

**Ocean View | Merced Heights | Ingleside (OMI)
Service Providers Planning
& Capacity-Building Process
2009-2010**



CompassPoint
NONPROFIT SERVICES

INSTITUTE FOR
CIVIC &
COMMUNITY
ENGAGEMENT



**SAN FRANCISCO
STATE UNIVERSITY**



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***Thank you to Temple United Methodist Church for the use of its meeting space*

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EXECUTIVE SUMMARY

Located in San Francisco's southwestern-most area, District 11 (D11), the Ocean View-Merced Heights-Ingleside (OMI) area is a vibrant community with a strong tradition of service. Approximately 45,000 people live in the OMI (2000 U.S. Census) and it is one of the most diverse areas in the City and County of San Francisco. Yet, the OMI community has also suffered from a lack of visibility and resources compared to other areas of San Francisco.

THE OMI SERVICE PROVIDERS PLANNING & CAPACITY-BUILDING PROCESS

In September 2009, San Francisco District 11 Supervisor John Avalos and the Community Development Division of the Mayor's Office of Housing (MOH) began discussing a planning process that would increase the capacity of Ocean View-Merced Heights-Ingleside service providers to collaborate to address and advocate for the community's needs and to further the dialogue between the community and the city.

Supervisor Avalos and MOH envisioned a planning process that would 1) contribute to a responsive community-driven vision for the OMI and 2) create a collective understanding by the City, Supervisor, and the OMI community of the assets, needs, and community priorities in order to make strategic investments. The process would represent a partnership and continued investment by the city in the OMI community. The OMI Service Providers Cohort was created as the main vehicle through which this process would be implemented.

The three main components of the project were the following:

1. PLANNING AND CAPACITY BUILDING in the OMI in partnership with community service providers (defined as any community-based organization, faith-based

organization, or volunteer-based organization providing ongoing services to people living, working, and serving the OMI community)

2. COMPREHENSIVE DATA GATHERING by San Francisco State University's Institute for Civic and Community Engagement for data relevant to District 11
3. A WRITTEN REPORT to capture the demographic profiles of D11 and the OMI community and to document community assets, needs, and recommendations to address priorities set forth by the OMI community

KEY FINDINGS

Representatives from 32 community-based organizations that participated in the OMI Service Providers Cohort identified three priority areas for further planning and advocacy:

1. COMMUNITY SERVICES — e.g., senior and afterschool services, specifically, as the top priorities
2. COMMUNITY INFRASTRUCTURE — e.g., commercial corridors, open space, and transportation
3. COMMUNITY BUILDING — e.g., increasing awareness about existing community events, activities, and history

NEXT STEPS: IMPLEMENTATION & COMMUNITY ACTION

The OMI Service Providers Cohort has since merged with other community groups and stakeholders to form the OMI Community Collaborative (OMICC). The group has identified core objectives for its continuing work, including the following:

- Raising the profile of the OMI community to "place the OMI back on the map"
- Creating a united voice to advocate on behalf of the needs of the OMI community

- Exchanging information, collaborating, and leveraging knowledge and resources
- Highlighting the assets and cultural richness of people living and working in the OMI
- Fostering government-community dialogue and partnership
- Strengthening existing services and assets
- Closing service gaps
- Furthering community cohesion and strengthening community pride
- Increasing investment in the OMI (government, foundations, educational institutions, and businesses)
- Eliminating blight and beautifying the community

Through this project, we have learned that a small, coordinated investment by the City can create an opportunity for a community to maximize its assets. Given hard economic times, this strategy leverages resources and leads to coordination of major community events. The process also led to the joint identification of priority needs and strategies from the community. We look forward to seeing the continued progress and impact of the OMI Community Collaborative.

THE OMI COMMUNITY

Background of the OMI Planning & Capacity-Building Process

In September 2009, San Francisco District 11 (D11) Supervisor John Avalos and the Community Development Division of the Mayor's Office of Housing (MOH) began discussing a planning process that would increase the capacity of the Ocean View-Merced Heights-Ingle-side (OMI) service provider community to collaborate to address and advocate for the community's needs and to further the dialogue between the community and the city.

Supervisor Avalos and MOH envisioned a planning process that would 1) contribute to a responsive community-driven vision for the OMI and 2) create a collective understanding by the City, Supervisor, and the OMI community of the assets, needs, and community priorities in order to maximize strategic investments. The process would represent a partnership and future investment by the city in the OMI community. The OMI Service Providers Cohort was created as the main vehicle through which this process would be implemented.

The planning and capacity-building efforts would increase the OMI Service Providers Cohort's collective capacity to:

- Collaborate
- Address needs and deliver services
- Leverage scarce resources and maximize existing assets
- Improve communication and information-sharing systems between service providers, residents, and other community groups
- Advocate on behalf of the OMI community

The Community Development Division of the Mayor's Office of Housing — represented by Lariza Dugan-Cuadra, Senior Community Development Specialist, and Brian Cheu, Director of Community Development — met with

Raquel Redondiez, Legislative Aide to Supervisor John Avalos, and Adriana Rocha and Byron Johnson from CompassPoint Nonprofit Services to discuss considerations and options to structure a neighborhood planning process in the OMI. Project partners included Perla Barrientos, Associate Director/CSL Director at San Francisco State University's Institute for Civic and Community Engagement (SFSU ICCE); Daniel Homsey, Director of the Neighborhood Empowerment Network; and Dennielle Kronenberg, Intern to Supervisor John Avalos.

CompassPoint Nonprofit Services, a long-time partner to the Community Development Division of the Mayor's Office of Housing, was brought in to co-design, facilitate, and document the OMI Service Providers Cohort planning process. The aforementioned team members met monthly to provide feedback on the project design and to share information about the data-gathering project in District 11 by SFSU ICCE. In addition, Tanya Mayo and Tracy Brown from the San Francisco Department of Children, Youth & Their Families (DCYF) provided feedback on the initial cohort project design.

The three main components of the project were the following:

1. **PLANNING AND CAPACITY BUILDING** in the OMI in partnership with community service providers (defined as any community-based organization, faith-based organization, or volunteer-based organization providing ongoing services to people living, working, and serving the OMI community)
2. **COMPREHENSIVE DATA GATHERING** by San Francisco State University's Institute for Civic and Community Engagement for data relevant to District 11

3. A WRITTEN REPORT to capture the demographic profiles of D11 and the OMI community and to document community assets, needs, and recommendations to address priorities set forth by the OMI community

Supervisor Avalos and the Mayor's Office of Housing identified 32 organizations that provide community services in the OMI neighborhood and invited them to a December 2009 launch meeting at Temple United Methodist Church where the vision of the project was presented. At this meeting, the organizations were invited to join the cohort of service providers that would shape, contribute to, and implement the planning and capacity-building process.

This report tells the story of the planning phase of the initiative and documents the assets, needs, and priorities that the cohort identified, as well as the beginning implementation of the work. It is our intent with this report to document the process of community engagement among the various stakeholders and increase the visibility and, ultimately, the resources invested by city agencies, foundations, and businesses in the OMI.

OMI History & Background

Located in San Francisco's southwestern-most area, District 11, the Ocean View-Merced Heights-Ingleside area is a vibrant community with a strong tradition of service. Approximately 45,000 people live in the OMI (2000 U.S. Census) and it is one of the most diverse areas in the City and County of San Francisco. Yet, the OMI community has also suffered from a lack of visibility and resources compared to other areas of San Francisco.

The OMI is comprised of three unique smaller neighborhoods: Ocean View, Merced Heights, and Ingleside/Ingleside Terraces. (Ingleside and Ingleside Terraces were



once two separate neighborhoods, but are now treated as one neighborhood.) The origin of each neighborhood is distinct and varied by time, social class, ethnicity, land use, and economic activity. Historically, each neighborhood developed separately.

Ocean View began to develop during the 1860s and saw mostly agricultural uses during the 19th century.

Merced Heights emerged as an island of African-American home ownership after World War II, uphill from earlier residential parks and apartment complexes that banned ownership or occupation by people of color.

Ingleside's birth depended heavily on gambling and racing institutions in the late 19th century. Its growth as a working-class neighborhood only came after the end of those businesses.

Ingleside Terraces developed as a "high-class residential park" in the early 20th century with a master plan of curving thoroughfares and residential restrictions.

Building types in the neighborhoods cover a wide range of architectural styles and periods: small Victorian cottages and adjoined 1906 earthquake refugee "shacks"; large Craftsman houses of shingle and stone from the early 20th century; 1920s and 1930s detached Mediterranean Revival residences with clay tiled rooflines and decorative wall reliefs; and streamlined, stucco tract homes from the 1940s and 1950s.

By the late 1960s, infill construction had blurred neighborhood boundaries and resident demographics began to trend closer together. At that time, shared concerns over quality of life issues emerged. Larger community groups formed to address matters affecting all of the neighborhoods, and the term "OMI" came into use to describe the greater district. Although historical and cultural differences between the original neighborhoods remain, political convenience and continuing work by umbrella community organizations have spread and ingrained the use of the name and the concept of a larger unified neighborhood.¹

With a strong City Hall advocate in Supervisor John Avalos, a recently renovated recreation center (the Minnie and Lovie Ward Recreation Center), and increased coordination and collaboration among community-based organizations, churches, after-school programs, and intergenerational families, the strength of the neighborhood becomes self-evident: The OMI possesses a large network of partners who are committed to strengthening local families.

OMI Demographic & Asset Snapshot

As shown in data from the 2000 United States census (www.census.gov; 2010 census data was not yet available at the time of the writing of this report) the OMI neighborhood possesses a diverse population with high numbers of intergenerational families, longtime home owners, and a growing child population. It is a neighborhood mostly comprised of Asian, Latino, and African-American working class families.

The following graphs, compiled by the SFSU Institute for Civic and Community Engagement using 2000 census data, provide snapshots of the demographics and assets of the OMI community for a deeper understanding of its composition and needs. We compare census data on the OMI community to the Outer Mission, Excelsior, and Crocker Amazon neighborhoods (other neighborhoods in District 11) as well as data from San Francisco citywide. Neighborhoods are defined by the following 2000 census tracts: OMI - 312, 313, and 314; Crocker Amazon - 263.01, 263.02, and 261.03; Outer Mission — 261 and 262, and Excelsior - 260.01, 260.02, 260.03, and 260.04.

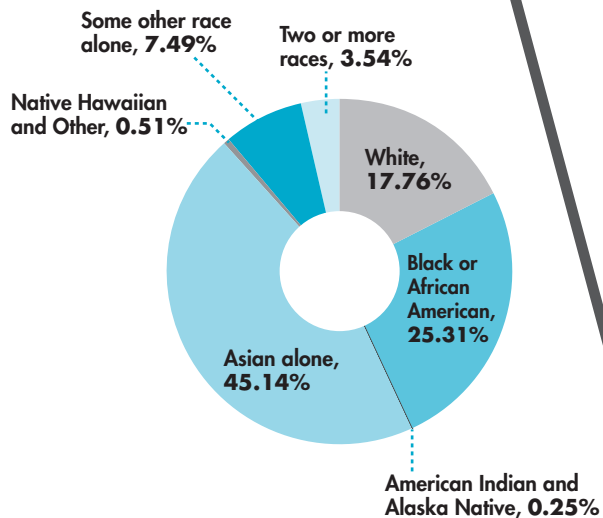
RACE

The OMI is primarily a community of color, with Asians representing 45.14% of the community and African Americans representing 25.31%.

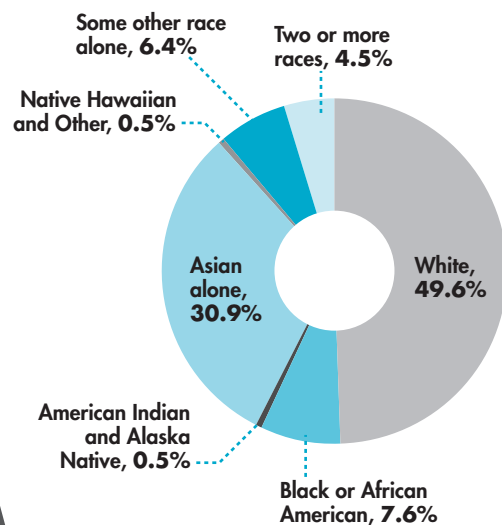
While the OMI is 70.45% Asian and African American, San Francisco is 30.9% Asian and 7.6 % African American.

Race

OMI



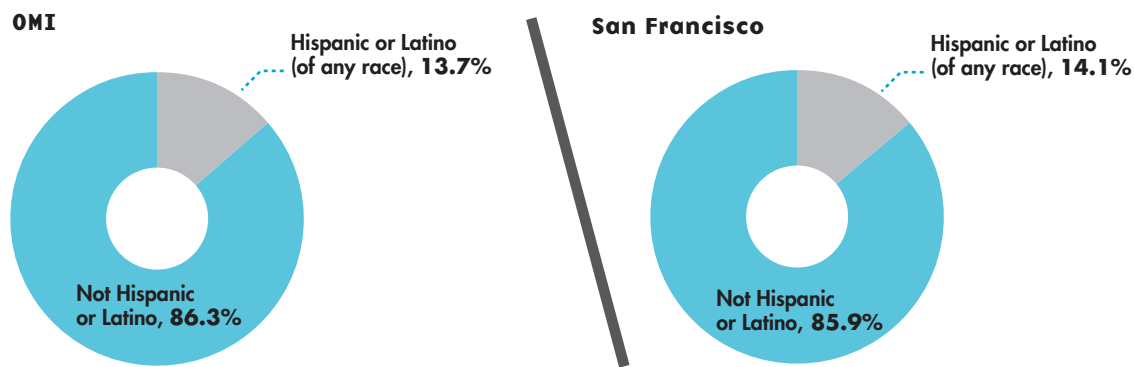
San Francisco



U.S. Census Bureau. (2000 Summary File 3 – P6: Race) *American FactFinder*. Accessed: 24 November 2010

The U.S. Census Bureau requests identification by race and ethnicity. Race and ethnicity are considered separate and distinct identities, with Hispanic and Latino origin asked as a separate question. The graph below presents a percentage comparison of the Hispanic or Latino population in the OMI to the Hispanic or Latino population in San Francisco. As Latinos are not counted as a race in the census, this graph represents Latinos of all races by ethnicity.

Hispanic or Latino by Race



U.S. Census Bureau. [2000 Summary File 3 – P7: Hispanic or Latino by Race] *American FactFinder*. Accessed: 24 November 2010

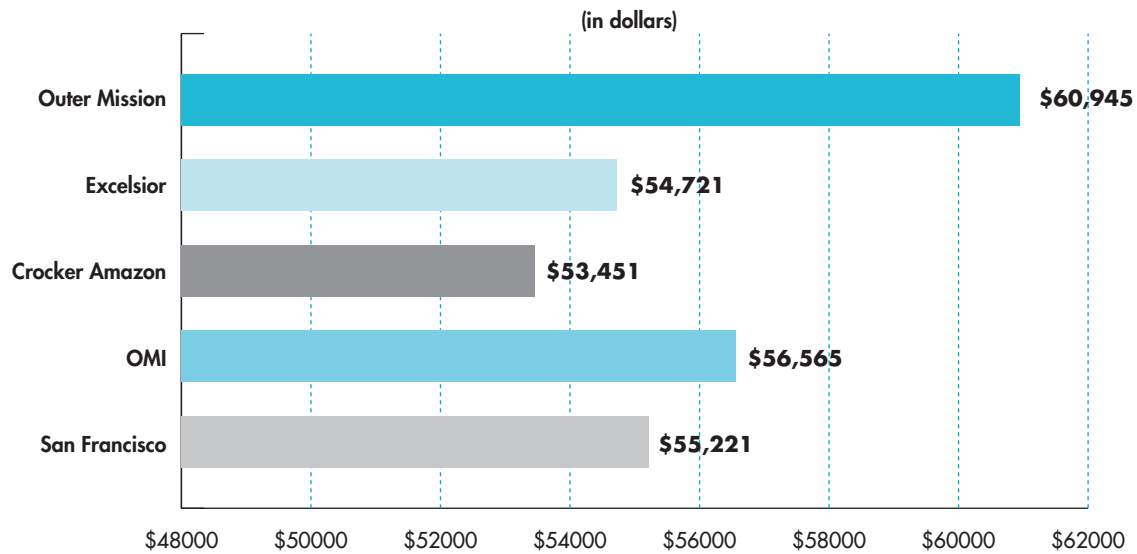


OMI Service Providers Planning and Capacity-Building Process

MEDIAN HOUSEHOLD INCOME

2000 census data shows that the OMI has the second highest median household income in District 11 and a slightly higher median household income compared to citywide data.

Median Household Income: 1999



U.S. Census Bureau. (2000 Summary File 3 – P53: Median Household Income in 1999) *American FactFinder*. Accessed: 24 November 2010

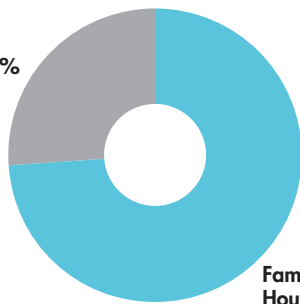
HOUSING

The OMI has a higher percentage of family households, 74%, compared to citywide, 44%.

Family vs. Non-Family Households

OMI

Non-Family
Households, 26%

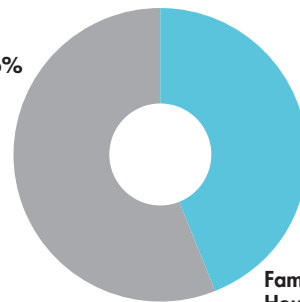


Family
Households, 74%

*Calculations includes both
"owner occupied and renter occupied"

San Francisco

Non-Family
Households, 56%



Family
Households, 44%

*Calculations includes both
"owner occupied and renter occupied"

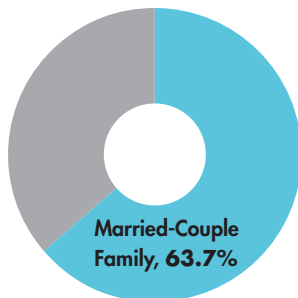
U.S. Census Bureau. (2000 Summary File 3 – HCT1: Tenure by household type, presense, children) *American FactFinder*. Accessed: 24 November 2010

The OMI has a higher percentage of single parent households, 36.3%, compared to citywide, 28.2%.

Married vs. Single Parent Households

OMI family households:

Other Family
(single parents),
36.3%

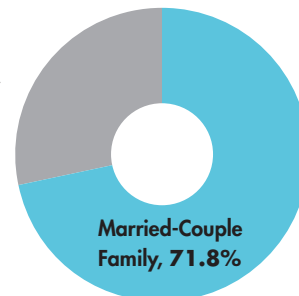


Married-Couple
Family, 63.7%

*Calculations includes both
"owner occupied and renter occupied"

San Francisco family households:

Other Family
(single parents),
28.2%



Married-Couple
Family, 71.8%

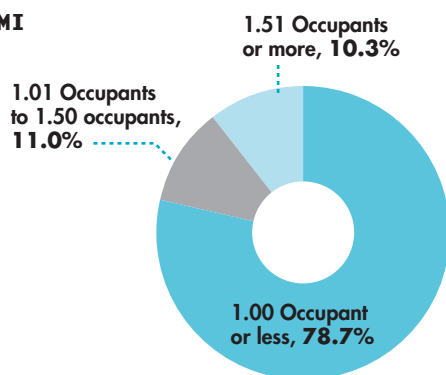
*Calculations includes both
"owner occupied and renter occupied"

U.S. Census Bureau. (2000 Summary File 3 – HCT1: Tenure by household type, presense) children *American FactFinder*. Accessed: 24 November 2010

The OMI has higher occupancy per room compared to San Francisco.

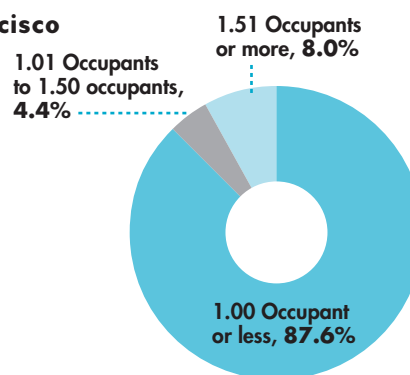
Occupants Per Room

OMI



*Calculations includes both "owner occupied and renter occupied"

San Francisco



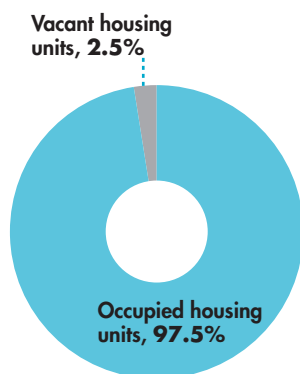
*Calculations includes both "owner occupied and renter occupied"

U.S. Census Bureau. (2000 Summary File 3 – H20: Tenure by Occupants Per Room) *American FactFinder*. Accessed: 24 November 2010

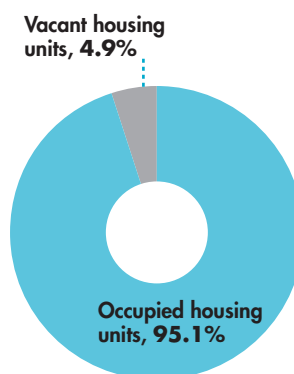
The OMI has a lower vacancy rate compared to San Francisco.

Occupied Housing Units

OMI



San Francisco



U.S. Census Bureau. (2000 Summary File 3 – H6: Occupancy Status) *American FactFinder*. Accessed: 24 November 2010

EDUCATIONAL ATTAINMENT

The following definitions apply to the charts below:

- COLLEGE DEGREE – Respondents that reported having an Associate degree, Bachelor's degree, or Graduate or professional degree
- SOME COLLEGE – Respondents that reported some college, no degree
- HIGH SCHOOL GRADUATE – Respondents that reported having a high school degree, including equivalency
- NO HIGH SCHOOL DIPLOMA – Respondents that reported some 9th to 12th grade, no diploma, or less than 9th grade

DISTRICT 11 ASSETS

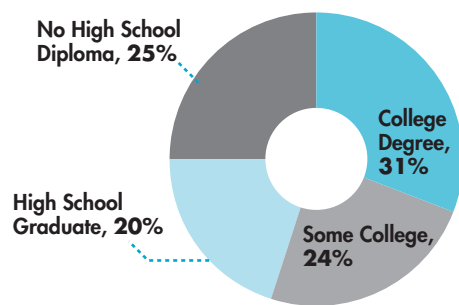
Businesses make up the predominant asset in the OMI, followed by non-governmental organizations and community-based organizations, and then faith-based organizations.

Each category is defined as:

- BUSINESS – Any private for-profit organization (excluding educational institutions) including but not limited to utility companies, health services, restaurants, professional services, retail, etc.
- EDUCATION – All educational institutions including public, private, K-12, university, vocational, medical and learning institutes
- FAITH BASED – Organizations where the main use is religious practice and/or worship

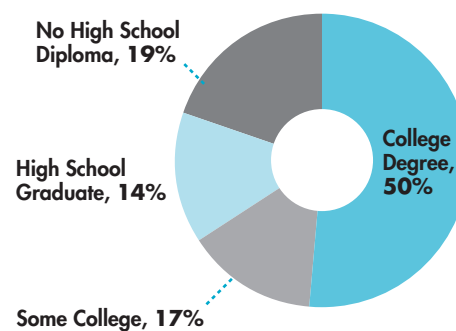
Educational Attainment

OMI



Population 25 years and over: 15,938

San Francisco



Population 25 years and over: 595,805

U.S. Census Bureau. (2000 Summary File 3 – P37: Sex by Educational Attainment) *American FactFinder*. Accessed: 24 November 2010

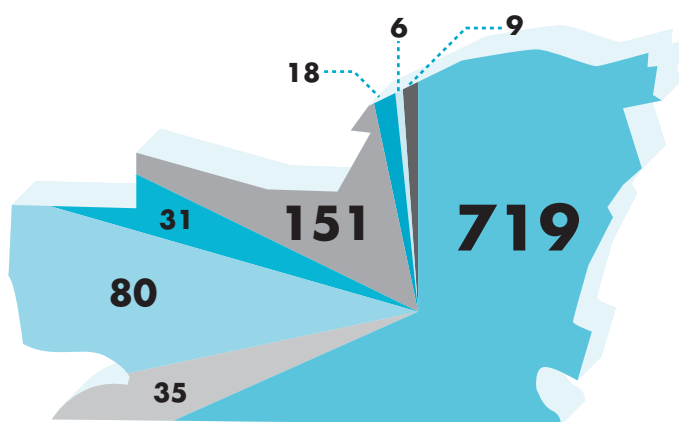
- **FOOD PANTRY** – Any organization that provides food for those in need
- **NGO/CBO** – All not-for-profit organizations whose primary funding is not from direct allocated resources by the city of San Francisco, the state of California, or the United States government, but rather through grants and donations.
- **PARKS/PLAYGROUNDS/OPEN SPACES** – Varying sizes of spaces used for public recreational purposes

- **HEALTH CLINICS** – Private, government funded, or nonprofit clinics dealing in primary care and general health and wellness
- **GOVERNMENT FUNDED AND MUNICIPAL SERVICES** – Any organization primarily funded by allocated resources from the city of San Francisco, the state of California, or the United States government. These services include but are not limited to post offices, fire and police, libraries, health clinics, government buildings, etc.

District 11 Assets



The graphic below presents by category the number and types of providers serving District 11 in some capacity.



*There may be some overlap between faith based, NGOs and food pantries (i.e. some orgs may be counted twice)
Field research conducted by SF State ICCE Fall 2009 to Fall 2010

Additional Characteristics of the OMI Neighborhood and Nonprofits/CBOs

- Neighborhoods in the OMI are "detached" from the rest of the city and have a unique character.
- The neighborhoods are more suburban and residential.
- The majority of services are geared towards children and families, afterschool activities, parent education, and housing assistance.
- Services for the elderly population are underrepresented.
- Programs geared toward neighborhood improvement endeavors are of great importance (i.e. parks, beautification, and neighborhood projects).

THE OMI SERVICE PROVIDERS PLANNING & CAPACITY-BUILDING PROCESS

This section provides a detailed overview of the planning and capacity-building process conducted with OMI service providers through this initiative.

Project Partners

The OMI Service Providers Cohort represented a broad range of service providers in the community, from senior centers and youth centers to after-school tutorial programs and volunteer and faith-based organizations. Thirty-two OMI community service providers were invited to participate by the office of District 11 Supervisor Avalos and the Mayor's Office of Housing. Service providers were defined as any community-, faith-, or volunteer-based organization providing ongoing services to people living, working, and serving the OMI community. These organizations were deemed as having commonalities in organization budget, interaction with community members, and funding structure. The intent was to form a cohort that could identify community needs and priorities.

Organizations were invited to a launch meeting on December 7, 2009, hosted by the Temple United Methodist Church in the OMI neighborhood. A list of the

organizations that stepped forward to join the OMI Service Providers Cohort is included in the Addendum section beginning on page 30.

Guiding Principles

The following principles guided the design of the process:

CO-DESIGN — OMI service providers were involved at the onset of the project to shape the cohort design by identifying group agreements and participant expectations and contributions to the cohort. CompassPoint determined short-term and interim outcomes based on participant expectations. (See the project logic model on page 17.)

AT-WILL PARTICIPATION — Organizations invited to the launch decided whether or not they wanted to participate in the cohort.

CONSISTENT PARTICIPATION — Consistent participation was identified as a group agreement. The cohort met for two-hour meetings twice monthly during a seven-month period.

THIRD-PARTY FACILITATION — Process facilitation was to be provided by an outside consulting body (CompassPoint).

CITY ENGAGEMENT — A Community Development Specialist from the Mayor's Office of Housing would coordinate the planning and staff the implementation phase. Supervisor Avalos's intern participated in cohort meetings and coordinated the OMI Community Summit (see page 24).

COMMUNITY INPUT — A primary goal was to involve the broader OMI community throughout the process to identify the community needs and assets; this was accomplished at the OMI Community Summit held in April 2010 and through the data-gathering project conducted by SFSU's Institute for Civic and Community Engagement.

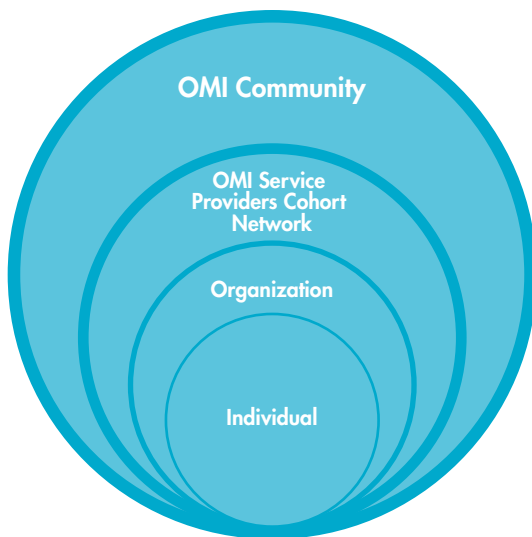


Representatives from a diverse array of organizations that serve the Ocean View-Merced Heights-Ingleside (OMI) neighborhoods formed a cohort to identify community needs and assets.

Design & Anticipated Impact

The project was designed from its onset to impact individual cohort participants, their organizations, the OMI Service Providers Cohort, and the OMI community at large.

Levels of Program Impact



Impacts at the **individual** cohort participant level include:

- Increased information sharing and communication among members of the OMI Service Providers Cohort
- Increased skills in collaboration
- Increased trust among cohort partners
- Increased facility in articulating case(s) for support

Impacts at the **organization** level include:

- Increased capacity to collaborate and leverage resources towards community impact

Impacts at the OMI Service Providers Cohort **network** level include:

- Increased knowledge of service provider assets and services
- Acting in partnership towards identified OMI community needs and assets

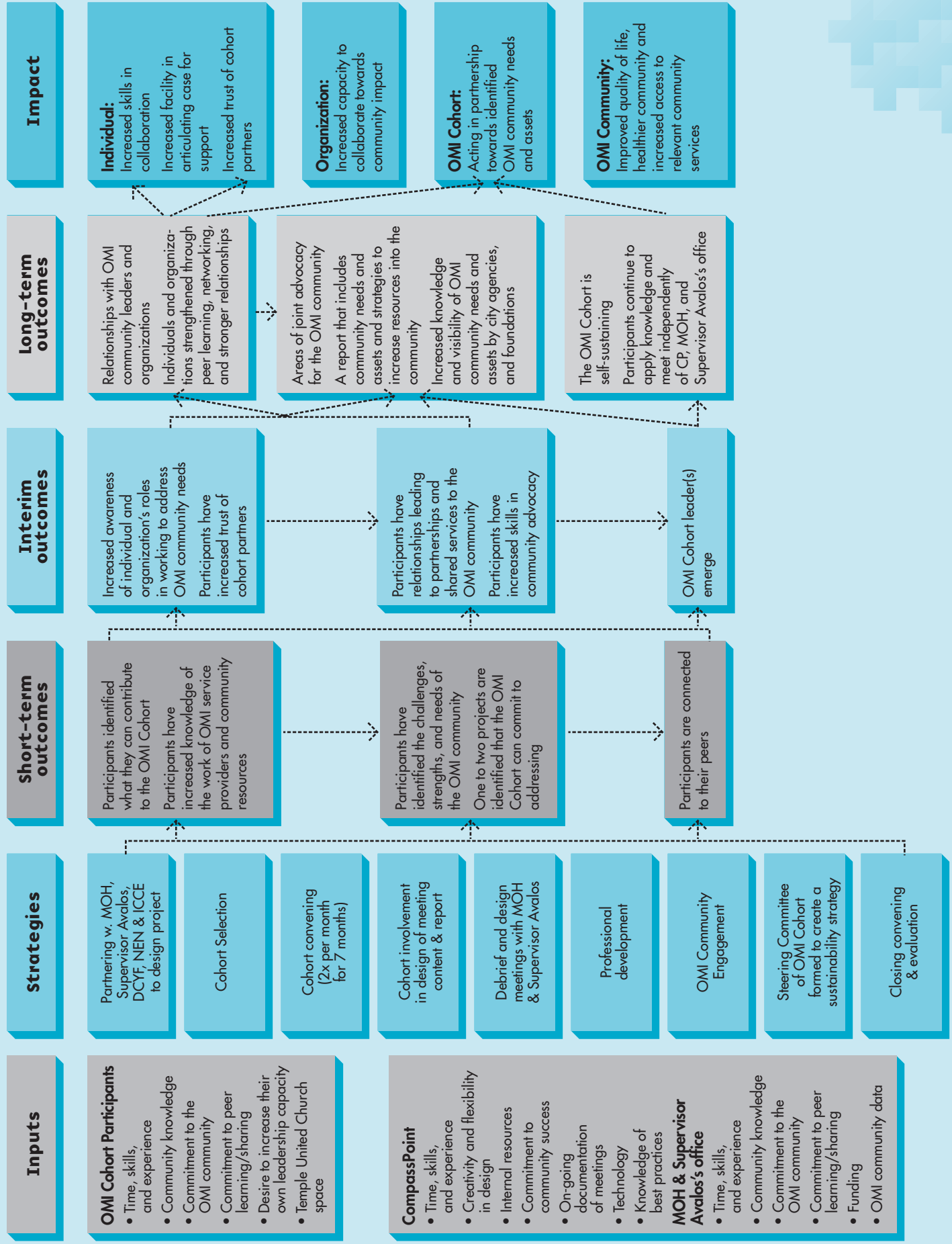
Impacts at the OMI **community** level include:

- Improved quality of life, a healthier community, and increased knowledge of and access to relevant community services

Logic Model

The logic model created for the project appears on the next page. It outlines the program design, including the strategies and short-term, interim, and long-term outcomes intended by the program. A logic model provides the hypothesis of how the program is designed to work to achieve the anticipated results. The logic model was developed and used to inform program design and planning, program implementation, and evaluation.

OMI Service Provider Cohort Logic Model



ACHIEVING COMMON GOALS

BUILDING COMMUNITY

Working Together

BUILDING THE FOUNDATION FOR WORKING TOGETHER

Once formed, the OMI Cohort began its work by meeting to identify expectations for the group, establish group agreements for how they wanted to work as a network, and brainstorm what they, as cohort members, could contribute to this effort.

At the beginning of the process we asked cohort members what they wanted to get out of the OMI Cohort. Following are examples of their feedback.

"WHAT DO I WANT TO GET OUT OF THE OMI COHORT?"

"I would like to gain more insight into the needs of the OMI community and how to strengthen our current resources."

"I would like to learn about community resources in OMI, build a more connected community, and use our strength in numbers."

"Relationships, leading to partnerships and shared service to our community."

"Identify one or two projects that the group can commit to that will be a result of this experience."

"WHAT CAN I CONTRIBUTE TO THE OMI COHORT?"

"I can contribute my organization's skills and my ability to think critically and come to agreement for the good of the community."

"I can contribute time, access to my facility for meeting space, my openness to progress, and passion for providing and creating resources for the youth of this community."

"Energy and spirit of community."

OMI COHORT GROUP AGREEMENTS

In addition to establishing what the cohort members wanted to contribute and take away from their experiences in working together, they also established the following group agreements that framed their participation:

- Sharing, open, try not to feel over-protective of one's own organization
- Community focused
- Step up/step back
- No hidden agendas
- Commitment — "let's do it" attitude
- Agree to disagree

Cohort members agreed that they would work together to:

- Trust
- Create a safe space
- Use each other as resources (be strategic)
- Identify common alliances
- Be action driven towards common goals

They also agreed to a high degree of participation and to:

- Ideally be "here" (physically present for meetings)
- Check-in with another cohort member if you couldn't attend a meeting

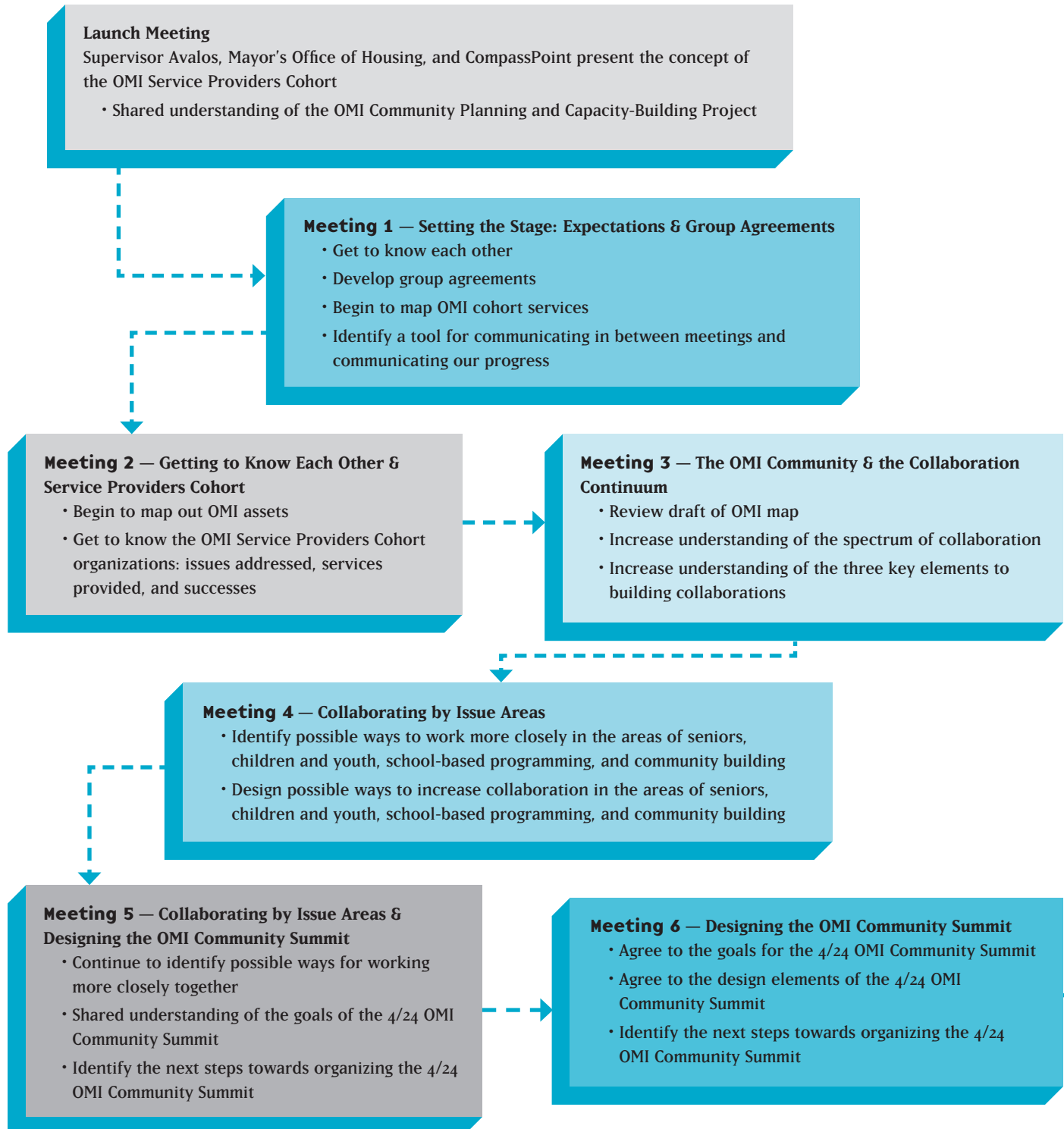
CompassPoint Nonprofit Services used comments to guide its design of subsequent meetings and to identify short-term and interim outcomes for the cohort as reflected in the logic model (see page 17). The process also set a foundation of relationship and trust building by designing time for individual cohort members to share information about themselves and their experiences of working in the OMI community.

OMI COHORT MEETING CALENDAR/OVERVIEW OF THE MEETING PROCESS

The cohort met every other week for two hours from December 2009 to July 2010. Each meeting was structured to accommodate the group's needs and progress, using the co-design principle. Below is the summary of the cohort meeting process, content, and outcomes.



Meeting Content and Outcomes



Meeting 7 — Getting Ready for the OMI Community Summit

- OMI Cohort is ready for the OMI Community Summit
- OMI Cohort hears report-outs of budget organizing
- Identify next steps

Meeting 8 — Getting Ready for the OMI Community Summit & City Budget Organizing

- OMI Cohort is ready for the OMI Community Summit
- OMI Cohort hears report-outs of budget organizing

OMI Community Summit — Gathering Input from the OMI Community

- The OMI community is better connected to the OMI Service Providers Cohort and our services
- The OMI community identifies community needs
- The OMI community understands the City budget process and how they can influence it
- City staff and supervisors outside of D11 have a better understanding of the OMI community, its strengths, and priority needs

Meeting 9 — Debriefing the Needs Identified in the OMI Community Summit

- Debrief lessons and takeaways from the OMI Community Summit
- Identify how to move forward the priorities that emerged from the summit

Meeting 10 — Reviewing Community Needs & Prioritizing

- Finalize priority areas
- Identify strategies to address priority areas

Meeting 11 — Prioritizing Community Needs & Identifying Strategies

- Identify cohort commitments and next steps
- Receive feedback on the report format
- Begin to identify Phase II of the OMI Service Providers Cohort

Meeting 12 — Creating a Plan for Phase II and Celebrating Our Accomplishments

- Celebrate the accomplishments of the OMI Service Providers Cohort
- Finalize plan for Phase II of the Cohort

INCREASING CAPACITY TO COLLABORATE — THE COLLABORATION CONTINUUM

A key theme of the process was learning more about the ways that individual organizations and the cohort as a whole could collaborate to meet community needs. After the group developed meeting agreements and began to get to know one another and each others' agencies, CompassPoint presented an overview of a collaboration continuum created by the organization ACT for Youth Center of Excellence.² ACT for Youth defines collaboration as a process to reach goals that cannot be achieved by one single agent, and which includes the following components:

- Jointly developing and agreeing on a set of common goals and directions
- Sharing responsibilities and risks for obtaining those goals
- Working together to achieve those goals, using the expertise and resources of each collaborator

ACT for Youth displays successful collaboration along a continuum. The further along a collaborative effort is on the continuum, the more likely it is that the goal, such as improved transportation for seniors in the community, can be met successfully. The cohort also discussed the factors that impact a collaboration's success, including the **TIME** it takes for agencies to participate in a collaborative effort, the **TRUST** that is required of individual staff and participating organizations, and the potential clash over organizational **TURF**, or which organization should be the one to address a community need. Time inputs and trust need to increase in order to move along this continuum, whereas turf issues need to decrease. Barriers can be overcome through the progressive use of the following collaborative strategies:

NETWORKING, COORDINATING, COOPERATING, COLLABORATING, AND INTEGRATING.

NETWORKING: Exchanging information for mutual benefit. This is easy to do as it requires a low level of trust, limited time availability, and no sharing of turf.

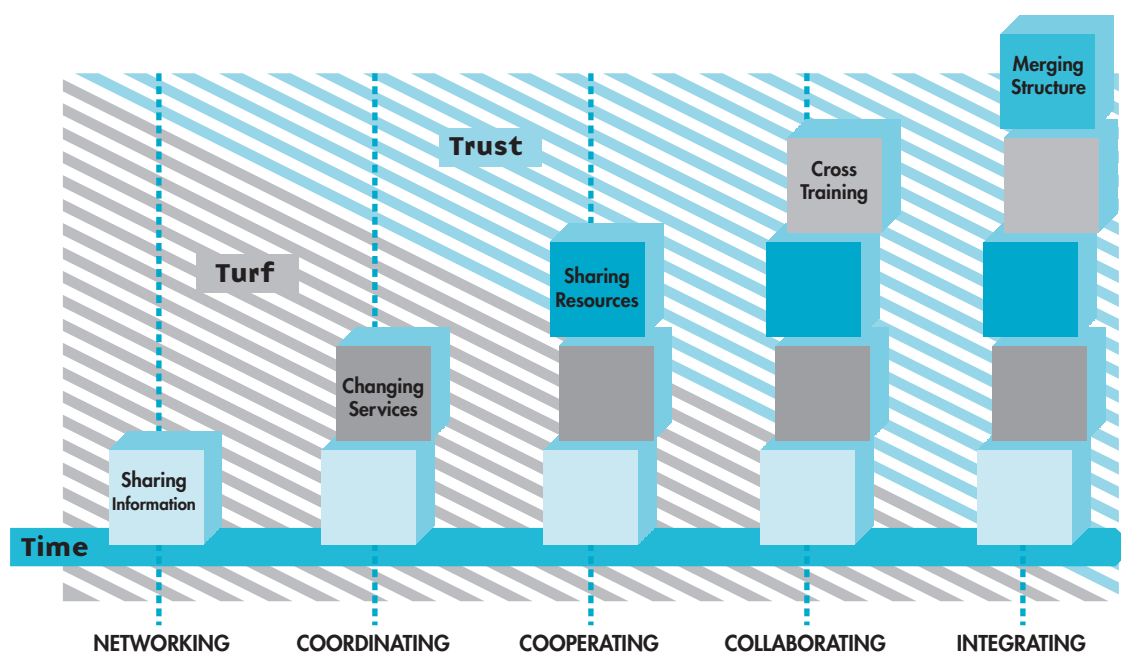
COORDINATING: Exchanging information and altering program activities for mutual benefit and to achieve a common purpose. This requires more organizational involvement than networking, a higher level of trust, and some access to one's turf.

COOPERATING: Exchanging information, altering activities, and sharing resources for mutual benefit in order to achieve a common purpose. This requires increased organizational commitment and may involve written agreements. Shared resources can involve human, financial, and technical contributions. It also requires a substantial amount of time, high level of trust, and significant sharing of turf.

COLLABORATING: Exchanging information, altering activities, sharing resources and enhancing each other's capacity for mutual benefit in order to achieve a common goal. The qualitative difference to cooperating is that organizations and individuals are willing to learn from each other to become better at what they do. Collaborating means that organizations share risks, responsibilities, and rewards. It requires a substantial time commitment, very high level of trust, and sharing turf.

INTEGRATING: Completely merging two organizations in regards to client operations as well as administrative structure.

The Collaboration Continuum: Turf, Trust and Time



Used with permission from ACT for Youth Center of Excellence ©2011

Each of these strategies can be appropriate for particular circumstances. It can be sufficient for some service providers to network and consequently provide youth and families with correct and updated information on available services. In other circumstances, agencies might work on developing more complex linkages to be able to meet youth and family needs more effectively. These definitions will help agencies make appropriate choices about the working relationships they want to develop or strive towards in their communities.

GATHERING INPUT FROM THE OMI COMMUNITY

To gather input from the broader OMI community on the community's needs and assets, San Francisco State University conducted a data-gathering effort and the OMI Service Providers Cohort organized a community summit.

Both efforts asked community stakeholders what they perceived to be the community's strengths as well as service needs.

DATA GATHERING

The San Francisco State University Engaged Learning Zone Project (formerly known as the ASIN project) conducted surveys, focus groups, asset/power mapping, demographic data gathering, coordination, and connection for service learners in the community. The data for this study was collected by seven interviewers, including two full-time staff members at SFSU's Institute for Civic and Community Engagement, four graduate students, and one undergraduate student. The team reached out to 368 stakeholders in District 11 to conduct a total of 98 in-person interviews between November 2009 and June 2010. Stakeholders included nonprofit organizations, businesses, residents,

food pantry personnel, city officials, religious leaders, and educational leaders. Some of the nonprofits in the OMI area were not interviewed since they already were participating in the OMI Service Providers Planning and Capacity-Building Process. Interviewees were identified through information provided by the Mayor's Office of Housing, the Neighborhood Empowerment Network, San Francisco State/Community Connections Database, and Internet research. The data collected were analyzed by ICCE Staff and a SFSU Public Administration faculty member.

THE OMI COMMUNITY SUMMIT

To gather information on community needs and assets, the cohort planned a community-wide summit. Each cohort member group did outreach for the event and partnered with Supervisor Avalos's office to ensure a high degree of community participation. The OMI Summit was held on April 24, 2010, at the Minnie and Lovie Ward Recreation Center.



On April 24, 2010, the Ocean View-Merced Heights-Ingleside (OMI) Service Providers Cohort organized and hosted the "OMI Community Summit" to gather community stakeholders to provide an assessment of community needs and assets.

Intended outcomes of the OMI Community Summit were to:

- Connect summit participants to the OMI Service Providers Cohort members
- Identify community needs
- Build participant understanding of the City budget process and how they can influence it
- Improve understanding of City staff and supervisors outside of D11 of the OMI community, its strengths, its priorities, and its needs

OMI Community Summit participants visually charted their individual history in the OMI, learned about services provided by the OMI Service Providers Cohort members, learned about the City budget process from Supervisor Avalos, and participated in facilitated small group discussions to identify assets and needs in the community. The small groups were organized by language: a Cantonese-speaking group, a Spanish-speaking group, two English-speaking groups, and an English-speaking youth group. Children attending the summit participated in face painting and games. The event provided an opportunity for community members from diverse ethnic groups to hear about each others' needs and assets and identify common ground. Community residents highlighted community infrastructure needs such as a large grocery store and post office, information sharing, and visibility of the community.

KEY FINDINGS

This section discusses the results that emerged from the planning and capacity-building process, from the service priorities for the OMI neighborhood identified by the cohort and potential strategies to address them, to the achievements in group building and collaboration that the cohort has accomplished during the initiative.

Community Priorities

Based on the results of these data-gathering efforts and the needs and assets identified by cohort members, the OMI Service Providers Cohort identified three priority areas for further planning and advocacy in the OMI:

1. COMMUNITY SERVICES — e.g., senior and afterschool service, specifically, as top priorities
2. COMMUNITY INFRASTRUCTURE — e.g., commercial corridors, open space, and transportation
3. COMMUNITY BUILDING — e.g., increasing awareness about existing community events, activities, and history



Potential Strategies

To address the identified priorities, the OMI Cohort discussed many strategies, including:

- Continued advocacy of cohort-identified priorities in the City budget process
- Better coordination of existing services
- Information sharing on what exists
- Joint fundraising
 - Fundraising from individuals
 - Fundraising from foundations
 - Joint fundraising for city funding
 - Neighborhood grassroots fundraising
- Community building
- Leveraging San Francisco State University student programs

Summary of Results of the OMI Service Providers Planning & Capacity-Building Process

Project partners have worked collaboratively to achieve the following:

- Identify areas/opportunities for joint information/data sharing
- Collectively identify OMI community assets and key needs
- Improve collective messaging, consistent communication, and transparency (OMI Cohort participants engaged in various activities to develop individualized and collective case statements by service areas)
- Participate in short-term and long-term technical assistance and planning through CompassPoint, MOH, and the SFSU ICCE Project
- Identify opportunities for and support joint community-building projects (i.e., the OMI Community Summit)
- Leverage various resources and knowledge of partners to further support the process
- Participate at will to ensure sustainability of the collaborative effort

NEXT STEPS: IMPLEMENTATION & COMMUNITY ACTION

The OMI Community Collaborative (OMICC)

The OMI Service Providers Planning and Capacity-Building Process was designed to build trust, share information, identify common ground, and move the group towards strategic dialogue to accomplish common goals.

Once the initial planning phase was completed, service providers agreed to move the effort forward and engage other key stakeholders as a way to further strengthen, as well as maximize, OMI community assets. In August 2010, OMI service providers met for the first time with other key stakeholders, including community residents, volunteers, neighborhood associations, local schools, and other groups working for the advancement of the OMI community. The average monthly meeting participation in these meetings has been 20 to 25 individuals representing all sectors of the community.

Since then, the following has been accomplished:

- The OMI Service Providers Cohort and the OMI Convener Effort (formerly funded by DCYF) merged to form the OMI Community Collaborative (OMICC).
- OMICC agreed to meet monthly and build on the work of service providers during the planning phase.
- OMICC adopted a monthly meeting structure and reformed the steering committee.
- The OMICC adopted a mission statement and agreed to work collaboratively and at will to further highlight the cultural diversity, community assets, and needs of the OMI.
- The OMICC agreed to move forward by working in the following committees: Community Building,

Community Infrastructure, and Community Services. OMICC participants self-select to work on one of these overarching committees.

- The OMICC established a vision statement, provided input for the development of an OMICC logo, adopted group principles and agreements, and continues to partner with San Francisco State University, the Mayor's Office of Housing-Community Development Division, and the office of District 11 Supervisor Avalos.
- The OMICC participated in a planning retreat in January 2011 facilitated by CompassPoint staff, where all of the above was reinforced and further vetted by the group.

OMICC Structure and Activities

MEETING SCHEDULE

September 17, 2010 | October 15, 2010 | November 19, 2010
December 17, 2010 | January 21, 2011 | February 18, 2011
March 18, 2011 | April 15, 2011 | May 20, 2011 | June 17, 2011
July 16, 2011 | August 19, 2011 | September 16, 2011
October 21, 2011 | November 18, 2011 | December 16, 2011

ROTATING STEERING COMMITTEE

The OMICC agreed to form a steering committee with staff representation from the Mayor's Office of Housing and Supervisor Avalos's office during the first year. Five OMICC participants also serve on the steering committee. The steering committee will rotate and stagger members in order to foster local leadership, ensure cohesion and continuity, and mentor in-coming committee members.

ROTATING STEERING COMMITTEE ROLES

- Plan monthly meeting agenda
- Facilitation and note taking

- Produce/collect/print agenda, handouts, and other meeting materials
- Contact/coordinate guests/speakers
- Outreach for meetings (including sending out meeting agenda prior to meeting and other relevant materials)

MEETING STRUCTURE

Meetings will include check-in, a warm-up activity (to get to know each other), guest speakers, subcommittee break-out sessions focused on planning and coordinating OMI community activities as needed, and general announcements and information sharing.

DOCUMENTATION

Every meeting and collective effort will be documented, including pictures, archives of fliers, and other materials, as a way to maintain collective memory, measure success, and inform strategies.

OMICC RESOURCES

The OMICC has identified resources to support its continued efforts, including the following:

- Staff participation from and partnership with the Mayor's office and Supervisor Avalos's office to support this effort
- Staff participation from and partnership with Assemblywoman Fiona Ma's office to support this effort
- Partnership with the SFSU Institute for Civic and Community Engagement on service learning and capacity building, and its active participation in OMICC
- Active participation from all sectors of the OMI community
- 2011 OMI Community Action Grants (10 to 15 community-led projects funded by mini-grants of \$2,500-\$5000 from the Mayor's Office of Housing —

Community Development Division in partnership with Supervisor Avalos's office)

- Partnership with and active participation from Rebuilding Together San Francisco (2011 projects focused in the OMI)
- Friends of the Urban Forest 2011 OMI Tree Planting
- CompassPoint capacity-building sessions (two training sessions in 2011)
- First Annual OMI United Festival (organized by OMICC participants and partners)

OMICC KEY OBJECTIVES

Following are the community-building objectives of the OMICC to improve services and quality of life in the OMI neighborhood.

- Raise the profile of the OMI community to "place the OMI back on the map"
- Create a united voice to advocate on behalf of the needs of the OMI community
- Exchange information, collaborate, and leverage knowledge and resources
- Highlight the assets and cultural richness of people living and working in the OMI
- Foster government-community dialogue and partnership
- Strengthen existing services and assets
- Close service gaps
- Further community cohesion and strengthen community pride
- Increase investment in the OMI (government, foundations, educational institutions, and businesses)
- Eliminate blight and beautify the community

In summary, the OMI Planning and Capacity-Building Process has taken root given the commitment of the cohort participants and the true partnership between city government and the community. As a result of this process, the OMI community, with stakeholders including government, foundations, and educational institutions, has a collectively established road map to guide short and long-term community change. The opportunities before this community are great. Key to ongoing success and progress are the continued at-will participation of OMICC members, the continued momentum to foster change in the community, and the continued willingness of community members and stakeholders to act on opportunities to partner, strategize, and advocate collectively on behalf of this diverse and asset-rich community.

¹ The information in this section, OMI History and Background, comes from *San Francisco's Ocean View, Merced Heights, and Ingleside (OMI) Neighborhoods 1862 – 1959: A Historical Context Statement Prepared for the San Francisco Historic Preservation Fund Committee*, Richard Brandi and Woody LaBounty, Western Neighborhoods Project, January 2010, p 5. <http://outsidelands.org/OMI-small-feb2010.pdf>. Reprinted with permission from Richard Brandi and Woody La Bounty.

² The information in this section, Increasing Capacity to Collaborate – The Collaboration Continuum, is used with permission from ACT for Youth Center of Excellence. The Collaboration Continuum was originally developed by ACT for Youth in 2000 for a training curriculum called *Cornell Curriculum on Collaboration and Community Building*. www.actforyouth.net/youth_development/communities/collaboration.cfm

ADDENDUM: OMI SERVICE PROVIDERS COHORT ORGANIZATION DESCRIPTIONS

Asian, Inc.

(415) 928-5910

<http://www.asianinc.org/>

The mission of Asian, Inc. is to empower minorities and other disadvantaged groups to obtain the "American Dream" by addressing individuals' quests to own a home or start a business. The organization provides services in outreach, economic development, affordable housing, and environmental education throughout the Bay Area and the Central Valley and has, for three years, been providing services in the OMI community.

Catholic Charities CYO – OMI Senior Center/ San Francisco Adult Day Services/Alzheimer's Day Care Resource Center

(415) 587-1443

<http://community.cccyo.org/Page.aspx?pid=383>

Founded in 1907 and rooted in its faith traditions of charity and justice, Catholic Charities CYO supports families, aging and disabled adults, and youth through social services and opportunities for healthy growth and development.

Clients served receive wrap-around social services that address their most pressing human needs, while validating their dignity and intrinsic worth as human beings. The goal is to assist clients to "age in place" and prevent early institutionalization by providing services to keep them safe at home and in the community.

Family Connections

(415) 333-3845

<http://www.portolafc.org/>

Family Connections exists to develop strong, healthy families and to build thriving communities in the Portola and Excelsior neighborhoods. Family Connections provides opportunities for people of different backgrounds to work together cooperatively, sharing cultures, values, knowledge, and resources.

The organization strives to provide support for family units in order for them to successfully contribute to their communities. Through its holistic approach it hopes to make a lasting impact that will help families be self-sufficient and productive members of society.

Geneva Car Barn and Powerhouse

(415) 334-6441

<http://www.genevacarbarn.org/>

The mission of the Geneva Car Barn and Power House (the Car Barn) is to provide meaningful job training in the art-related disciplines to underserved youth in San Francisco's District 11; to provide dedicated theater, exhibition, gathering, and event space for District 11 residents; and to drive the economic development surrounding the Balboa Park BART Station.

Inner City Youth Opportunities

(415) 587-4099

<http://www.icyo.us/>

Inner City Youth Opportunities provides a safe and structured environment for inner city children (grades K-6) of low-income families after school and during the summer. Since 1993, thousands of children have benefited from the summer tennis camps, afterschool homework assistance and academic tutoring, and field trips provided by ICYO and many community sponsorships.

IT Bookman Community Center

(415) 586-8020

<http://www.itbookmancenter.org/>

The mission of the IT Bookman Community Center is to maintain a multi-purpose center which will embrace the entire Oceanview, Merced Heights, and Ingleside communities. To recognize and address the needs of all age groups by developing activities and programs that will enrich their lives. To create a climate and atmosphere within the center that encourages the use of the facility for civic and private activities and events.

Life Frames, Inc. / A Living Library

(415) 206-9710

http://www.alivinglibrary.org/LivLib_home.html

The mission of Life Frames, formed as a nonprofit organization in 1992, is to work with stakeholders in diverse locales in San Francisco and other communities to plan, implement, and maintain site- and culturally-sensitive, ecological, community learning environments, transforming sterile and under-utilized public places, into beautiful new, content-rich, learning landscapes that incorporate the resources of the area: human, ecological,

economic, historic, technological, and aesthetic — seen through the lens of time — past, present, future.

Each transformed environment with integrated community educational programs is called A Living Library & Think Park. Abbreviated as "A.L.L.," each offers multiple, hands-on Green Skills Job Training opportunities for youth and adults, as well as experiential, interdisciplinary standards-based education for younger children. The organization works with people from every age from pre-kindergarten to adults.

Mission Neighborhood Centers, Excelsior Senior Center

(415) 206-7759

<http://www.mncsf.org/senior.html>

Mission Neighborhood Center provides a wide range of social services, education programs and recreational activities that target low-income and functionally impaired seniors. We offer programs at two sites: the Capp Street Senior Center and the Excelsior Senior Center. Together, they reach 700 bilingual, low-income seniors every year.

Ocean Avenue Revitalization Collaborative (OARC)

(415) 375-2265

<http://www.oceanave-oarc.org/>

The OARC's goal is to revitalize the area by increasing cleanliness, promoting the shopping district, supporting existing businesses, attracting resources for physical improvements, monitoring important development projects along the corridor, addressing safety concerns, building community pride, and by collaborating with community groups.

The organization provides merchants with resources to help strengthen their businesses and create a vibrant community. Specifically, it organizes promotional events, "shop local" campaign materials for the corridor, "recruit and retain business" efforts, and works on beautification and safety initiatives. The OARC focuses heavily on investment along the Ocean Avenue Commercial Corridor and in changing negative perceptions that exist about the neighborhood and its businesses.

OMI/Excelsior Beacon Center

(415) 406-1290

<http://www.omiebeacon.org/>

The OMI/Excelsior Beacon Center seeks to enrich the lives of people in our community. We do this by creating opportunities for youth, families, and community to grow and share in a safe and diverse place. The OMI/Excelsior Beacon Center is located at James Denman Middle School and is a part of the Urban Services YMCA. The Beacon Center provides a variety of services to the Ocean View, Merced, Ingleside, and Excelsior neighborhoods of San Francisco. The OMI/Excelsior Beacon was established in May 1999 and has been providing free after-school programming, recreational activities, gang prevention, case management, summer camp, field trips, and family and community events. Our staff is dedicated to serving the community and supporting the families and friends in the OMI/Excelsior neighborhoods.

OMI Family Resource Center (Program of Urban Services YMCA)

(415) 406-1370

http://www.ymcasf.org/urban/programs/omi_family_resource_center

The Oceanview Merced Ingleside Family Resource Center exists to strengthen families in the community and empower youth, parents, and caregivers by helping them help themselves. The center offers free services to the OMI community including Food Pantry, Parent Workshops, Women/Men Support Groups, and OMI FRC Business Center. While Attending OMI FRC programs, clients can take advantage of transportation assistance, meals and incentives, and our Drop-In Child Watch Program.

Out of Site Youth Arts Center

(415) 846-4732

<http://www.outofsite-sf.org/>

Out of Site was founded in 2000 in response to the need for relevant and conceptually based arts education that is guided by youth development ideas and that connects underserved youth to the broader community. The mission of Out of Site is to: 1) develop new models of teaching and learning about the arts and arts education at a high school level; 2) inspire community engagement by participating in the world through the creation of art; 3)

create connections among communities through programs that are diverse in their participants, their content, and their teaching methods.

The organization is unique as an arts education organization in that community building is at the foundation of what it does. The strength of its work is founded upon the creative, respectful relationships built among faculty, staff, and students. Its programs complement work in the schools, helping to narrow the achievement gap. Youth discover the power of the arts and community to transform their lives.

The Stonestown Family YMCA

(415) 242-7101

<http://www.ymcasf.org/stonestown/>

The Stonestown Family YMCA serves the neighborhoods in the southwest quadrant of San Francisco, including the Sunset, West of Twin Peaks, the OMI, as well as Daly City and Pacifica. Since 1953, we've provided a safe haven for people seeking community involvement, healthy recreation opportunities, and positive social relationships. For 25 years we've provided public school-based after-school programs in our neighborhood and are a leading expert in the fields of After School, Youth Development, and Child-care. Over the past 11 years we have developed extensive relationships with schools in our service area and now are providing child care, after-school programs and/or PE programming at 10 schools including Sheridan Elementary School, Jose Ortega Elementary School, and Aptos Middle School.

Temple United Methodist Church

(415) 586-1444

<http://www.templeunitedmethodist.org/>

The mission of Temple United Methodist Church is "Building an authentic Christian community; Serving God's People; Creating Disciples of Christ."

The Temple United Methodist Church serves the needs of the OMI community with its weekly food pantry, and programs for youth, seniors (a regular lunch program), and immigrants (ESL classes, immigration clinics, and an Asian Family Resource Center). It offers the spiritual community worship, study, and community events.

The Temple Tutorial Program

(415) 586-1444

<http://www.templeunitedmethodist.org/serving>

The mission of the Temple Tutorial Program (TTP) is to help ensure that all minority students living in the neighborhood receive academic help and social skills support they need throughout their early years to prepare them for long-term academic achievement and positive life experiences.

The TTP originally focused on African American students. As the neighborhood demographics have changed, it now serves a predominantly Asian community. However, students of all racial and ethnic groups are welcomed and actively sought. The academic preparedness of the TTP students varies widely. The educational philosophy of "all children can learn" seeks to remedy the disparity between low- and high-performing students at the beginning of the school cycle. Students receive after-school homework assistance, instruction, enrichment activities, and social support from a caring and racially/culturally diverse staff.



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