**Pre-submittal Q&A Session EDI Program Status Report RFQ 024-PCD-0924-20240709\_090339-Meeting Recording**

July 9, 2024, 4:03PM

36m 14s

 **Franklin, Jenna** started transcription

 **Franklin, Jenna** 0:04  
Thank you for attending today.  
We wanted to just provide the opportunity because of our compressed timeline due to the timeline for this report to.  
Make myself available as a representative of the Equitable Development Initiative to answer any questions and sort of talk about the background and Nexus for this project.  
This project actually stems out of the project is a reporting project that was mandated by the City Council.  
Umm.  
And the project actually stems from something in our equitable development implementation plan that's on our website that calls for a monitoring program for the initiative prior to my joining EDI last year in November.  
That monitoring program really hadn't been fully fleshed out, and that is in part because we only had a small number of projects that had completed.  
And so there was not a ton of clarity on exactly what we should be monitoring for the through this effort.  
We will start to identify that and so the City Council locked in on that and they also locked in on the fact that our program had a large backlog of unexpended dollars that we call carryforward money.  
We ask each year to carry it forward from the prior year budget into the future year budget.  
Umm.  
And that number was about 48 to $50 million, which is not actually a atypical for these sorts of projects, which can take 5 to 8-9 years to complete.  
And we are an 8 year old program.  
However, in a budget deficit year, that large number caught the attention of Council.  
They began asking about the status of the monitoring program and ways to clear that backlog or reclaim it.  
And so that sort of began the process of educating and very new Council on the elements of the EDI program.  
Overall, some of the status of various projects, of which there are seven days, 7 projects and then they defined sort of a set of issues they had with the program, one being that we don't have a fully fleshed out monitoring program and to that they, uh didn't feel that the eight years or longer that some of these projects take was justified.  
Uh, and we provided a lot of information about the fact that it was and it's quite a standard period of time.  
However, that led to this ask for a status report on all of the projects in the program, as well as identifying some programmatic key themes looking for process improvements and things of that nature.  
We our operating at about 50% capacity in EDI and so for that reason and because we do want this large scale effort to actually serve a broader programmatic function, we elected to look towards developing this report by the September 24th deadline as a we looked at it as a need to work with consultants who are very skilled in this sort of data evaluation also able to work with our grantee partners to click that data and work with staff and internal stakeholders effectively to identify some of their interests and needs out of this project.  
But we also need help to scope control this project to deliver it by September and then potentially there would be outcomes in future phases of work that might be integrated.  
And so we're open to all of those recommendations too.  
Umm, that's a little bit about the background in need and we did share some of the links to the legislation in the solicitation, uh, I would love to answer any questions folks have and also encourage anyone who's interested in teaming to put their information into the chat.  
How can I?  
How can I clarify any questions that folks might have?

 **Cat Tarvin (Kinetic West)** 4:33  
I have a question.

 **Franklin, Jenna** 4:36  
Back.

 **Cat Tarvin (Kinetic West)** 4:36  
I'm assuming like this isn't going to be shocking news to the those who are being funded.  
Obviously it was kind of big in the news.  
Have folks been prepped or they like currently like getting ready to like send through or share some of the materials that are being asked to this?

 **Franklin, Jenna** 4:55  
That's a great question.  
Yes and no.  
During the public comment period, you know, hundreds of folks from the community came forward and talked about the advice kissy effort to stand up EDI, the capacity constraints within our community, organizations that are in partnership with EDI.  
And so they have continued to meet after all of these Council meetings to talk about where the program is going.  
And we really appreciate that support.  
They know that there's an ASK, but we also know that they're in contractual relationships with us to deliver these projects.  
And this added layer of reporting is not a part of that contract.  
We can't.  
We made it very clear to Council we cannot require people to participate because we don't have that built into their contract.  
However, they, the community partners we work with, want to support this, but they're also skeptical about the potential that a report like this could be.  
Used to harm the community quite honestly.  
I mean, that's the sentiment I've heard.  
So they're very interested in what the both the qualitative and quantitative element is, but also how the information is presented in a in a compelling way that reaches lots of different audiences.  
That captures the human element that may be hard in work.  
That's capacity building or perhaps really takes generations to receive all the full benefits of how do we actually capture what it is doing today and what the potential future value is.  
And that's something that's brought been brought up a lot by the community, it's.  
We have our small but mighty team.  
We're going to be adding capacity.  
That team, we have very supportive leadership for this project and the Community partners are very much mobilized right now.  
So we feel the support, but we do hear them saying make this easy for us to support you with because this is an obligation you're under.  
But if you we can't support you, you can't meet it.  
And that's comes back to harm us because the funding becomes less certain.  
Marlin.

 **DeiMarlon Scisney "D"- H.O.P Technology Solutions** 7:11  
Yes, thank you so much, Jenna.  
I do have a question.  
Hello, everybody, CEO of Hop technology solutions.  
Here we're an eight person data and machine learning firm with a focus on social impact and equity analysis.  
And so my question is, are there any stipulations behind working with these community groups?  
If you've directly worked with them already in community on, you know other social impact and equity analysis or you know work with these direct individuals, that may be a byproduct of this funding as well.  
Are there any stipulations around that, or any conflicts of interest?

 **Franklin, Jenna** 7:49  
So in general, the city solicitation document has a small provision that identifies conflict of interest.  
At this point, uh, we don't feel that anyone has a conflict of interest.  
When we read through that, because everything we've done has been public facing and then also the requirements of this report and the solicitation are all in alignment with what Council previously published, our community organizations and our program in general are set up for community to connect and collaborate and share information.  
And so in that regard, there there's nothing we have identified that positions anyone sort of over someone else or presents a clear conflict of interest given the nature of a Community centered program like this.

 **DeiMarlon Scisney "D"- H.O.P Technology Solutions** 8:45  
Awesome.  
Thank you.

 **Franklin, Jenna** 8:46  
Yeah, absolutely.

 **Cristina Magaña** 8:54  
Good morning, Jenna.

 **Franklin, Jenna** 8:56  
You're good morning.

 **Cristina Magaña** 8:57  
Hi, this is Christina Megana with Harder and Company.  
Good morning, everybody.  
I think one of the questions that I've been thinking about is, as you've said, the report needs to be produced pretty quickly.  
There isn't anything contractually from the funded partners around engaging in this.  
So we would need to.  
So quite a bit of work in terms of them seeing the value right and making it feasible.

 **Franklin, Jenna** 9:21  
Mm-hmm.

 **Cristina Magaña** 9:23  
Do you see this as sort of more of a report brief with maybe quite a bit of recommendations for what happens after September?  
Just kind of thinking like what?  
What would the lift be between now and September?  
And then like it sounds like there is commitment and engagement to then support fuller implementation of a monitoring program, right?  
So whatever report brief.

 **Franklin, Jenna** 9:47  
Sweet.

 **Cristina Magaña** 9:48  
Umm be put an option here to Anna and by that I mean something is kind of more high level and in in our view that might really help also mitigate the concern around harming community because there may not be time to really go deep and specific for each of the funded partners.  
There's.

 **Franklin, Jenna** 10:08  
Yeah.  
I think with so umm in this solicitation.  
Pardon me in this solicitation scope of work the Council put into ordinance, the minimum requirement for the report.  
And we put that in and I can add that also to the chat here.  
Just give me a second.  
That that's yes.  
So we have to meet the minimum requirement. Umm.  
And they identified a list less that they identified a list within the legislative package of what they felt were the minimum number of projects.  
However, they miscounted.  
They identified some projects that they thought were closed that were not closed and so we're reluctant to omit based on their error because we've experienced it.  
That doesn't pay off in the end, so there's a I believe a list of you know about 55 projects that they identified and we actually know we have 77 projects.  
Uh, so we do know we have to somehow meet the minimum.  
How we meet the minimum?  
How deep we go into the nuances of all the feedback within the minimum, I think are questions that we would, you know, work, want to collaborate with this.  
This selected team on and if we fail to meet the minimum, it puts all of our future funding in jeopardy because the report actually identifies a due date.  
That aligns with future funding decisions, and so it wouldn't necessarily impact our 2024 funding, which we're still waiting for authorization to release and hopefully we'll get that soon.  
Umm, we don't know what level, but this report is due at the same date that Council starts to break from their committee work and focus on 20252026 budget analysis and deliberation.  
And that is not by accident.  
Umm.  
And so we are reluctant not to meet the minimum because the report can be rejected by the Council President.  
If that's not meant and that would then trigger the Council to likely say we are not good stewards of these dollars, we are not able to meet reporting requirements and therefore we shouldn't receive additional funding, or especially at the level we have in the past.

 **Cristina Magaña** 12:56  
Thank you, Jenna.

 **Franklin, Jenna** 12:57  
Yeah.  
That's a great question.  
Uh, good question on 77 or 78.  
So one project we is actually COVID relief money.  
It is counted in our overall funding, the 116, so let me clarify.  
Me clarify.  
We have 78 projects, one of them is actually a cluster of projects.  
That is, covet one time COVID relief funding.  
And so actually within the EDI sphere, if we deduct that we have 77 actual grantee projects that COVID funding was just a one time allocation.  
And then there's two numbers that you will see both in the media and materials that you might find online with EDI, which is 116 million of a total investment portfolio versus 120 million.  
We do have a subset of projects in dollars and project management that have been transferred to other departments.  
And so that $4 million delta is transferred projects.

 **Emily Davila** 14:06  
Hi, this is Emily from uncommon Bridges.  
Thanks for being transparent about all of this.

 **Franklin, Jenna** 14:11  
Thanks.  
Thanks everyone.

 **Emily Davila** 14:12  
You mentioned storytelling in your in the RFP.  
I wondered if you had anymore.  
You could share about what that could look like that you think would really resonate with audience, which is the Council, I guess.

 **Franklin, Jenna** 14:23  
Yeah.  
So we one of our Advisory Board committees looks at at the need to tell sort of EDI impact stories, but not only to tell what's great, but also where the organizations might have struggled that help us identify internal mechanisms to better support.  
So we know, for example, one of those areas is permitting, uh.  
And so how can we use this sort of impact storytelling effort, whether that's through small?  
Uh grantee spotlight stories for different types of formats and channels.  
Whether that's we go to Council, we will bring grantee organizations with us to talk about their development journey, but we have seen that the that increasing our impact storytelling does help the Council members connect with values.  
And impact that we tell them about, but they don't actually internalize that until they hear it from the grantees themselves.  
And so we're looking at how can we bring in that element into a report and it may be, you know, work that we're internally doing.  
But we do recognize that there's a desire to use what we are learning here to inform how we tell stories, both for the, you know, desire to shape and evolve the program, but also to really highlight why projects take the amount of time they take, what the benefits of the flexibility of EDI funding might be for our grantee organizations and also how they work to help us evolve.  
And we work to help the deliver their projects as they go through the journey of learning to be a community developer and then also sort of realizing the vision that they came to EDI with and stop funding for.  
And so we want, you know, to bring in the human element and not just focus solely on data and numbers.

 **Cristina Magaña** 16:34  
I had a question, Jenna, about the timeline.  
So the, UM, the RFP indicates that this could be up to a one year engagement.  
Can you tell us a little bit more about what you're thinking around that?  
And then in terms of resource allocation, what is sort of the expectation around specificity?

 **Franklin, Jenna** 16:53  
Yeah.  
So we elected to put a longer timeline than the report because we recognized that the report really may just be the first step in a bigger process and that to get the full value of the consultants expertise, we would likely want to continue working longer term with this team on the what the report suggests, how do we actually turn that into our monitoring program, where anticipating taking on a strategic planning process late in this year, early next year and so and you know we don't want to get all the way into finalizing a a monitor.  
You know the data evaluation monitoring program if you will.  
And that includes regular reporting without considering what we might learn during that strategic planning effort.  
I think the other component of it is, you know, if we get this part of the work right, there will probably be many other recommendations that the consultant will have for next steps.  
And so preserving the time in the contracting window to actually unpack those and identify ways to move them forward as important to us so that we can actually, you know, really use this as a tool to grow and evolve the program.  
I think the other component of it is we don't know a lot about what the future budget looks like, and so monitoring and evaluation along with strategic planning really needs to sort of start with what is the funding outlook for EDI and we won't know that until November.  
And so we can have all kinds of insights and recommendations and go through strategic planning, but we actually can't resource align any of that until we have feedback on our 20252026 budget.

 **Cristina Magaña** 18:56  
Thank you, Jenna.

 **Franklin, Jenna** 18:57  
Yeah.  
Any other questions coming up for folks?

 **Cristina Magaña** 19:13  
I did have another question just in terms of supporting, umm, the readiness of the Council for the information Jenna.  
So I was curious what is the current culture of practice in terms of briefing I Council members and so that way the when the presentation is brought forward, umm, you know greater likelihood of success.

 **Franklin, Jenna** 19:36  
Umm.

 **Cristina Magaña** 19:37  
So just curious what?  
What is the history and what is thinking around efforts to really engage with Council before the data comes during their presentation?

 **Franklin, Jenna** 19:47  
Yeah.  
So we haven't been formally asked to present the report.  
The Council meets on September 18th, which is about a week before we need to complete this project.  
They then go into more closed meetings through the end of the fall.  
In the early winter to talk about budget, that's for us.  
That's the window to brief 1 to one with counsel.  
And I think what we wait to hear when we start the one to one briefings with counsel is whether or not they want us to come back, if they're going to set up an additional meeting during that budget, sort of meeting moratorium recess period to present to the entire Council or to the land use committee.  
So that's a little bit of an unknown press other than we do anticipate working through each Council member to provide direct briefings, but whether or not Council member Morales and Strauss, who chair the land use committee, would want to actually have an open discussion about the report, is not yet clear to us.  
So we did ask that, you know, we do ask that teams, umm, be prepared to help support us in that briefing window doesn't necessarily mean you have to be at every briefing, but just sort of prepping for that and making sure we are really all In Sync about what we're saying about the elements of the resulting the report and what it's telling us and that sort of thing.  
And then I would not be surprised if we were requested to come back to Council at at some point for a public briefing, but we can't say for sure because we haven't had an official ask.  
We also would likely be asked to brief someone in the mayor's office, since we aren't mayoral reporting department as well.  
Any other questions?  
I think what I can add is that we are also in the process for equitable Development Initiative Advisory Board of finalizing the selection of a board administration and facilitation consultant and we do anticipate that that consultant will have additional community engagement support to help us move this effort at the rate that we need to move it.  
And so we do have some added capacity through that agreement and then you know as we evaluate any incoming proposals and make selections, if we start to work with the prevailing team to look at what internal stakeholders are asking to have done and we identify any gaps, we do have a little bit of contingency that we're gonna hold aside to add in any additional support that gets identified after we would sign an agreement with the prime team for this project.  
And so we are recognizing that we're sort of planning doing all-in-one scoping scope, controlling on all of that.  
And so we wanna make sure that we're setting our our partners up to have the resources that they need at least within the extent of resources we have start thinking about all of those things and recognizing it's a swift project with a aggressive, you know, difficult timeline.  
And so we're looking for the best thought partners who can help everyone get to a consensus decision about what the scope of the project through September is, what might be tabled and be coming after September.  
And then any additional resources that we might need to layer in as the internal stakeholders start to clarify a few things.  
Hey, I'll do one last call for any additional questions..

 **Emily Davila** 24:05  
I guess I'm sorry.  
What?  
One last question, what kind of data or information do you already have kind of ready to analyze?

 **Franklin, Jenna** 24:13  
Sure.  
We have our contracts, we have progress reports, staff work, you know, take notes on a regular basis with grantees.  
They know the grantees quite well.  
We've been aggregating data that was previously disaggregated over the last several months to provide some of the early briefings and reports to council.  
So we understand the award levels, the spend downs we can pull from back invoicing to see the frequency of spend down or where projects are not yet contracted.  
So we do have some data.  
And then we, but we don't know until we start working with the team.  
What data feels necessary and helpful and relevant, and what is just sort of nice to have but isn't really that helpful for the team for this project, but we do anticipate an, you know, a lift on data collection and so.  
And we're looking for advice on the best way to do that.  
We have the ability to try to bring grantees together for a convening, because that's built into our other Advisory Board project scope.  
You know, so sequencing of activity is best ways to bring people together, to build momentum, or at least validate what early data collection is telling us and how it and what should.  
What insights should we draw?  
We can do some of those things both within this contract, but also with support from another contract.  
UM to facilitate gathering some primary data.  
We also have two folks internally who work on data analysis.  
They have some capacity to support this project and they have done work around our equity, you know, displacement index and umm, they've done another demographic analysis.  
So you know, our demographer Diana is very skilled and knows the data that we do and don't have.  
So if there's questions about what we could pull from, we do have folks who are actually internal to OCD, who can help support that, who are going to bring some capacity to this in on the internal side.

 **Emily Davila** 26:29  
Thank you.

 **Franklin, Jenna** 26:30  
Yeah.

 **Cristina Magaña** 26:35  
And actually one more question, when you use the word capacity, umm in terms of you mentioned your about 50% staff, is there any kind of training framework that you've used with your staff around what it looks like to support grantees?  
I'm just sort of thinking kind of from the perspective of improving the implementation in the future.  
So yeah, is there any kind of, yeah.  
What?  
What do you what have you been looking for in your staff and is there is there some kind of resource that the consultant would be able to access?

 **Franklin, Jenna** 27:14  
We don't have the consistent.  
Sort of onboarding and training protocol for what it means to work with grantees.  
We have actually started talking about that.  
What is the standard way of managing each grantee project so so much of thou over time as staff have come in has been, uh left very loose because every organization is so different.  
Some of them have a great amount of understanding and internal capacity and their capital funding side.  
They have enough to hire a lot of additional consultant support and others are, you know, one person.  
And so and so it's been difficult for us to figure out what is the right mix of of or what is the right sort of order and measure of managing projects and working in collaboration because we try to let grantees envision and leave their own work.  
Yet we want to check in with them and want to gather certain amount of information and so it's been really hodgepodge to be totally transparent and some of that has been really because the projects are so different.  
I I came in and thought, oh, we have to be able to standardize some of this and I'll tell you that I was convinced of that before starting.  
And as we've worked through various grantee projects because the organizations are so unique, that has been really difficult to do.  
Standardizing how we contract.  
Standardizing how often we meet the projects.  
Move at different paces.  
They're deliverables are all different.  
So it is difficult to have something consistent.  
We always tell folks it's a combination of capital project planning and delivery and social work in a sense, because it is so client specific.  
Marlin.

 **DeiMarlon Scisney "D"- H.O.P Technology Solutions** 29:15  
Yes, my apologies.  
I ended the two of data in the call, but my questions are more data specific.

 **Franklin, Jenna** 29:19  
OK.

 **DeiMarlon Scisney "D"- H.O.P Technology Solutions** 29:20  
My background is data machine learning, engineering and so I'm just curious if you can share a little bit just around the.  
Sorry, I'm trying to get back to the screen here, kind of lost my screen.  
Uh.  
Sorry, I just had this.  
There we go.  
So yeah, so my questions were more around.  
Kind of just.  
We had talked about earlier, just like the program evaluation.  
And so I'm curious on, are there any specific like methodologies or frameworks that you all prefer or that you all are currently using?  
And then I have a follow up question to that.  
Or is that kind of up to us to devise the data management plan, data strategy, methodologies, frameworks, all of that stuff around the data as well.  
But to my understanding, you already have data collected.

 **Franklin, Jenna** 30:20  
We do have some collected we probably don't have everything that a consultant team would want.  
So I do think there's a component of it of of this that is sort of what's the data?  
Umm, what's the framework?  
We want to agree to what's the schema for capturing.  
You know what's the data schema?  
How are we going to use it?  
What?  
What sort of cross tabulation does that facilitate?  
I think all of that is certainly something that we are looking for strategic advice on understanding that we have a version of this work that is providing a report in September and has to be a manageable lift and then there may be things that we want to ask that are after September, in which case do we ask them now and ask once or do we actually do something smaller now and maybe do a second round and a convening and other things in the future with grantee organizations to take deeper dives.  
We're open to all of those suggestions, but we do not have something in mind.  
We very much understand that this is a difficult lift on a short time frame and are looking for that strategic advice on what makes the most sense, what is most practical given the circumstances.

 **DeiMarlon Scisney "D"- H.O.P Technology Solutions** 31:32  
For sure.  
And then just elaborating a little bit more on stakeholder engagement.  
So with my work with the Department of Commerce more recently on the Community Reinvestment project, we're working cross functionally with the Office of Equity and the Race and Social Justice initiative, right.  
So can you elaborate a little bit more on the level of stakeholder engagement expected here and kind of who we would be engaging with cross functionally or is it solely EPI?

 **Franklin, Jenna** 31:58  
Umm.  
Well, so we report to the mayor's office.  
We also have a couple of Council members that chair or vice chair of the land.  
Use committee that we report to.  
So we anticipate that they'd want to be engaged at some level, but also, you know this was work was built out of the race and social equity task force and something called Southport, which is a coalition of 21 community organizations, they're all interested.  
They all have varying levels of engagement with EDI over the years from standing it up to helping make adjustments on a policy level, etcetera.  
We don't.  
We don't have a requirement to engage beyond working with the directly granted organizations, but I can certainly see that contextualizing or information that we pull in, or adding some of that Community history that the qualitative elements might be a place to engage with other the broader set of stakeholders.  
Internally, OCD has a management team, and that team covers special initiatives like Downtown activation policy, legislative Affairs, communications, but also community planning, which is touches on our comprehensive plan that includes our anti displacement framework.  
So primarily, we're looking at what did the Council mandate that we do?  
How can the internal stakeholders in the office of Planning Community Development as a management team, help facilitate making those decisions quickly and then also when we talk about some of the internal folks at the city, what is the governance structure for this project that allows us to work effectively with the mayor's office and the Budget Office?  
Who will have an interest in reviewing our materials and our findings and staying engaged, making sure that we're really meeting the requirements of the ASK the Council put on us through this ordinance and reporting requirement.  
So yeah, I I think there is a governance structure that will be necessary so that we don't get stuck in informing and engaging with everyone on every question at every stage.  
And we can certainly work on that together.  
But I I would think that on this sort of timeline that's very important. There is no other requirement.  
Everything above and beyond whether is mandated is at our discretion and then if we aren't sure my department director will talk to the deputy mayor, we are operating officer and the Mayor's office report to to get to get a sign off on our approach.

 **DeiMarlon Scisney "D"- H.O.P Technology Solutions** 34:46  
Awesome.  
Thank you for the clarity.

 **Franklin, Jenna** 34:49  
Yeah.  
Anything else I can help with?  
OK.  
Ohg.  
Well, thank you.  
Thank you to all of you who are interested in supporting our community partners, our in our work as an office to respond to this report and you know, our goal is that this meets the requirement, but that also it is actually a set, an investment that we're making in the program that helps us be better partners to Community, address, identify and address challenge points that you know should be addressed and and demonstrate accountability.  
For the money that we're spending, but also the relationships we hold.  
And so I think for us this really we do see this as the beginning, not the end.  
Thank you.  
Thanks everyone for coming today.

 **Cristina Magaña** 35:57  
Thank you.

 **Franklin, Jenna** 35:59  
Have a great day.  
We appreciate you.

 **Emily Davila** 36:02  
Thank you. Bye.

 **Franklin, Jenna** 36:03  
Will take care.  
Bye bye.

 **Franklin, Jenna** stopped transcription