

Healthy Rental Housing

EDUCATING YOUR COMMUNITY **WORKBOOK**



AN INITIATIVE OF

the de Beaumont Foundation + Kaiser Permanente



HEALTHY RENTAL HOUSING EDUCATING YOUR COMMUNITY

The Healthy Rental Housing: Educating Your Community Workbook is intended to support the development of an outreach plan for your city’s Healthy Rental Housing policies. Complete this workbook as you progress through the toolkit to develop a detailed, locally informed outreach plan to educate and engage your community on Healthy Rental Housing policies.

This workbook is a resource developed by Enterprise Community Partners, a national nonprofit working in affordable housing and community development, in partnership with CityHealth. The workbook utilizes a variety of resources and pre-existing tools that were not created by Enterprise. All tools created by institutions other than Enterprise have been adapted for ease of use in this workbook. Citations, links, and attributions for these tools are noted in their introduction.

Introduction to this Resource 2

Who are the target audiences for outreach? 5

How to conduct outreach? 8

How to fund outreach? 13

Additional Resources Hub 14

[DOWNLOAD THIS MICROSOFT WORD TEMPLATE TO FILL OUT THE WORKBOOK.](#)

INTRODUCTION TO THIS RESOURCE

Who is this toolkit for?

What are the goals for your city's outreach plan for Healthy Rental Housing policies?

What has been challenging about outreach so far? What do you want to improve?

Why are Healthy Rental Housing policies important? What are the benefits of conducting outreach?

What information is most important to communicate to your audience? What key information do you want to share?

What are your goals for conducting outreach?

Using goals from above, let's refine them.

Re-state the goal(s) identified above:

Review the components to a S.M.A.R.T. goal to see how it can improve your outreach plan. The following image is from the Growleady guide to setting SMART goals for community outreach campaigns. [Setting SMART Goals for Effective Community Outreach.](#)



S for Specific: When you define goals, be as detailed as possible. Instead of saying, "We'll increase awareness," try "We'll host four community workshops by the end of the quarter to educate 200 residents about recycling."

M for Measurable: What gets measured gets managed. Set up criteria for measuring progress. Think about this in terms of numbers — "We'll grow our mailing list by 500 subscribers in the next three months."

A for Achievable: It's great to be ambitious, but your goals should also be within your team's reach. Consider your resources and current capabilities before deciding that you'll triple your audience in a fortnight.

R for Relevant: Every goal should align with your broader mission. If your aim is to empower youth, a goal to set up a senior's bingo night might not be the best fit, right?

T for Time-bound: Attach a timeframe to your goals to create urgency and motivation. It's the difference between "We'll start a community garden and We'll launch the community garden by April 15."

Begin building a S.M.A.R.T. goal. The following images are from the Centers for Medicare & Medicaid Services [SMART Goal Setting Worksheet from QAPI.](#)

Goal Setting Worksheet

Directions: Goal setting is important for any measurement related to performance improvement. This worksheet is intended to help QAPI teams establish appropriate goals for individual measures and also for performance improvement projects. Goals should be clearly stated and describe what the organization or team intends to accomplish. Use this worksheet to establish a goal by following the SMART formula outlined below. Note that setting a goal does **not** involve describing what steps will be taken to achieve the goal.

Describe the business problem to be solved:

Use the SMART formula to develop a goal:

SPECIFIC
Describe the goal in terms of 3 "W" questions:

What do we want to accomplish?

Who will be involved/affected?

Where will it take place?

MEASURABLE
Describe how you will know if the goal is reached:

What is the measure you will use?

What is the current data figure (i.e., count, percent, rate) for that measure?

What do you want to increase/decrease that number to?

Disclaimer: Use of this tool is not mandated by CMS for regulatory compliance nor does its completion ensure regulatory compliance.

ATTAINABLE
Defend the rationale for setting the goal measure above:

Did you base the measure or figure you want to attain on a particular best practice/average score/benchmark?

Is the goal measure set too low that it is not challenging enough?

Does the goal measure require a stretch without being too unreasonable?

RELEVANT
Briefly describe how the goal will address the business problem stated above.

TIME-BOUND
Define the timeline for achieving the goal:

What is the target date for achieving this goal?

Write a goal statement, based on the SMART elements above. The goal should be descriptive, yet concise enough that it can be easily communicated and remembered.
[Example: Increase the number of long-term residents with a vaccination against both influenza and pneumococcal disease documented in their medical record from 61 percent to 90 percent by December 31, 2011.]

Tip: It's a good idea to post the written goal somewhere visible and regularly communicate the goal during meetings in order to stay focused and remind caregivers that everyone is working toward the same aim.

Disclaimer: Use of this tool is not mandated by CMS for regulatory compliance nor does its completion ensure regulatory compliance.

The following table is adapted from the Centers for Medicare & Medicaid Services SMART Goal Setting Worksheet for use in this workbook. Complete the table to begin building your S.M.A.R.T goal(s).

Specific	Describe the goal in terms of 3 “W” questions.
What do we want to accomplish?	
Who will be involved/affected?	
Where will it take place?	
Measurable	Describe how you will know if the goal is reached.
What is the measure you will use?	
What is the current data for that measure?	
What do you want to increase/decrease that number to?	
Attainable	Defend the rationale for setting the goal measure above.
Did you base the measure or figure you want to attain on a best practice or benchmark?	
Is the goal measure set too low that it is not challenging enough?	
Does the goal measure require a stretch without being unreasonable?	
Relevant	Describe how the goal will address [outreach for HRH policies].
Time-Bound	Define the timeline for achieving the goal.
What is the target date for achieving this goal?	

How can you revise your goal(s) to be S.M.A.R.T Goals? Using your responses from above, state your goal(s) in 1-3 sentences.

WHO ARE THE TARGET AUDIENCES FOR OUTREACH?

Based on the goals you've refined, who should be part of your outreach plan? Who benefits most from education on Healthy Rental Housing Policies?

Who is your local audience?

The following images are from Grassroots Collective: [How to do a Stakeholder Analysis for Community Development](#).

What is a Stakeholder?

A stakeholder is anyone who has something to gain or lose from your project.

They can generally be placed into three broad categories:

Key Stakeholder:

People, groups or institutions who can significantly influence or are particularly important to the success of your project.

Primary Stakeholder:

People or groups who are directly impacted by your project. These can be both;

- Beneficiaries— Positively impacted
- Dis-Beneficiaries— Negatively impacted

Secondary Stakeholder:

All other people or groups who have a stake or interest in the proposed project or are indirectly impacted by the project.

Stakeholders can be both internal or external to the project itself:

Internal:

People, groups or institutions who can significantly influence or are particularly important to the success of your

External:

People or groups who are not directly involved in project design, however have influence over its success or are impacted indirectly (government, other NGOs).

HELPFUL HINT:



Stakeholders in all categories can be both positively and negatively impacted – it's important to identify your likely critics so you can find strategies to help get them onboard.

Completing a Stakeholder Analysis in 4 Easy Steps:

STEP 1

Brainstorming for stakeholder groups amongst your team.

STEP 2

Identifying categories of stakeholders and understanding why they are important.

STEP 3

Prioritizing your stakeholders.

STEP 4

Understanding your key stakeholders.

Tools for Project Planning STAKEHOLDER ANALYSIS

Use this blank Stakeholder Analysis Template to synthesize all of the important information about your stakeholders into a final framework that connects different stakeholders with your projects.

In addition to the information you have already collected in your stakeholder category framework (Resource 10) and stakeholder influence/interest analysis (Resource 11), you will need to identify:

- Potential risks associated with the relationship your organization will have with each stakeholder.
- Strategies to guide your organization's relationship with each stakeholder.
- Which team members will be responsible for looking after each stakeholder.

Your Stakeholder	What is their interest in the project?	What level of impact do they have upon success?	What can they contribute to the project's success?	What potential threats do they pose to success?	What strategy will you use to build a relationship with this stakeholder?	Who is responsible for this relationship?

Use the following image from [Grassroots Collective](#) as an example to guide your stakeholder mapping.

Example: A small section of the completed Stakeholder Analysis from our Ethiopian irrigation program. When completed, there should be one line of horizontal analysis for each stakeholder.

Stakeholder	Interest in Project	Likely Impact Upon Success	What do they contribute?	Potential Risks	Approach	Who is Responsible?
Local Government Officials	This project will provide a significant improvement in agricultural capacity and local economy. Officials may seek to align with our project for (free) political capital associated with success.	High	Provide building permits essential for irrigation system construction, as well as permits for access to public water supply.	If they perceive project as threat to their political or economic position, they may create regulatory obstacles to prevent success.	Establish contact and build relationships with officials responsible for provision of permits.	Our organization's Project Manager
Local market salesmen	Likely benefit indirectly from project due to increased supply of local produce. This should result in increased business and opportunity for expansion, fostering local economy.	Medium	Market salesmen essential to maintaining a stable demand (at a fair price) for increased supply to ensure trickle-down economic benefit to farmers.	Could potentially drive down purchase price from farmers due to increased supply, leaving farmers worse-off.	Direct engagement with stall owners. Ensure they have capacity for increased supply.	Our organization's local field staff
Local Journalists	Could influence political stakeholders or foster positive public opinion.	Low	Could influence political stakeholders or foster positive public opinion.	Could potentially politicize our project, dependent upon political affiliation of news outlet.	Provide details through direct contact with editor of local paper.	Our organization's Communications Manager

The following table is adapted from the [Grassroots Collective](#) for use in this workbook. **Complete the table.**

Stakeholder	Interest in Project	Likely Impact Upon Success	What do they contribute?	Potential Risks	Approach	Who is Responsible?

Are there special groups to consider when you are planning your outreach? Are there any groups who may need additional support or accessibility to the information you are sharing? **Brainstorm different special groups you expect will be part of your audience for outreach.**

Population Group	Accessibility consideration	Who is Responsible?

HOW TO CONDUCT OUTREACH?

What outreach methods do you currently use? Where might gaps exist in how you engage with various stakeholders? Using the Outreach Methods and Stakeholder Types Matrix, identify your existing outreach methods for different stakeholder types. **Populate the matrix headers with the stakeholders and population considerations you brainstormed in earlier activities in this workbook.**

	STAKEHOLDERS				CONSIDERATIONS			
	Renters	Landlords	Property Owners	Community Advocacy Organizations	Limited English Proficiency	Visually Impaired	Hard of Hearing	Limited Literacy
Physical Materials								
Surveys								
Pamphlets								
Reports								
Flyers and Signs								
Local News Papers and News Channels								
Downloadable Materials								
PowerPoints								
Images								
Audio								
Video								
Social Media								
In-Person Engagement								
Community Forums								
Open Houses								
Present at community events								

For guidance on how to construct engagement that responds directly to your community, refer to the following image from the [Growleadly guide to setting SMART goals for community outreach campaigns](#).

Assessing Community Needs

Start with listening sessions. They are like casual coffee chats where you can gather insights into the community's priorities. It's not about you talking, it's about you listening — really listening.

From these talks, pinpoint:

- What issues matter most to the community?
- Where do they need support or education?
- What type of engagement are they looking for?

As you gather this data, you'll begin to see patterns that highlight the community's heartbeat.

Customize Outreach Strategies

This is where your creativity kicks in. Your strategies should reflect the community's vibe. If they're business professionals, LinkedIn might be your golden ticket. If they're local artists, maybe Instagram stories decked with their art is the way to go.

Here's what you can do:

- Create engagement opportunities that resonate on a personal level.
- Craft messages that echo the community's voice and tone.
- Offer value that they can't help but appreciate.

Use the space below to brainstorm how you may improve your outreach methods based on your responses to the Outreach Methods and Stakeholder Types Matrix and the information provided from the Growleady guide.

Who is responsible for outreach? How can you increase your outreach efforts? Using a capacity and needs assessment, you can identify where current staff capacity exists and where additional resources (money, staff time, expertise, etc.) are needed.

The following images are from [The Learning Network on Capacity Development: How to assess existing capacity and define capacity needs](#).

Frame the assessment in terms of:

- The definition of capacity and any capacity development framework that is being applied in the particular context being assessed.
- The purpose of the assessment.
- The mandate of the entity to be assessed.
- Change readiness and stakeholder agreement about the need for the assessment.

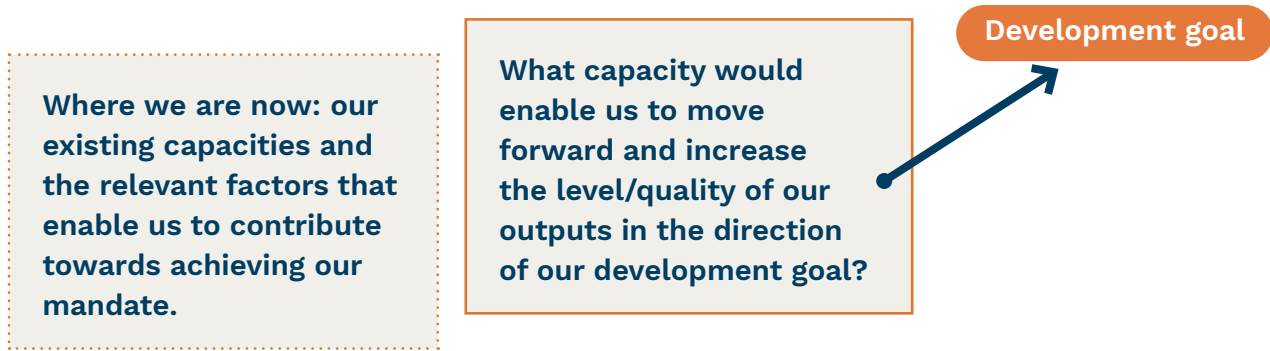
Decide what to assess and how to analyze data. For example, think about the:

- Levels of capacity: Whatever the starting point, going on to ‘zoom in and zoom out’ will lead to a holistic understanding of all the factors enabling or inhibiting performance and capacity change, (see below for an example).
- Types of capacity: Remember to assess both hard and soft capacities, including power distribution, incentives and sanctions, leadership, and values and beliefs.
- Themes for application: The capacity development framework will help to prioritize the areas for the assessment.
- PLUS, understanding gender and other cross-cutting issues can be essential to gaining a comprehensive assessment.

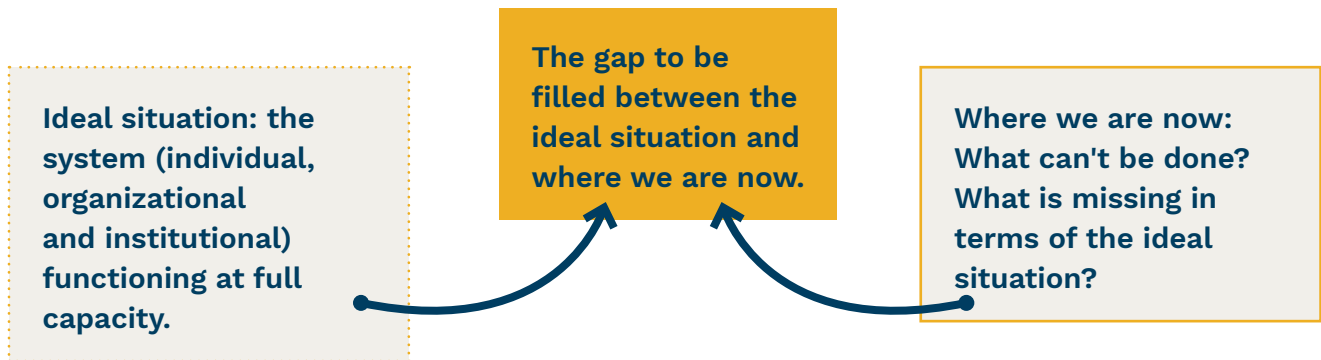
Choose the overall approach and specific tools

1. An incremental approach starting with identification of existing capacity as the foundation for identifying realistic steps forward, or
 2. A gap analysis starting with definition of how things ‘should be’, then looking at how they are and defining the difference between the two as what is missing, i.e. ‘the gap’.
- There are many tools available for different aspects of assessment. They can and should be adapted to local context.
 - The specific data needed and questions to ask will be determined by all the above factors.

THE INCREMENTAL APPROACH



THE GAP ANALYSIS APPROACH

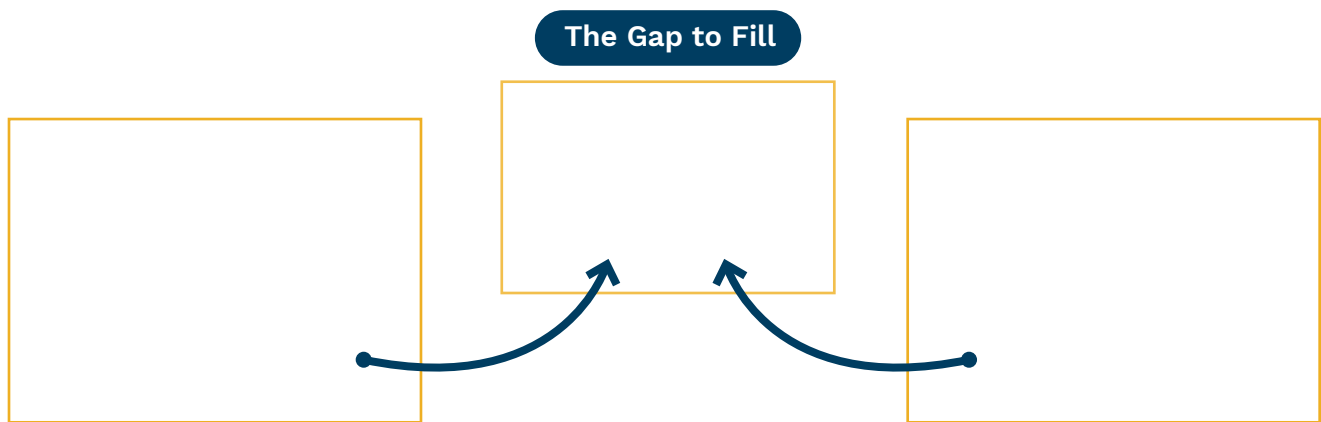


Which approach makes the most sense for your city? **Complete the table below using the approach that aligns best with your city’s outreach plan, goals, and capacity needs.**

THE INCREMENTAL APPROACH



THE GAP ANALYSIS APPROACH



Who do you need to engage to fill the capacity need or to fill the gap? **Begin brainstorming people, solutions, or questions you have related to internal capacity needed to produce a comprehensive outreach plan.**

HOW TO FUND OUTREACH?

This budget template for outreach activities provides a structured outline for estimating costs. Categories include personnel, materials production, venue costs, and translation services. This tool allows staff to develop transparent and realistic budgets that support effective engagement, ensuring resources are used wisely to build trust and collaboration with the community. **Complete the Word-adapted version of the template below to build a budget for your outreach activities defined earlier in this workbook.**

Item	Cost per Unit	Number	Total Cost
Personnel Costs			
Staff time			\$
Partnerships with community organizations			\$
Outreach Materials			
Printing and production			\$
Digital content design			\$
Advertising			\$
Translation and Interpretation Services			
Document translation			\$
Live interpretation			\$
Venue Costs			
Venue rentals			\$
Audio-visual equipment			\$
Accessibility and Inclusivity			
Childcare			\$
Transportation			\$
Other			\$
Food and Beverages			
Food			\$
Beverages			\$
Utensils			\$
Miscellaneous			
Supplies			\$
Contingency fund			\$
TOTAL FUNDING NEEDED			\$
Funding Available			
Federal			\$
State			\$
Local			\$
Private/Philanthropic			\$
TOTAL FUNDING AVAILABLE			\$
FUNDING GAP			\$

ADDITIONAL RESOURCES HUB

This resource hub provides tools and templates to help local governments and organizations design, implement, and evaluate effective outreach campaigns. Whether developing clear messaging, creating accessible educational materials, simplifying language, or establishing a monitoring and evaluation plan, these resources help ensure inclusive community engagement and measurable impact. Use these tools to streamline communication, remove barriers to participation, and track the success of outreach efforts.

Tools

- ▶ Language accessibility resources help you avoid government-specific or policy jargon from outreach materials to ensure all audiences can access and understand the information your city provides.
 - **RESOURCE GUIDE:** [The U.S. Plain Language Action and Information Network](#) has a site that offers guidance on plain language regulations, clear guidelines on ensuring compliance with plain language laws and requirements, and examples of plain language for diverse public offices.
 - **RESOURCE GUIDE:** [Public Input Webinar “From Complexity to Clarity: Engage and Inform Using the Plain Language Advantage”](#) provides strategies and resources to improve community engagement through language accessibility.
 - **RESOURCE GUIDE:** [Harvard Catalyst Writing and Communication Center’s “Plain Language Materials Development Checklist”](#) offers guidance and questions to consider when reviewing your materials for language clarity.
- ▶ Sample messaging and communications plan: Develop a messaging calendar to produce and deliver timely information related to Healthy Rental Housing policies.
 - **EXAMPLE:** [The City of Moscow, Idaho 2024 Communication Plan](#) is an example of a city communication plan, including metrics used to measure successful outreach.
 - **WORKSHEET:** [The Nonprofit New York: Sample Communications Calendar](#) offers an Excel template download to build your local communications plan for Healthy Rental Housing policy outreach.
 - **WORKSHEET:** [The U.S. Office of the Administration for Children and Families: Social Media Calendar Template](#) provides an Excel download with guidance on what content to produce, how to schedule, and consideration for various audiences.

- ▶ Sample language and templates for education materials: Using language and materials that are engaging, accessible, and effective for community outreach ensures inclusive participation, the recruitment of local champions, and outreach approaches tailored to local community needs.
 - **RESOURCE GUIDE:** [The CDC Clear Communication Index](#) is a health communication resource hub that provides guidelines and templates for creating clear, engaging, and accessible educational materials.
 - **RESOURCE GUIDE:** [The Community Toolbox: Creating Fact Sheets and Educational Materials](#) is a resource from the University of Kansas that offers step-by-step guidance, sample language, and templates for developing effective community education materials.
 - **RESOURCE GUIDE:** [The Plain Language.gov Writing Guidelines](#) is a federal government resource with sample templates and best practices for writing clear, accessible materials or diverse audiences.
- ▶ Sample monitoring and evaluation plans and methods: Monitoring and evaluation (M&E) plan to ensure that outreach campaigns achieve their intended impact, track progress, and adapt strategies as needed.
 - **EXAMPLE:** [The CDC Program Evaluation Framework](#) is a practical, nonprescriptive tool designed to summarize and organize essential elements of program evaluation.
 - **RESOURCE GUIDE AND WORKSHEET:** [The BetterEvaluation: Develop Planning Documents for Evaluation](#) offers a wide range of methods, frameworks, and templates to help design, implement, and use an evaluation plan in outreach efforts.



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