spent.	☐	☐	☐	☐	☐	☐
My organization has the capacity to continue work on our project after our funding is spent.	☐	☐	☐	☐	☐	☐
There are resources to support continued work on our project after our funding is spent.	☐	☐	☐	☐	☐	☐

7: Please estimate the percent of your total sub-grant funding that went to the following activities (total across all activities should add up to 100%):

Activity	Percent of funding
Public engagement and outreach (workshops, meetings)	
Capacity-building (education and training for staff and stakeholders):	
Developing work products (writing reports, drafting policies, conducting analyses, building websites) :	
Administrative support:	
Other (please describe): _____	

8: What did the Regional Prosperity Plan sub-grant enable your organization to do that it wouldn't have been able to do otherwise?

9: What are the most important successes of your sub-grant project? What factors contributed to these successes?

10: What challenges did your sub-grant project face? Do you have any suggestions on how to address these challenges in the future?

Appendix D: Sub-Grantee Questionnaire Responses

Note: responses for some questions have been redacted to remove reference to specific sub-grant participants in order to preserve respondents' confidentiality.

Table 24: Responses to Question 1, "Which of the following best describes your organization?"

Answer Options	Response Percent	Response Count
Local community-based organization	46.2%	6
Labor organization	0%	0
Other non-profit organization	38.5%	5
Regional government agency	0%	0
City or county government agency	0%	0
Educational institution (school district, university)	0%	0
Workforce investment board	7.7%	1
Transit agency	0%	0
Private business	0%	0
Business organization	0%	0
Other (please describe)	7.7%	1
Local community-based organization	46.2%	6
answered question		*13*
skipped question		*0*

Table 25: Responses to Question 2, "List each of the partner applicants that were included on your original grant application below. Rate how engaged each partner stayed throughout your grant project on a scale of 0 to 5, with 0 being not engaged at all and 5 being consistently and actively engaged."

Partner Applicants	Scores
Bayer Pharmaceutica	4
City of Berkeley	5
Economic Advancement Research Institute	5
International Institute of the East Bay	5
Public Health Clinic (Berkeley)	3
San Mateo County	5
Social Justice Collaborative	5
University of California-Berkeley	5
Workforce Investment SF	2
ACCE	4
ACCE	5
Alameda County Food Bank	5
Alameda County Workforce Development Boar	5
Berkeley Adult School	5
CA Labor Federation	5
Cal State East Bay	2
Career Ladders Project	5
Catholic Charities of the East Bay	5

Chevron		2
City of Richmond		5
City U of NY		4
Community Housing Partnership		2
Community Partner		5
Contra Costa Workforce Development Board		5
Diablo Valley College (Contra Costa Community		5
Dolores Street Community Services/Mission SRO Collaborative		4
East Bay Economic Development Alliance		4
East Bay Leadership Coun		5
EBALDC		4
Gamaliel of California		5
Genesis		5
Greenbelt Alliance		4
Hospital Council of Central and Northern		2
Jobs with Justice SF		5
Kaiser Permanente		4
La Clinica de la Raza		3
Lifelong Medical Services/West Berkeley Family Practice		5
Mid-Pacific ICT Center		3
Mt. Diablo Unified School Distric		5
PODER		3
San Jose City College		3
San Jose State University anthropology department		5
San Mateo Credit Union		5
Santa Clara Valley Medical Center/Health and Hospital System		5
SEIU Local		3
SF Department of Enforcement		5
SF LOMA		3
SF Sup Eric Mar		5
Silicon Valley Leadership Group		0
SOMCAN		5
Technical assistance intermediary		5
The North Bay Organizing Project		5
The Stride Center		5
The Stride Center		5
UC Berkeley		2
UC Berkeley Labor Center		5
UFCW Local 5		4
work2future		4
Workforce Development Board of Contra Cost		5
Workforce Institute		5
Working Partnerships USA		5
Young Workers United		5

Note: in order to maintain respondents' anonymity, we present a compiled table of all rated partner applicants for this question rather than presenting individual responses.

Table 26: Responses to Question 3, "Are any of the following issues making it challenging for our organization to complete the work products for your project? (Check all that apply)?"

Answer Options	Response Percent	Response Count
There are insufficient resources to complete the work product(s).	31%	4
There is insufficient time to complete the work product(s) before March 2015.	8%	1
The partners that are responsible for the work product(s) are not actively participating in the project.	8%	1
It is challenging for my organization to meet the administrative requirements of the grant.	31%	4
Other (please describe)	15%	2
Answered question		*13*
Skipped question		*5*

Table 27: Responses to Question 4, "Which if the following disadvantaged communities did your project engage directly? (Check all that apply)"

Answer Options	Response Percent	Response Count
Low income households	100%	13
People with disabilities	8%	1
Minorities or non-English speakers	92%	12
Single-parent households	46%	6
Senior citizens	31%	4
Undocumented workers	23%	3
Transit-dependent households	46%	6
People of color	77%	10
Veterans	38%	5
Homeless people	23%	3
People at risk of displacement	38.5%	5
Other (please specify)	30.8%	4
answered question		*13*
skipped question		*0*

Table 28: Responses to Question 5, "How successful was your project in achieving each of the following objectives? If the objective is not relevant to your project, select "Not applicable.""

Answer Options	Very successful	Successful	Moderately successful	Somewhat successful	Not successful at all	Not applicable	Response Count
Improve access to economic opportunities for low- and moderate-income workers.	3	6	0	0	0	3	13
Reduce transportation costs for low-income households.	0	2	0	1	0	9	13
Produce and preserve affordable housing units.	1	1	1	0	0	9	13
Stabilize communities at risk of displacement.	0	2	2	1	0	7	13
Integrate equity goals and principles in local and regional decision-making processes and outcomes.	3	3	1	1	0	4	13
Meaningfully engage low- and moderate-income residents and under-represented communities.	6	5	1	1	0	0	13
Foster partnerships among a wide range of stakeholders.	5	7	0	0	0	1	13
Answered question							*13*

Table 29: Response to Question 6, "How aligned are the following objectives with the mission of your organization?"

Answer Options	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree	I don't know	Response Count
My organization is interested in continuing work on our project after our Prosperity Plan grant funding is spent.	11	2	0	0	0	0	13
My organization has the capacity to continue work on our project after our Prosperity Plan grant funding is spent.	4	5	1	1	0	2	13
There are resources to support continued work on our project after our Prosperity Plan grant funding is spent.	2	6	0	1	3	1	13
Answered question							*13*

Table 30: Response to Question 7, "Please estimate the percent of your total sub-grant funding that went to the following activities (total across all activities should add up to 100%)"

Answer Options	Response Percent	Response Count
Public engagement and outreach (workshops, meetings)	84.6%	11
Capacity-building (education and training for staff and stakeholders)	61.5%	8
Developing work products (writing reports, drafting policies, conducting analyses, building websites)	61.5%	8
Administrative support	76.9%	10
Other (please describe)	30.8%	4
Answered question		*13*
Skipped question		*2*

Table 31: Response to Question 8, "What did the Regional Prosperity Plan sub-grant enable your organization to do that it wouldn't have been able to do otherwise?"

Response #	Response Text
1	Develop training curriculum in partnership with local academic institution.
2	It enabled us to more fully staff the work our organization does on equity, bring people together to meet across the region and to do research and training with community leaders.
3	It gave [our] community organizers a bigger picture and the context in which we organize around equitable development and access to resources around housing, jobs and transportation for the poor people of color we serve. it also enabled [us] to partner with these organizations in a deeper and more meaningful way to strengthen the already existing– though in fragmented approaches–leadership development and political education programming. Lastly, the… leaders who participated, many of them who had been exposed to these types of trainings before, became more knowledgeable about and received tools to advocate for equity in local and regional planning.
4	Provided the funding for: the organizing support of low wage workers; the expertise to be able to draft legislation; the convening of the large coalition that supports this work; and the administrative support to help coordinate it.

5	[Our organization[A has a well-deserved reputation for providing dislocated Silicon Valley tech workers with career navigation skills training and helping them translate their skills and attributes into new employment opportunities. Many of [our] job seekers have significant tech experience and strong professional networks. In fact 61 % have a bachelors degree or higher. In addition to training in networking, personal brand development and use of social media, [We run]… a sophisticated professional network designed to connect dislocated professionals with Silicon Valley employment opportunities. [Our] career navigation research report… underscores the importance of career navigation skills for all tech workers. The key question for [us] is: to what extent can career navigation skills training be successfully applied to low- and moderate-income workers with less robust professional networks? To what extent can [our system] be replicated in other environments? This grant has provided [us] with an invaluable opportunity to transfer its model to low- and moderate-income workers and develop a template for scaling career navigation training and network development in other communities.
6	Securing the MTC funds, [our organization] was able to conduct its on-the-street outreach, to an exponential degree that it would not have been able to do without the financial support. Thanks to these funds [the organization] was also able to bring on another staff person to handle legal/immigration and health-related issues. In addition, [Our] staff has been able to network at the EPWG meetings, casting a broader net, beginning to build relationships with other organizations which support the same work.
7	Focus the work of a senior-level staff person on this particular campaign, and put some of the theoretical ideas handed by a previous grant into practice. Also, we got to experience some knowledge exchange through the working groups and equity conference.
8	The Regional Prosperity Plan sub-grant enabled our organization to build an infrastructure to be able to accelerate the process of connecting our community to opportunities and resources to reach moderate income. This infrastructure has also allowed us to provide these economic development opportunities to more individuals than we would otherwise have.
9	The sub-grant enabled our organization to establish a program to build community support to ensure that new affordable homes are approved and constructed in communities across the Bay Area. These catalytic funds have allowed us to create a program that will provide ongoing value to the region, long after the RPP has completed.
10	The grant provided critical funding to achieve the ambitious scope of work of the [our project team].
11	Engage different constituents in support of equity goals.
12	We were able to host capacity-building workshops for leadership development involving low-income community members. We have been also able to participate in research and dialogue about community displacement as part of REWS project.
13	Enabled us to launch and pilot test a new collaborative labor-industry-community-WIB training program.

Table 32: Responses to Question 9, "What are the most important successes of your sub-grant project? What factors contributed to these successes?"

Response #	Response Text
1	Still in the grant period.
2	1. The work on the youth and student bus passes… -- opportunities created for research, meetings with public officials and leadership engagement and development. 2. Training and advocacy day to engage MTC representatives across the MTC region. Collaboration between partners and our organizations was essential to the success of this day. 3. Leadership Development and Training -- staff organizer time, opportunities created by the grant funding.

3	The joint workshops outlined in our eight-month curriculum were one of the best trainings we did. They ranged from issues of solidarity economy to transit justice movement. Almost everyone expressed how much they enjoyed these activities to get out of their own neighborhoods and meet activisits from other parts of the City, as well as learn about issues going on in different communities. We were able to bring in many guest speakers to address high-level policy issues at the regional level. Most of the material were translated in Spanish and sometimes Tagalog, and the cohort was genuinely one of the most diverse we had seen in terms of age, ethnic/racial backgrounds and gender/sexual orientaion.
4	• Bringing together a broad group of organizations and workers to be able to produce a model piece of legislative that other Cities and Counties can duplicate; this includes community groups, unions, several departments at City Hall, national and academic experts and, of course, low wage workers who work in these sectors. o Our success was advanced because: § The current cost of living crisis highlighted the urgent need to explore new policies and programs that would provide sufficient economic security work working families to continue to reside in SF and the Bay Area. § The current economic factors provide the background for the urgency of developing jobs in the retail, restaurant and service sectors that provide a living wage and decent working conditions; § San Francisco has a history of creating the strongest set of local labor standards in the country. • Bringing new allies to our coalition: in particular some organized, small business associations o This was accomplished by: § Time and patience put toward this effort; § Learning how to agree to disagree on some aspects of the work in order to build on aspects that are agreeable; § Realizing it is an on going process § • Broadening our focus to include a regional approach o This was accomplished by: § Attending the meetings sponsored by the San Francisco Bay Area Regional Prosperity group, where contacts were met, discussions happened, and perspectives broadened. § • The administration of this grant was complicated but has been successfully implemented. o This was accomplished by: § The very supportive staff at the MTC; it could not have been as successful implemented without them. §

5	[We are]… very pleased with the project development to date. Highlights include: • The [report] research - the intellectual foundation of this project - resonated strongly with [our partner oragnization's] staff, its consultant and [leadership]. This provided a strong frame for our work. • The employer panel we assembled demonstrated that the core skills/competencies identified in the B[report] (self-awareness, networking, relationship management, organizational reading, mentorship) for career success were also valuable for job success. Also that workshop started to build relationships with employers that could lead to future employment opportunities for… students and alumni. • The career navigation curriculum is unique and has been well received so far by… staff, students (based on staff reports) and [leadership]. The curriculum is effective because it combines the strategic - what does the student need to reach career goals - with the tactical - how to write an informational interview thank you note. • The 10-member [leadership] Council has been a positive model for how to provide the "voice of the low- and moderate-income worker" in the design and implementation of a training initiative. The council is learning career navigation principles to advance their own careers, developing a sustainable professional network for… students and alumni and is preparing for leadership opportunities... including possible election the… board of directors. The [Council[also critiqued the career navigation curriculum and we are able to use that feedback to make revisions. The [Council] process is also: o Providing the members with leadership training and practice that will ultimately give them the capacity to build stronger families and communities and a stronger… center. o Preparing members to teach about career navigation in the two pilot classes. o Creating an institutional power base within the… center that can advocate for career navigation training and network development into the future. This is promoting project sustainability and a higher return on MTC's investment. • [Partner organization] will evaluate the project through a series of in-depth ethnographic interviews with selected participants of the two pilot classes. This process will give [us] and MTC a deep understanding of career navigation training opportunities and challenges and will help to reinforce what the interviewees have learned. We attribute the success to date to a strong research base, a complementary team of partners who are committed to career success for… students and to [our consultant], who has employed best-practices in designing and implementing the… process.
6	Due to the extensive outreach that [our] staff was able to perform, [we] presented multiple "on-the-street" workshops and informational sessions providing the day laborers with pertinent information about personal finances; setting up bank accounts; reporting taxes;securing a driver's license; and tracking work hours in a systematic way. A focal point of [our organization] is to give thorough follow-up, making certain that when day laborers have questions, they are addressed. This also allowed [us] to make legal referrals when needed. Thus far, there have been 9 workshops facilitated across the three sites that [our organization] staffs; the momentum will continue on for the next half-year.
7	So far, we have had a lot of success getting the ideas of our campaign… across in the public dialogue. We've been able to rally many organizational partners in support
8	Building formal and meaningful partnership has been an important success. The partners are engage are vested in the success of this work. The accessibility of our organization and understanding of our community has been a big factor. Also the professionalism and respect of the work of each organization has contributed to this success.

9	Our program provides an independent evaluation and validation of infill developments that provide affordable homes. The program features a revised set of evaluation criteria that reflect recent innovations in the fields of urban design and smart growth. These revisions were developed in consultation with city planners, policy experts, non-profit leaders, and market-rate and non-profit developers. The program has aided in building local support for new affordable homes, as exemplified by our recent endorsement, advocacy, and community organizing in support of a 100% affordable senior development in East Palo Alto. These successes are due to a number of factors. Our pro-bono advisory team was essential to allow us to develop a robust program using our own limited staff capacity. Our relationships in communities across the Bay Area have allowed us to identify projects to evaluate and provided the ability to harness community support behind those projects. The RPP network has also allowed us to share key lessons among non-profit and public agency leaders across the Bay Area.
10	We have launched two very successful industry cluster partnerships which have engaged over 35 businesses in the Advanced Manufacturing and Transportation & Logistics sector. The partnerships are identifying key opportunities/challenges facing their sectors and we are now actively organizing community and public partners to respond to the issues and priorities identified by business. We frequently talk about the need to engage business in workforce development efforts, but actively achieving meaningful industry engagement is very challenging. We are following a methodology developed by Collaborative Economics and it has proved to be very successful for us. We are bringing together key stakeholders from across education, workforce development, and economic development in a regional dialogue around the creation of a workforce development intermediary that would align activities across these sectors. The stakeholders around our table have said that this kind of dialogue across sectors has never occurred before. We have engaged a consulting firm to lead a strategic planning process and that has led to a focused and highly inclusive process.
11	Having already established and strong working relationships with a main project partner helped us move forward quickly
12	The most important successes of our sub-grant project include: 1) the direct involvement of 15 members of low-income communities and communities of color in an intensive capacity-building program on policy-making and equity , 2) increased capacity and understanding about gentrification and displacement by our staff and members, 3) creation of research-based documents about local communities in risk of displacement.
13	Bringing together a cross-sector collaborative and securing a major grant to fund for the second (post-pilot) round of training and placement.

Table 33: Responses to Question 10, "What challenges did your sub-grant project face? Do you have any suggestions on how to address these challenges in the future?"

Response #	Response Text
1	Still in grant period.
2	Reporting accurately according the MTC guidelines was not easy and seemed idiosyncratic.
3	Though [our organization] is not a small entity, the administration of the grant rested solely on one department, and many of the point people for the partner organizations (definitely smaller than [us] in terms of operating scale) also relied heavily on their accountants and bookeepers to get all the supporting documents for our deliverables. The invoice process was arduous and took so much time and the overhead cost so low that it didn't feel justified. ABAG/MTC's intern's cost breakdown spreadsheet towards the end of the grant cycle was super helpful though. It would be best if things like this could be provided up front in the future.

4	Organizing of low wage workers is a key element to the success of this grant. It remains a challenge. Hiring a full time organizer to support this work would have greatly increased the outcomes. With an increase in our grant amount – by $60,000 – this could have been a reality. We have not successfully passed this piece of legislation and because of the timing of the November ballot and key allies being on different sides of different issues, it has been hard to move forward as quickly as we would have liked to. We may not pass this by the end of the year. The timing of this grant could not be helped or avoided, unfortunately.
5	The main challenge has been that some of the [our partner organization's] managers have been slow to embrace this initiative. [The director] has been fully supportive and sees this process - and a change of organizational focus from job to career - as transformative for his organization. But at least two managers viewed this process as a threat to the status quo and have been slow to devote full mental resources to the effort. Also [our partner organization], like many non-profits, faces capacity challenges. I see these challenges as instructive. Most organizations have leaders who are "defenders" of the status quo and who will resist change. This is why the [Council]'s role as an institutional counter-wight is so important. Consultant… has done an excellent job of reading the organizational challenges and calmly adjusting the game plan to address relevant concerns. Also, the project administration and particularly the invoicing process has been a bit challenging. We've never seen these types of requirements. In the future perhaps there could be more examples of how the process works. Finally, we initially wanted [a partner organization] to conduct a round of evaluations during the course of the pilot courses, thus enabling us to use those data to revise the curriculum. This will not work logistically or methodologically, according to [the partner].
6	As of January 1, 2014, there was a major change in the protocol of taking the GED exam: The GED exam was no longer available on paper; it was to be taken exclusively via computer throughout the United States at an Official GEDe Testing Center. This created a hindrance for those people not familiar with utilizing computers on a regular basis. Unfortunately, in addition to this, the testing centers were not ready as scheduled to offer the testing via computers . Therefore, it was a moot time during the months of January, February and March, 2014, for [us] to recruit students for a preparation course without knowing when the test would actually be made available to these candidates. This greatly impacted the schedule that [we] had initially planned for the FY 2013-2014, reducing the number of courses held, and thus, decreasing the number of test-takers . Following the change to computer-based testing and test site recertification, students had no place to take the exam until mid-April 2014, when the testing software was finally functional,again nation-wide. As of mid-July in 2014, the study guides in Spanish for the four topics were not yet available to candidates. Not until September 2014 did the general public have ready access to these guides. [Our organization] was able to procure preparatory books for its students thanks to the persistence of… staff. Another hindrance, the study guides now cost four times as much as the previous version (there is one guide per topic now, rather than one tome with all included). And finally, according to [one] instructor, the content of the test (particularly mathematics) is more demanding than the paper rendition had been. [Our organization] is adapting its programmatic overview in working through these challenges: Students are welcomed to re-enroll for a second session at no-cost; preparatory courses are offered successively on an on-going basis with no time gaps; and computer classes are offered to familiarize people with utilizing computers for the GED exam.
7	This campaign has many moving parts and managing coalition relationships + the political landscape has been challenging. We have occasionally had to adjust our strategy. The very deliverable and time-line based nature of the RPP proposal makes it a little difficult to accommodate the shifting calendar and priorities of a complex and community-oriented policy campaign. Finding a way to accommodate some flexibility and uncertainty in grant proposals would be good.
8	Our organization is facing challenges in finding resources that address barriers of individuals in crisis. We plan to address these challenges in the future partnering with organizations that specialize in working with individuals in crisis.

9	This sub-grant was essential for making our program possible. The termination of the RPP will present a funding challenge for many organizations that received sub-grants. The availability of new funding sources would allow these and other RPP-supported programs to continue to catalyze positive change for our region.
10	We have undertaken an ambitious scope of work and "keeping all of the balls in the air" has been challenging. One of our tasks–the development of a business services tool kit–is moving along, but much more slowly than we had hoped.
11	The administrative requirements from HUD/MTC were much higher and more burdensome than anticipated. Particularly with relatively low grant amounts, it would be helpful to have less stringent reporting and administrative requirements.
12	The most significant challenge we face beyond the lack of sufficient resources was a lack of clear definition of all the steps of the RWES project before we committed to participate in it.
13	Leadership transitions at some partner organizations presented a challenge in maintaining the continuity of the collaborative. It is important to build institutional relationships that extend beyond a single leader at an organizational partner.

Appendix E: Interview Questionnaire

General information

- What groups within the Regional Prosperity Plan (RPP) have you been most engaged with (e.g., Housing the Workforce Working Group, Equity Collaborative Working Group, Economic Prosperity Working Group, Steering Committee)?

- How have you participated in the Regional Prosperity Plan (e.g., working on a sub-grant project, contributing to the initial grant application, providing feedback on deliverables, attending working group meetings)?

- What are the key actions that you think the Bay Area could take to improve housing affordability and access to job opportunities for low-income households and other disadvantaged communities?

- Is the RPP focusing on the right priorities?

- Are there specific needs or topics that, in retrospect, you think the RPP should have addressed?

- Do you see other funding sources or opportunities to address these needs?

- Do you feel like there have been sufficient opportunities for you and your organization to be involved in the RPP?

- Who do you perceive as being the primary stakeholders in the RPP?

- Do you think that this is the right group of stakeholders given the RPP's objective of engaging underrepresented groups most in need of affordable housing and quality jobs?

- Do RPP sub-grant projects and working groups represent meaningful partnerships between different sectors (e.g., non-profit groups, government agencies, private sector)?

- How did the Regional Prosperity Plan's consortium atmosphere and peer leadership structure affect the outcomes of the project?

- To what extent do you think that the RPP is likely to improve housing affordability and access to job opportunities for disadvantaged communities?

- Many of the RPP work products identify steps that local governments or the private sector can take to improve housing affordability and access to job opportunities for disadvantaged communities. How likely is it that these recommendations will be implemented?

- Are there specific sub-grant projects that you think are likely to succeed at addressing these outcomes?

- What factors make these projects successful?

- Are there specific things that you would have changed about the sub-grant process (e.g., number of rounds of funding, grant funding amounts, eligibility and evaluation criteria)?

- How did the RPP process affect the results of your sub-grant project (if applicable)?

Appendix F: Summary of Grantee Final Reports

Program	Project name	Lead applicant name	Strategies addressed	Target	Approach type	Approach	Challenges	Next Steps
N/A	Fair Housing and Equity Assessment (FHEA)	Association of Bay Area Governments	A7: Data and analysis	Stakeholder-focused	Data and reports	Analyze trends with respect to demographics, income, poverty, and racial/ethnic segregation, as well as access to opportunities, to identify findings and recommendations related to identify strategies to increase housing affordability and create more equitable opportunities to access fair housing.	Not reported	Not reported
Housing	Affordable Housing Funding Gap Analysis	Association of Bay Area Governments	A2: Funding and financing for affordable housing: Funding and financing for affordable housing A7: Data and analysis	Partner-focused	Data and reports	Define and calculate the projected gap between total need for funding for affordable housing and total available Identify strategies to close the gap	Not reported	Not reported
Housing	Development Tracking Dashboard	Association of Bay Area Governments	A7: Data and analysis	Both	Data and reports	Develop a template for open-source dashboard tool to track development activity, overlaid with indicators of displacement pressure Conduct technical feasibility studies Write a workplan outlining a collaborative approach to develop a regional development pipeline report	Necessary datasets for tool are nearly all commercially owned and too costly to obtain Managing expectations for a final product when it is too costly to acquire the necessary data even though the concept is clear	Develop methods for standardizing and automating collection of parcel-level development data and data on local policies
Equity	The Map Your Future Project	Bay Localize	A7: Data and analysis	Partner-focused	Data and reports	Development of protocol, training, and tools to map resilience assets and aid in planning Engagement of youth for data collection related to climate resilience in the community	GIS software requiring extensive training and experience Immediate community concerns (police shooting, displacement) taking precedent over work plan	Disseminate toolkit to partners through email, blog posts, and webinars. Work with partners to implement their campaigns around jobs and anti-displacement.
Housing	Preserving Affordable Housing Near Transit	California Housing Partnership Corporation	A4: Community support for affordable housing A7: Data and analysis B8: At-risk and market-rate	Partner-focused	Training / education	Regional analysis of restricted affordable properties. Partnering with local CBOs to further test and develop work in San Jose, Fremont, and Oakland Memos for San Jose, Fremont, and Oakland to identify vulnerable areas and key policies; helped develop	Data limitations: Not enough resolution; availability varied between cities Creating policy tools applicable to all political and budgetary constraints in varying jurisdictions Finding CBO partners in	Disseminate Toolkit and memos via CHPC website and working groups.

Program	Project name	Lead applicant name	Strategies addressed	Target	Approach type	Approach	Challenges	Next Steps
			affordable housing units			methodology for Toolkit. Development of the Preservation Near Transit Toolkit, describing regional risk assessment and methodology for assessing priority preservation areas at a local level. Advisory committee and outreach to community groups	Fremont and San Jose	
Equity	Black Regional Resilience Project	Causa Justa::Just Cause	D10: Ongoing capacity-building and leadership training	Partner-focused	Advocacy, organization, engagement	Conduct door-to-door outreach and community meetings to ask displaced black residents of Antioch about displacement causes and impacts	Lengthy travel time to Antioch Staff turnover at grantee orgs	Build regional relationships between Alameda and inner Bay Area Present at regional equity conference
Housing	Development Without Displacement Report	Causa Justa::Just Cause	A7: Data and analysis	Partner-focused	Training / education	Conduct literature review, research, and interviews to develop report, displacement and health framework, and policy recommendations.	Lack of research assessing policy effectiveness. Lack of time and capacity to research all policies in depth.	Disseminate report via mail to allies and public agencies, share report on website, hold release event, present at events.
Housing	San Francisco Small Sites Acquisition and Stabilization Project	Chinatown Community Development Center, Inc.	B8: At-risk and market-rate affordable housing units	Both	Coordination between stakeholders	Evaluate small site acquisition and management best practices and financing options. Identify community priorities for neighborhood stabilization and site selection. Disseminating analysis and recommendations to decisionmakers and peers to support creation of a small sites program in SF.	Required more resources than planned. Delays and turnover in office of housing set back the project.	Continue collaboration with decisionmakers and other nonprofit housing organizations.
Economic	Santa Clara County Health Services Workforce Collaborative	Community Health Partnership	E12: Industry-driven, sector-based regional training partnerships	Partner-focused	Training / education	Crosswalk and career ladder for LMI/MI non-clinical health care Education and training program organized around career ladder Survey evaluating education and training program Outreach to promote program to LMI workers	Conducting research to understand job growth and work force demographics Collecting input from employers in the health sector	Modify curriculum Develop next series of trainings Develop funding to continue program
Economic	Success	Concord	E11: Job-focused	Partner-	Training /	Develop intensive, targeted case	Coordination between	Share project results

Program	Project name	Lead applicant name	Strategies addressed	Target	Approach type	Approach	Challenges	Next Steps
	Concord	Community Development Organization / Monument Impact	basic skills training E13: Career navigation systems and support pathways	focused	education	management model that includes basic skill to help workers enroll in vocational training Refer clients to training for ICT, health, and construction sectors Recruit trainees Track and evaluate trainee success Develop ongoing plan	partners in cases where trainees work w/ more than one partner Delays between end of basic skills training and beginning of workforce training Limited local job market in healthcare field - hospital closing Tracking meaningful evaluation data over a limited time frame	via MI website and newsletters Present to county workforce development agencies
Economic	East Bay Skills Alliance	Contra Costa Community College District	E12: Industry-driven, sector-based regional training partnerships F14: Industries of opportunity, business formation, and policy coordination	Partner-focused	Training / education	Convene businesses in 3 categories (advanced manufacturing, biosciences, transportation & logistics) to conduct labor market studies, develop pathway maps for training programs, and develop recruitment and marketing tools Convene community colleges to create and coordinate pathway maps Create a plan for coordinating among business service organizations (WIBs, One Stops, CCs, etc.) and develop an Intermediary organization	Not reported	Plan established for workforce intermediary; not clear what funding or capacity exists to continue work. Awarded grant of $339k to support CC development of QC technicians
Economic	Northern Waterfront Economic Development Initiative	Contra Costa County Department of Conservation and Development	F14: Industries of opportunity, business formation, and policy coordination F15: Planning for industrial lands, goods movement, and jobs-housing fit	Stakeholder-focused	Coordination between stakeholders	Convene and coordinate the multiple local and regional agency partners Conduct outreach events to engage stakeholders and obtain feedback on project Develop Action Teams to solicit feedback and develop recommendations Develop white paper to guide sub-regional strategy for the Northern waterfront	Culture of competition for economic development (money and jobs) between local jurisdictions within the project area; unable to see regional benefits Limited resources within partner agencies to engage throughout process; large geographic scope exacerbates difficulties in being involved in all subregional meetings Loss of redevelopment and local capacity to finance	Have local jurisdictions and service districts develop and adopt a Strategic Action Plan Develop development plans Conduct a regional branding and marketing effort

Program	Project name	Lead applicant name	Strategies addressed	Target	Approach type	Approach	Challenges	Next Steps
						economic development		
Equity	CCHO Community Capacity Building	Council of Community Housing Organizations (CCHO)	A6: Regional collaboration and partnerships A7: Data and analysis D10: Ongoing capacity-building and leadership training	Stakeholder-focused	Advocacy, organization, engagement	Engage in and support regional collaborations, including Regional Prosperity Plan. Provide technical and advisory assistance in issues related to housing, transportation, and economic development. Support REWS project. Continue to develop regional equitable development agenda.	No challenges described.	Support the development and continuation of coalitions in regional policy work.
Equity	Revive Oakland: Making Good Jobs Real	East Bay Alliance for a Sustainable Economy (EBASE)	E13: Career navigation systems and support pathways G18: Jobs standards and working conditions G20: Standards for public sector expenditures and investments	Partner-focused	Training / education	Advocate for and implement jobs policy on construction projects to support local job growth and hiring-- 50% local hire, 25% disadvantaged, 20% apprentice requirements. Expand good jobs policy to other areas of Oakland. Engage communities to understand resources and develop materials to explain construction careers pipeline. Reach out to other agencies across region with publicly-funded work to replicate policy. Replicate workforce development model in other areas.	Slow progress due to leadership transitions at the port.	Advocate for replication of "good jobs" policy in other public construction projects. Fundraise to continue success of job resource center. Implement the jobs policy for the AC Transit Bus Rapid Transit Line construction project. Share model through existing contacts.
Housing	Healthy Havenscourt Neighborhood	East Bay Asian Local Development Corp. (EBALDC)	C9: Tenant protections and enforcement at federal, state, and local level F14: Industries of opportunity, business formation, and policy coordination	Partner-focused	Advocacy, organization, engagement	Conduct a community assessment of properties and lots in the neighborhood Engage local residents, businesses, and school in planning discussions to prepare for and address potential BRT impacts Develop a neighborhood plan as a guiding tool	Project partners (not named) were not connected or invested to the specific local community Staffing	Collaborate with stakeholder across sectors Lead 10-month research and planning process to identify and address social determinants of poor health specific to Havenscourt Create a formal partnership between stakeholders to adopt

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								a shared action plan Apply process to other neighborhoods along the BRT corridor
Housing	11th and Jackson Reconceptualization	East Bay Asian Local Development Corp. (EBALDC)	A2: Funding and financing for affordable housing: Funding and financing for affordable housing A4: Community support for affordable housing	Both	Training / education	Reconceptualize an affordable housing development after Redevelopment dissolution, including reaching out for and incorporating community feedback. Develop a financing plan in the absence of Redevelopment funding.	Competing for the 9% tax credit and finding other financing options.	Complete housing development project. Project has received $3.1m in seed funding and $35m in financing
Economic	A Blueprint for Creating Pathways to Ownership for Low and Moderate Income Workers in the SF Bay Area: The Inner East Bay as a Case Study	East Bay Community Law Center	F14: Industries of opportunity, business formation, and policy coordination	Partner-focused	Coordination between stakeholders	Develop curriculum on creating worker-owned co-cops and offered class Offer legal / business coaching to six teams on creating a co-op Create guidance on co-op conversions	Not awarded full funding requested; able to make up a little less than half of the difference. Organizing focus groups of current co-op employees. Underestimated effort and funding necessary for coaching	Course approved as fee-based offering at Laney CC Presentation at SPUR Outreach to local governments, foundations, and nonprofits.
Equity	Community engagement for public benefits zoning in Oakland PDAs	East Bay Housing Organizations (EBHO)	A2: Funding and financing for affordable housing: Funding and financing for affordable housing A4: Community support for affordable housing C9: Tenant protections and	Stakeholder-focused	Advocacy, organization, engagement	Educate community members about PBZ/LVR benefits. Engage community members in plans and development projects. Develop and advance citywide public benefits impact fee.	Lack of capacity to develop cohesive policy plan and manage multiple local campaigns. Turnover at partner organizations. Translating PBZ concepts into an action plan that complements with other city-wide coalitions. Keeping community members engaged in long-term planning.	Secure funding to continue campaign work. Continue research and networking efforts to push for an impact fee. Continue to engage in organizing process for Coliseum City.

Program	Project name	Lead applicant name	Strategies addressed	Target	Approach type	Approach	Challenges	Next Steps
			enforcement at federal, state, and local level					
Housing	Implementing Land Value Recapture to Support the Production and Preservation of Affordable Housing Near Transit	East Bay Housing Organizations (EBHO)	A2: Funding and financing for affordable housing: Funding and financing for affordable housing A4: Community support for affordable housing A7: Data and analysis	Both	Advocacy, organization, engagement	Prepare white paper on theory, economics, and practices of LVR/PBZ. Explore incorporation of LVR/PBZ policies in four cities by providing technical assistance and recommendations to city planning staff. Engage community and stakeholders to educate, disseminate, and train.	Gaining support from local jurisdictions that are not experiencing the real estate market intensity needed for implementing LVR/PBZ yet. Incorporating LVR/PBZ policies early enough in movement towards high density development to capture rezoning values. Competing against other policy interests, including commercial and jobs development, public schools, and railroads.	Disseminate white paper and pilot city experiences through presentations to stakeholders involved in a PDA, rezoning, or affordable housing practitioners. Integrate policy tools into the PDA and Housing Element advocacy throughout the East Bay. Target advocacy towards BART station policies, the City of Oakland PDAs. Encourage ABAG/MTC to integrate LVR/PBR policies into funding opportunities.
Equity	A New Vision for the Bay Area	Gamaliel of California	D10: Ongoing capacity-building and leadership training	Both	Advocacy, organization, engagement	Engage new equity advocates in under-represented communities Collaborate with stakeholders to support equity in transportation, land use, and environmental policies. Train advocates from under-represented communities and community based organizations to support the "New Vision for the Bay Area" project, including statewide and regional leadership trainings. Focus capacity building and organizing around transportation equity issues for this specific project, including Measure BB (youth transit passes in Alameda Co.) and working	Partnering with organizations in Napa and Tri-Valley which have differing interests and needs and require lots of travel. Limited project timeline for an effort that requires multiple years.	Continue to collaborate on addressing regional equity issues. Campaign to obtain free bus passes for all youth and students. Secure funding to increase capacity for equity work.

Program	Project name	Lead applicant name	Strategies addressed	Target	Approach type	Approach	Challenges	Next Steps
						on transit operating strategy.		
Housing	Building Community Support for Affordable Housing Developments	Greenbelt Alliance	A4: Community support for affordable housing	Partner-focused	Training / education	Develop a framework for evaluating and endorsing affordable housing proposals. Develop best practices for engaging community members to support projects. Develop outreach materials to gain program involvement and project support.	Fewer than expected affordable housing projects being developed during the project period due to affordable housing policy changes (Palmer case, nascent development policies and funding streams).	Market endorsement program. Disseminate resources to other communities nationwide.
Housing	Laying the Groundwork for Inclusive Growth in San Mateo County through the Creation of New Funding Sources and Adoption of Updated Housing Elements	Housing Leadership Council of San Mateo County	A4: Community support for affordable housing A6: Regional collaboration and partnerships A7: Data and analysis	Both	Training / education	Compile best practices for incorporating affordable housing policies into Housing Elements. Evaluate communities for opportunities to include best practices policies. Educate stakeholders and policymakers on affordable housing policies.	Advocating affordable housing policies depends on considerations unique to each local jurisdiction and political environment. Lack of alignment and support for affordable housing policies from renters.	Expand Best Practices document beyond the Housing Element context. Increase renter participation in local policy campaigns for both tenant protections and affordable housing production. Received $105k match from SVCF and TSFF.
Housing	LEAD Marin	Marin Grassroots	D10: Ongoing capacity-building and leadership training	Partner-focused	Training / education	Build capacity by educating and training community members to become advocates for affordable housing development and preservation.	No significant challenges	Secure funding to continue training programs.
Economic	Improved Skills, Better Wages, and New Opportunities for Latina Day Laborers and Other Immigrant Low-Income Workers	Monument Impact / Multicultural Institute	E11: Job-focused basic skills training G19: Organizing and professionalizing industries and occupations	Both	Data and reports	Conduct basic skills training for day laborers and Spanish speakers on: -GED preparation -Computer skills -Business management Placement of day laborers in temp jobs at $15/hr min., debrief with laborers and employers Min. wage agreements at day laborer sites	Changes to administration and content of GED created uncertainty and delays	Sharing materials via website Presentations to ABAG, SVLG, Hewlett Informal word of mouth via day laborer participants Dissemination via Berkeley Times
Housing	Bay Area	Northern	A1: Land for	Partner-	Data and	Develop comprehensive database of	Lack of adequate capacity	Engage other

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	Consortium of Community Land Trusts - Sustainable Stewardship Program	California Land Trust (NCLT)	affordable housing A7: Data and analysis B8: At-risk and market-rate affordable housing units	focused	reports	land trust units linked to national database. Develop land trust case study template. Develop assessment and feasibility tools to vet prospective projects. Develop template documents to replicate CLT model.	(staff time).	community land trusts to scale project model. Create revolving loan fund to finance time-sensitive projects. Develop online database of project documents to replicate program.
Economic	Bay Area Tech Career Advancement Initiative	NOVA Workforce Development	E11: Job-focused basic skills training E13: Career navigation systems and support pathways	Both	Data and reports	Developed career navigation report and curriculum Piloted curriculum with a cohort of students Deployed curriculum more broadly; developed alumni group to steer program	Convincing partners to change approach from training for specific jobs to developing career skills Underestimated time needed to form alumni council	Sharing of reports and materials via website and social networking Pursue speaking opportunities with other CBOs
Equity	Oakland Sustainable Neighborhoods Initiative Capacity Building	PolicyLink	F14: Industries of opportunity, business formation, and policy coordination	Stakeholder-focused	Data and reports	Identify data needed to inform strategies to mitigate business impacts and foster equitable economic development along BRT corridor Collect data and craft recommendations to mitigate impacts Research best practices and use results to leverage funding opportunities for business impact mitigation	Delays in project contracts Lack of follow-through from AC Transit on commitment to fund follow-up business mitigation program.	City of Oakland and AC Transit have agreed to fund business impact mitigation along BRT corridor Share results with FTA Win FTA contract to provide technical assistance on equitable TOD nationally
Equity	Rules of the Road: How to Engage Public Agencies in Land Use, Transportation and Air Quality Decisions to Promote Equity and Public Health	Public Health Institute / Regional Asthma Management and Prevention	D10: Ongoing capacity-building and leadership training	Both	Data and reports	Deliver trainings on how under-represented communities can engage more effectively with agency decisionmakers, create opportunities for youth advocates to engage. Provide technical assistance to project participants to help them better engage in land use, transportation, or air quality processes. Led to parks need assessment in East County (Contra	Condensing information into a limited number of training sessions. Language translation for and during trainings required significant time resources. In-kind staff time required for administrative management of sub-grant "far exceeded" what was anticipated.	Secure funding to continue capacity-building and engagement work. Support other organizations in engagement efforts. Disseminate work via network.

Program	Project name	Lead applicant name	Strategies addressed	Target	Approach type	Approach	Challenges	Next Steps
						Costa)		
Housing	Riviera Family Apartments	Resources for Community Development (RCD)	A2: Funding and financing for affordable housing A4: Community support for affordable housing A5: Regulatory reform to support affordable housing	Both	Policy development	Complete design and site assessment for project properties. Develop financing plan for project, including gaining City and County funding commitments. Collaborate with other nonprofit and private partners to collect feedback and identify lessons learned. Assess and implement TDM strategies.	Proximity to transit and high-volume roadways requires assessment of health risks; project funding includes outdoor activity restrictions near environmental risks, but does not consider walkability health benefits. Developing small, irregular, and scattered parcels requires additional design and planning costs. Reduced parking requirements for TOD and affordable housing are not as low as they could be. Community resistance to affordable housing projects. Limited transit options in suburban city.	Continue providing design, planning, and outreach assistance for project. Demonstrate reduced need for parking to advocate for lower parking requirements in similar projects.
Economic	Formula Retail Sector Economic Opportunity Project	San Francisco Bay Area Labor Foundation	G18: Jobs standards and working conditions	Both	Data and reports	Advocate for fair scheduling practices at formula retailers; leading to Retail Workers Bill of Rights to curb abusive scheduling practices Advocate for $15/hr minimum wage ordinance.	Decision-making with a large coalition Challenges engaging workers in the campaign	Share information about campaign with media, resulting in 150 sources of earned media Presentations to other labor groups/events in other cities Develop and disseminate booklet about campaign via web and in print Achieved $166,500 match
Housing	Regional Early Warning System for Displacement	San Francisco Organizing Project / Peninsula Interfaith	A7: Data and analysis	Stakeholder-focused	Policy development	Write "neighborhood narratives." Develop case studies for each city. Define typologies of displacement and strategies to address them. Disseminate results and tool.	Maintaining proposed timeline for a new type of study.	Disseminate report through core volunteer leaders, member contacts, and social media.

Program	Project name	Lead applicant name	Strategies addressed	Target	Approach type	Approach	Challenges	Next Steps
			Action					
Housing	East Palo Alto Fair Housing Project	San Francisco Organizing Project / Peninsula Interfaith Action	A4: Community support for affordable housing A7: Data and analysis B8: At-risk and market-rate affordable housing units C9: Tenant protections and enforcement at federal, state, and local level D10: Ongoing capacity-building and leadership training	Partner-focused	Training / education	Create and coordinate with a coalition of local organizations to build capacity for displacement prevention and affordable housing advocacy. Conduct outreach to residents who would be impacted by development projects. Train a core number of residents to actively participate in planning efforts. Engage in Regional Early Warning System efforts.	Integrating and aligning tenants' association roles and activities with the project coalition's efforts.	Help pass moratorium on a development project until the Area Plan is passed by the city council. Replicate coalition work in other San Mateo jurisdictions. Received $12,500 match from GCC.
Economic	Capstone Conference and EPS outreach meetings	San Mateo County Union Community Alliance (SMCUCA)	D10: Ongoing capacity-building and leadership training	Partner-focused	Coordination between stakeholders	Convene workshops to present the EPS Hold capstone conference with approx. 400 participants from across all RPP work areas	Engaging private sector due to BAC/BIA opposition to EPS Lack of elected leader engagement and elected leaders withdrawing from conference, presumably due to BAC/BIA controversy Lack of shared ownership of Capstone conference across all RPP work areas	Contribute to capstone report and action matrix
Economic	Self-Employment and the Road to Economic Security	Sonoma County Economic Development Board	F14: Industries of opportunity, business formation, and policy coordination	Partner-focused	Data and reports	Host workshops for entrepreneurs Create entrepreneurship curriculum Survey local businesses re: higher-wage job creation Create referral system between Human Services Dept. and Economic Development Board to ID entrepreneurs	Declining use of referral program due to turnover at city staff Low survey response rate (10%), potentially due to survey fatigue	Continue to administer program Pop-ups and promotional media to provide ongoing support to entrepreneurs Increase outreach to young entrepreneurs
Housing	Online Parking	TransForm	A7: Data and	Stakeholder-	Data and	Collect and analyze data on parking	Gaining permission and access	Acquire funding to

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	Database		analysis	focused	reports	utilization at peak residential parking demand Release publicly available online database and disseminate findings to show parking is often over-provided in multifamily housing Develop plan to maintain database	to multi-family residential parking sites Collecting and cleaning data	maintain database Develop GreenTRIP Connect to assess benefits of sustainable transportation and land use strategies Present database at conferences (APA, Railvolution, Silicon Valley Summit), staff trainings (MTA), and convenings (Great Communities Collaborative)
Equity	Planning Institute for Leadership	Urban Habitat	D10: Ongoing capacity-building and leadership training	Both	Training / education	Organize, plan, and develop curriculum for community workshops that covered renter's rights, parents' advocacy, foreclosure advocacy, communications and messaging, and rent stabilization in Contra Costa County and San Mateo County. Outreach to leadership in East Contra Costa County.		Materials available upon request Continue partnerships and workshops
Economic	Promoting Economic Opportunity at the Fremont Warm Springs BART Station	Urban Habitat	F15: Planning for industrial lands, goods movement, and jobs-housing fit	Both	Advocacy, organization, engagement	Identify potential funding sources for job training facility hear future transit station Engage low income workers in planning of facility Convene an advisory committee to recommend policies and programs	Immediate needs of low-income residents in the station area make long-term planning for low-income residents and workers challenging	Engage with partners to develop career pathways and with developers to advocate for job training facility
Economic	Construction Careers Initiative	Working Partnerships USA	E12: Industry-driven, sector-based regional training partnerships	Partner-focused	Data and reports	Design and pilot industry administered pre-apprenticeship program for construction jobs Create pipeline for construction jobs via community colleges and Joint Apprenticeship Training Centers Create model for coordinating training between WIBs, JATCs, and CCs	Challenges coordinating partners to conduct outreach in short periods for initial pilot Turnover and organizational change at project partner Santa Rosa WIB	Leveraged additional funding ($500K) from California WIB to hold additional classes. Sharing materials upon request with similar organizations and RPP partners

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Housing	Regional Early Warning System for Displacement Outreach in Downtown San Jose	Working Partnerships USA	A7: Data and analysis	Partner-focused	Advocacy, organization, engagement	Conduct stakeholder interviews. Research and write "neighborhood narrative" for project area. Participate in UC Berkeley REWS research.	Fewer opportunities to engage with residents and community members than expected. Lack of clear project goals, expectations, and participation opportunities.	Dependent on REWS tool.
Equity	Promoting Equity in Affordable Housing	Youth United for Community Action (YUCA)	A7: Data and analysis B8: At-risk and market-rate affordable housing units D10: Ongoing capacity-building and leadership training	Both	Advocacy, organization, engagement	Develop the Applied Legal Toolkit (ALT) and conduct outreach events to educate LMI residents on the ALT Produce multimedia profiles of local LMI families on the impact of displacement in order to educate local staff Participate in the local Housing Element public meeting Attend regional conference and working group meetings	High city staff turnover prevented relationship-building to support project efforts Waning resident interest and energy during the drawn out planning process	Disseminate ALT online and at meetings Continue advocating for and engaging LMI residents in Housing Element update
Equity	Promoting Equity from the Bottom Up	Youth United for Community Action (YUCA)	D10: Ongoing capacity-building and leadership training	Partner-focused	Data and reports	Develop training curriculum and train youth and residents to engage in regional planning processes. Train youth to create multimedia profiles of residents in project area, submit profiles to MTC. Develop outreach material and conduct outreach to community members, including administering a survey of residents. Participate in regional EPS workshops.	Data on residents were used to guide project direction and engagement; however, data collection was restricted to residents 18 years and older, high school graduates, employable, and possessing a social security number, which excluded a number of residents in the project area.	Continue to participate in city and regional planning processes--21 Elements update of San Mateo Co. Housing Elements--to promote equity through affordable housing, especially to develop tools for areas that are not near transit/in PDAs Use data to develop Applied Legal Toolkit for housing in EPA.