How to Engage, Communicate with, and Include the Community in the Development of New Behavioral Health and Housing Infrastructure

Presented by Advocates for Human Potential, Inc. (AHP)
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"The California way means … finding new solutions to big problems"
Governor Gavin Newsom
State of the State Address

Today's Presenters

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OBJECTIVES

After this webinar you will be able to answer:

1. What are the requirements for *Community Engagement*?

2. What is this *Golden Opportunity*?

3. What is *NIMBYism*?

4. What is *Community Acceptance*?

5. What does it mean to show up as a *Good Neighbor*?

6. What are steps you can take?

Grant Applicant Requirements: **Community Engagement**

One RFA section (and a [template associated](#) with the application) (Sec. 3.4, page 16) requires entities to demonstrate active community engagement and support for their projects:

Organizational support is indicated by a letter from the CEO and/or board, county board of supervisors, or tribal council resolution, as applicable.	Applicant provides documentation of active community engagement and support, particularly with people with lived experience.	BHCIP Launch Ready only: City, nonprofit, or private applicants must include a letter of support from their county behavioral health agency or, if a tribal facility, the tribal board at the time of application or within the grant decision period.

The Golden Opportunity

Behavioral Health Continuum Infrastructure Program (BHCIP)

DHCS was authorized through 2021 legislation to establish BHCIP and award **$2.2 billion** to construct, acquire, and expand properties and invest in mobile crisis infrastructure related to behavioral health. In partnership with Advocates for Human Potential, Inc. (AHP), DHCS is releasing these funds through six grant rounds targeting various gaps in the state's behavioral health facility infrastructure.

Community Care Expansion (CCE) Program

The Community Care Expansion (CCE) program will provide $805 million in funding for acquisition, construction, and rehabilitation to preserve and expand adult and senior care facilities that serve Supplemental Security Income/State Supplementary Payment (SSI/SSP) or Cash Assistance Program for Immigrants (CAPI) applicants and recipients, including those who are experiencing or at risk of homelessness. Of that funding, $570 million will be made available for CCE Capital Expansion projects.

A Golden Opportunity for Partnership!

What makes for a strong partnership?

1. Mutual trust and respect

2. Shared vision

3. Shared timeline and budget

4. Willingness to compromise

5. Under-promising and over-delivering

6. Willingness to co-create a program, team, and culture

7. Similar business practices

8. Compatible systems

Counties

Providers

Tribal Nations
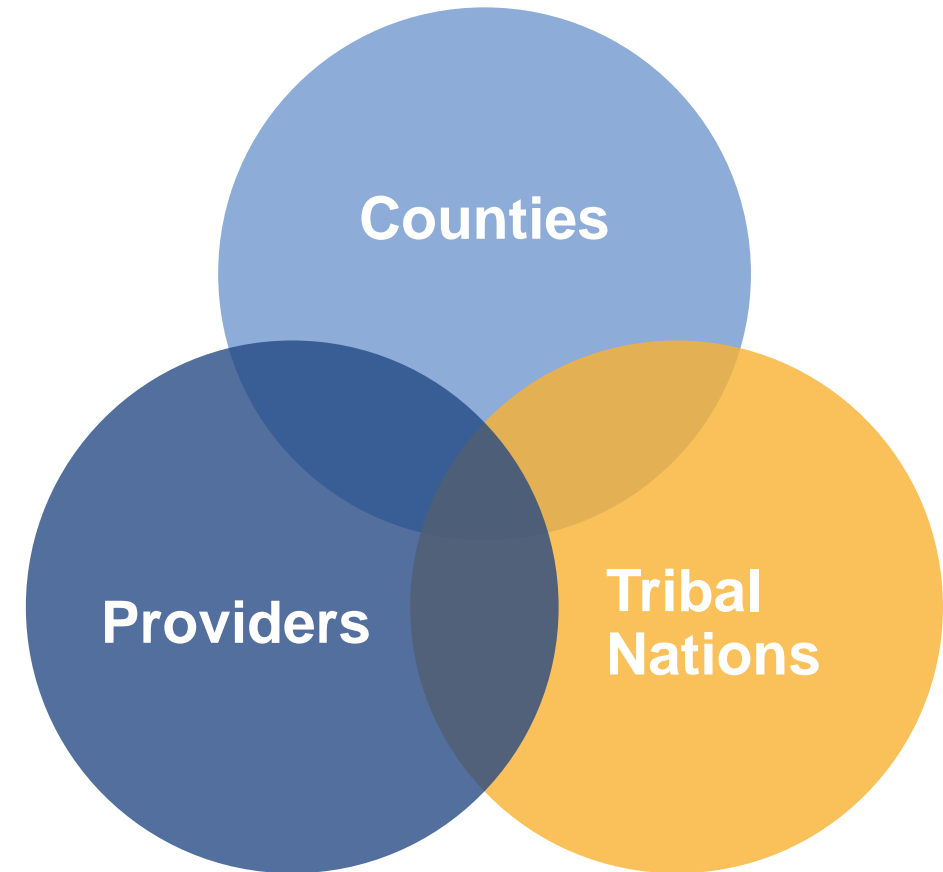
What is *NIMBYism?*

NIMBY refers to the slogan "*Not in my backyard*" and generally reflects the resistance or opposition a group of stakeholders has to a proposed development project. Usually, opposition forms in response to what people perceive is coming.

Perception is everything and people respond to information emotionally more than rationally or logically. Some reasons for NIMBYism with behavioral healthcare facilities and housing developments include:

- Homeowner fears of facility design, landscaping, security, and losing property value

- Neighborhood concerns over who the anticipated residents will be and stigma surrounding mental health and substance use disorders and people experiencing homelessness

- Concern for traffic in the community and frustrations with limited parking

- Unease with an unknown operator and unknowns related to the services being provided

- Questions related to increased public transportation, emergency response, and law enforcement

- Apprehension over physical safety and criminal activity, particularly where children and schools are concerned

BEHAVIORAL HEALTH Continuum Infrastructure Program

COMMUNITY CARE EXPANSION PROGRAM

What is *Community Acceptance?*

Community Acceptance is acceptance of a proposal that is viable, an understanding that services and management will be accessible, and the belief that the operator and its services will be inclusive of all persons.

It *also* refers to the attitudes of the people and the community the proposed project, facility, or housing development vicinity.

The proposed development is being <u>accepted into the community</u> and ought to consider itself <u>in relationship with the community</u>. This new relationship will be based on:

Trust	Respect	Communication
Cooperation and collaboration	Integrity	Recognition of and visible

COMMUNITY CARE EXPANSION PROGRAM

Building *Community Acceptance* is Key

BUILDING

Access
Infrastructure
Equity
Workforce
Careers
Competencies
Health
Hope
Community
Connections
Independence
Solutions

What Makes a *Good Neighbor?*

Respectful of community	Humility	Trustworthy and reliable	Honest and transparent	Accessible and available
Friendly and communicates well	Cooperative in attitude and action	Collaborative when the opportunity arises	Punctual, respectful of local ordinances, clean, secure, and safe	Responsiveness
	Integrity	Creates opportunities for shared understanding	Team player	

HOW TO:
Introducing Your Project to the Community

Preparations

1   Do we have a stated purpose and community value?

2   Why should this project be located here?

3   Who is most and least affected by this project? Who is most concerned?

4   What are the core concerns of those most affected by the project?

5   What has already been communicated in the media?

6   What is the current community narrative?

7   Is misinformation circulating about the proposal? Where is it coming from and what needs to be corrected?

8   Who does the community trust on these issues?

Accentuate the Positive!

- Emphasize that local jobs are being created

- Create understanding that people are getting and staying well

- Help community understand behavioral health is about mental wellness and recovery, the ability to cope productively, and being adaptive, productive, resilient, and integrated into the community

- Stay solution-focused

- Mention of all the supports in your model and system

- Bring the voice of your champions into the conversation with quotes and testimonials

- Share positive outcomes—evidence your program works—and provide references

- Prepare a real client success story—something compelling with a great outcome

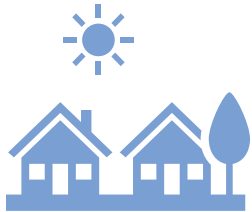- Frame the messages for your audience's cultures and values

COMMUNITY CARE EXPANSION PROGRAM

Audiences

Individuals

Small stakeholder groups

Government agencies

Elected officials

Community members

Health systems

Media

Social media users

Effective Messaging

- Know your audience

- Be relevant

- Stay focused

- Remain authentic

- Be consistent

- Use visuals

- Tell the story

- Get some feedback and weave it in

SOURCE: Talking About Complex Care: A Guide for Clear and Effective Communications (chcs.org)

Visually Speaking

- Scope of the problem
- Population and numbers you expect to serve
- Outcomes you anticipate
- Common concerns (safety, traffic, stigma, property values, noise, privacy, design)
- Staffing levels 24/7
- Interior of built space and amenities
- Meals provided
- Services provided
- Social and community connections
- Benefits of participation

28% of people face this difficulty

We will serve 400 of them annually

Our facility was designed to reflect the neighborhood

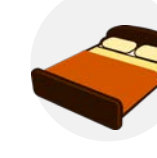200+ will be placed in jobs and housing
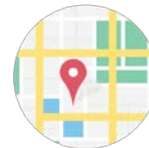
Our staffing ratio will never fall below 4 to 1

Sheriff's Department has agreed to double its presence

Residents will be served three nutritious meals daily

Each room accommodates two residents and includes one shared bathroom

We provide transportation. Each resident will be connected locally to education, job training, at least one volunteer opportunity, exercise programs, the recovery community, health care, and housing supports. Among our goals is for them to become a productive member of our community—a contributing taxpayer.

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COMMUNITY CARE EXPANSION PROGRAM

Challenges in Messaging

- Diversity of audiences and perceptual "lenses"

- Different meanings in different cultures and "circles"

- Complex, multiple sources of the problems you aim to address

- Stigma and bias associated with people you may be serving

- Complex treatment and service systems that are difficult to understand and navigate

LISTEN FOR UNDERSTANDING

"Wisdom is the reward you get for a lifetime of listening when you would have rather talked."

– Mark Twain

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EXPANSION PROGRAM

Developing your Core Messages

The problems we are solving include the lack of access in our community to quality behavioral health care and supportive housing options

Poor health and high societal costs are directly associated with the deficits we want to address by developing this new community program

We will be addressing multiple issues that tend to compromise the meaningful and productive lives of our neighbors. They include…

Our vision, what we address, what we provide, what we improve, and what we advance

COMMUNITY CARE
EXPANSION PROGRAM

Answering the Difficult Questions

- How is this being funded and by whom?

- Who from which government agency will have oversight?

- Who will you be serving? Can you guarantee that our neighborhoods will remain safe?

- Who will be operating this program? What are their credentials? What experience do they have?

- What evidence is there that this kind of program works?

- How will you address our concerns and inquiries, and how will you deal with urgent needs?

- Who is our primary contact? How do we get and stay in touch with that person?

- Is there going to be increased police presence?

- How much traffic and parking are you going to generate?

- Did you consider any other locations?

- Why here?

Communicating with Elected Officials

- **Understand** the Political Context
  - What is the power structure? Who is the decision-maker?

- **Know** their Views and Who they Represent
  - What office do they hold? Where do they stand on the issue?

- **Form** Common Ground
  - How can you solve a mutual problem?

- **Develop** Relationships and Build Trust
  - How can you help them? What do you have in common?

- **Tailor** your Message
  - Facts, figures, visuals, and story; consider the venue

- **Select** the Right Messenger and Deliver the Message Effectively
  - Well-dressed, well-prepared, well-spoken, punctual, and concise

- **Deliver** your Message Repeatedly
  - Be persistent, not a pest

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Considerations with Tribes/Rancherias & Native Urban Entities

- Understand the Cultural Context

    - What is the history? What is the uniqueness of the tribal/urban-Native area?

- Cultivate Relationships

    - Who can help with community engagement? What are your common goals?

- Strengthen the Relationships You Have

    - Who are they? Are they supportive of your tribe/urban-Native facility?

- Go to Your Audiences; Don't Wait for Them to Come to You

    - Website, print newsletters, e-newsletters, newspaper stories, community forums

- It's a Two-way Street

    - Be clear and be patient; tribal and non-tribal groups can move at different paces

COMMUNITY CARE
EXPANSION PROGRAM

Additional Resources

- [LA County DMH Guide to Successful Siting Strategies](#)

- [Everyone's Neighborhood: Addressing "Not in My Backyard" Opposition to Supportive Housing for People with Mental Health Disabilities Opens in New Window](#) (2014) (PDF)

- [Advocates' Guide to Housing and Community Development Policy Opens in New Window](#) — National Low Income Housing Coalition (2012) (PDF)

- [Effective Tools for Communications and Leadership in Indian Country](#) (PDF)

- [Examples of Materials and Outreach Strategies Used in Housing Education Campaigns](#) (PDF)

- [How to Organize Successful Affordable Housing Tours](#) (PDF)

- [Education/Advocacy Campaigns on Affordable Housing in the Bay Area](#) (PDF)

- [Speakers Bureau Dos and Don'ts](#) (PDF)

- [What Works in Affordable Housing Education?](#) (PDF)

- [Parking Requirements Guide for Affordable Housing Developers Opens in New Window](#) — Southern California Association of Non-Profit Housing (2004) (PDF)

- [Housing Advocacy Catalog Opens in New Window](#) — Campaign for Affordable Housing. (PDF)

- [Behavioral Health Project Communication Toolkit](#) — Washington State Dept. Commerce

Thank you