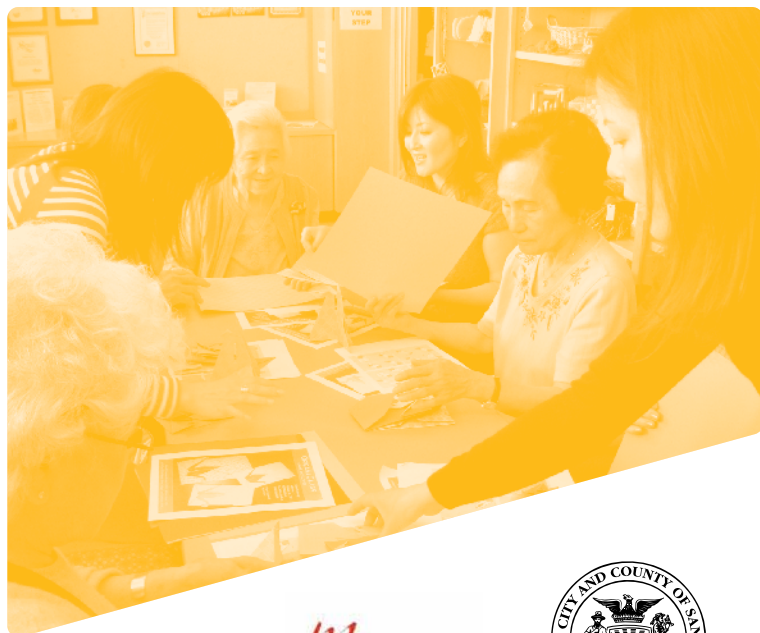




Western Addition Service Providers Cohort Planning & Capacity Building Process 2010-2011



UNIVERSITY OF
SAN FRANCISCO

Leo T. McCarthy Center
for Public Service and
the Common Good



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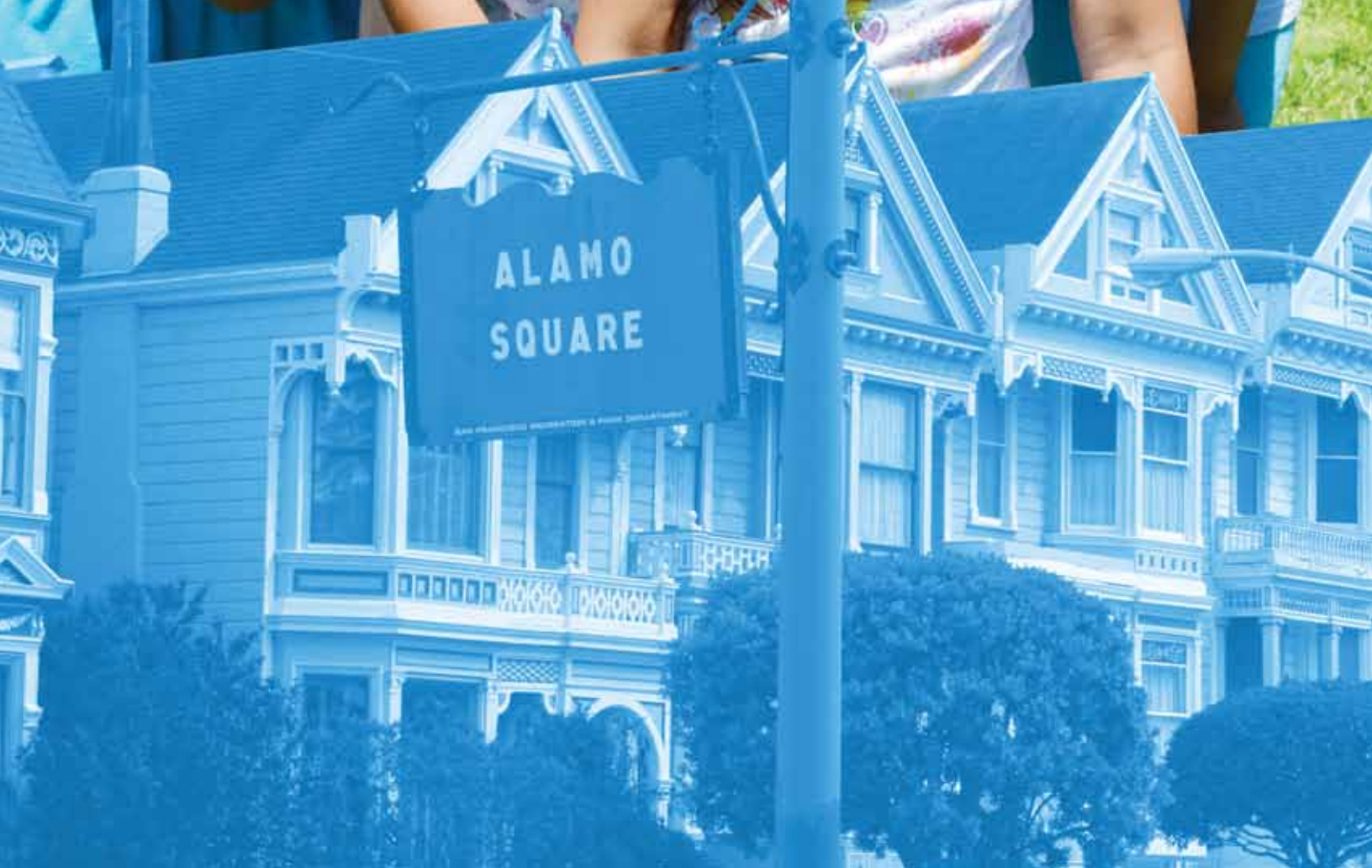
University of San Francisco's Leo T. McCarthy Center for Public Service and the Common Good

Corey Cook
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*** Thank you to the African American Art
and Culture Complex of San Francisco
for the use of their meeting space*

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Executive Summary

The original goal of the Western Addition Service Providers Cohort (subsequently referred to as the Cohort) was to include existing nonprofit service providers in the Western Addition in a planning process that identified community assets, prioritized service needs and created a facilitated space to discuss challenges and possible collaborations

At the outset cohort members identified the following needs to be addressed through the process:

- *A planning process that produces concrete results*
- *Agreement on the geographic definition of the Western Addition*
- *Data collection and assessments*
- *A shared vision for the neighborhood and the resources needed to support this shared vision*

Planning Process that Produces Concrete Results

An initial focus of the process was identifying what participants wanted to achieve. The organizations that participated did not want to have another set of meetings that did not produce tangible results. Over time, a consensus emerged that a joint advocacy platform that could be presented to the City and other funders and stakeholders was the priority.

Geographic Definition of the Western Addition

At the outset, the advisory group discussed the importance of including organizations from both the south of Geary “Fillmore District”, and groups from the north of Geary area often referred to as Japantown. Within the cohort, there was recognition that in the neighborhood’s recent history there has often been a “Geary Divide.” Geary Street, a wide, high-speed traffic thoroughfare, often acts as a physical and social barrier dividing the original Western Addition neighborhood into the Fillmore and Japantown districts. The Geary Divide has separated residents, organizations, and the services they provide from each other. This divide has been somewhat mitigated by Mo’Magic, a community based collaborative comprised of different non-profit organizations. Mo’ Magic’s convening and capacity building work with groups serving children and youth is very inclusive of groups from throughout the broader

Western Addition. The Cohort decided through consensus that the neighborhood footprint we would use to define the Western Addition would include Census Tract 155 north of Geary Street, along with the three Census Tracts south of Geary (158, 159, and 161) that the Mayor’s Office of Housing uses for its neighborhood geographic definition. Thus, the organizations participating and the data being drawn about the neighborhood would be, to the greatest extent possible, both inclusive and consistent.

Data Collection and Assessment

Participating organizations had a common challenge in needing more hard data regarding the neighborhood and resident needs. These organizations had a strong understanding of their client needs, often from a long history of serving residents, but often did not have data regarding the neighborhood that would empirically demonstrate these needs to funders, partners and stakeholders.

Develop a Shared Vision for the Neighborhood

For participants, this process was an opportunity to set aside time from the daily demands of running their organizations, to work together with peers to look at the “big picture” for the neighborhood, and to develop a shared vision of its strengths, needs and its future.

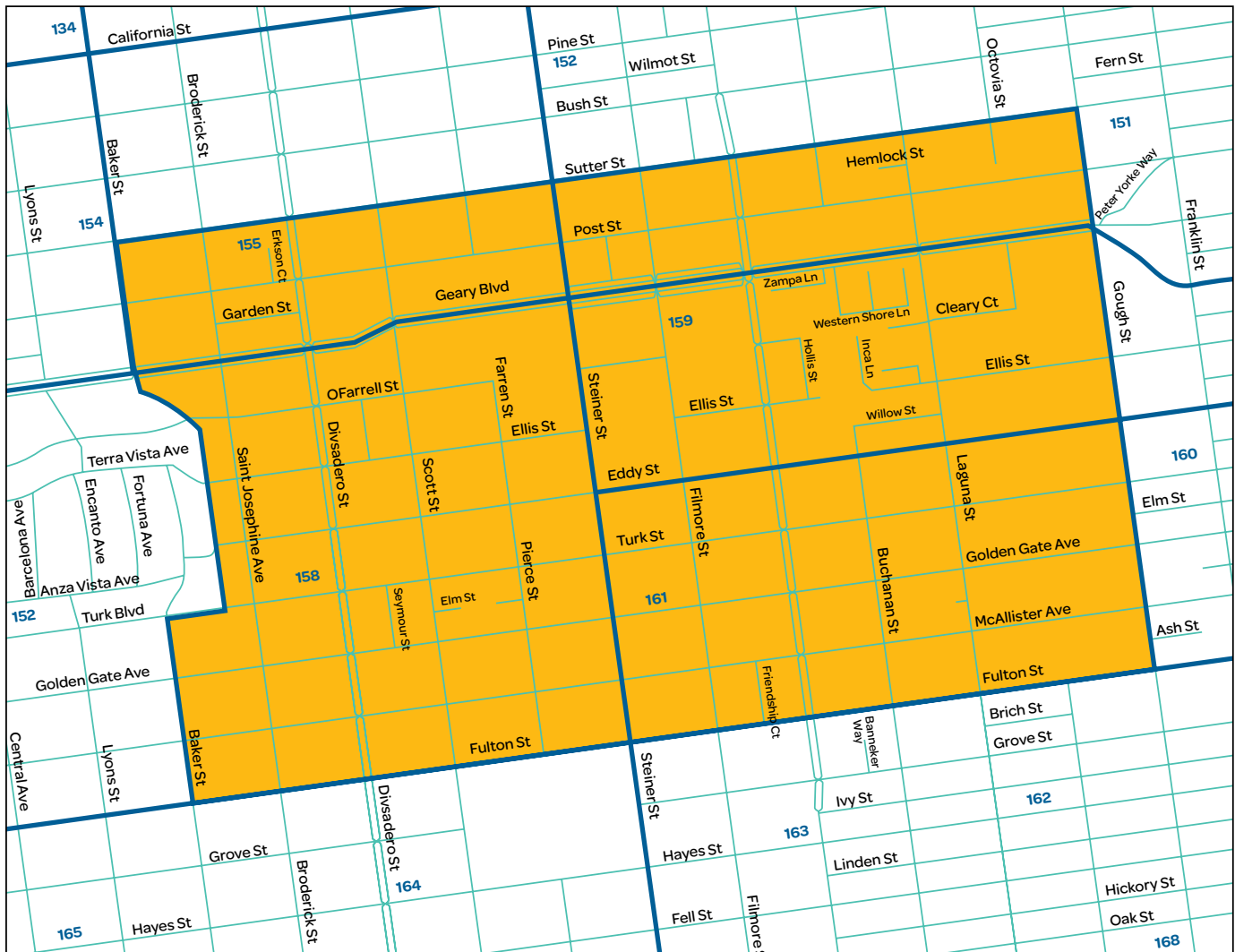
Identify and Develop Resources to Support that Vision

As a neighborhood with a large low-income population, the Western Addition is served by a dedicated network of community based organizations. These agencies have not historically received the funding and resources necessary to meet the needs of their constituents. For this reason, identifying additional resources and a strong platform to advocate for these resources was a very high priority.



The Western Addition Community

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Western Addition History and Background

Rich in culture and history, the Western Addition neighborhood is an incredibly diverse and vibrant community in the heart of San Francisco. Its geographic definition has varied with time and audience, but for the purposes of this process the cohort settled on the area bordered by Gough, Sutter, Baker and Fulton Streets. The nearly 20,000 residents living here represent the extremely wide array of races, history, educational attainment, income, and employment status that one would expect in a very dynamic urban neighborhood.

History

Beginning particularly with the post-1906 earthquake period, many immigrants found the Western Addition an affordable living option compared to the wealthier districts of San Francisco, and so the neighborhood saw many changes and influxes of new populations. In some cases, this was one of the few neighborhoods where new immigrant groups were allowed to live. The area became widely known for its large Japanese-American population, until World War II national policies forced these families into internment camps. World War II proved to be a vibrant time of growth for the “Harlem of the West,” the African-American jazz scene in the Western Addition; musicians such as Billie Holiday, Ella Fitzgerald, and Louis Armstrong performed in dozens of the neighborhood’s nightclubs.



In 1948, San Francisco declared the Western Addition to be “blighted” and a “slum” and the San Francisco Redevelopment Agency was created. The agency had many goals for the Western Addition, including the widening of Geary Boulevard which would later become the divide between the growing affluent Pacific Heights neighborhood and the struggling Western Addition. During the almost 60-year implementation of the Western Addition redevelopment effort, over 14,000 residents were displaced and moved out of the area under the use of eminent domain. The African-American community in the Western Addition, in particular, found the experience of Redevelopment to be extremely disruptive and generally disempowering, and the wounds of that experience have often been slow to heal.


Despite these disruptions, and sometimes because of them, today the Western Addition is an extremely vibrant and diverse neighborhood. The Western Addition Service Providers Cohort represents a board array of community-based service providers that show great dedication and ingenuity in reaching and serving these diverse populations. The Fillmore Jazz Preservation District is an ambitious effort to celebrate and continue the cultural heritage of “The Harlem of the West,” and is surrounded by an increasingly bustling commercial corridor on Fillmore Street south of Geary. The African-American Arts and Culture Complex, where the cohort held its meetings, is both an amazing community resource and a vibrant center for art and expression. Japantown, just on the north side of Geary, is the cultural center of the Japanese community in the Bay Area, and besides its dazzling architecture, shops and restaurants, includes sev-

eral long-standing community-based service providers. The neighborhood also now includes several newer organizations that reach the growing Korean population in the neighborhood and throughout San Francisco.

The electoral redistricting process, which happens every ten years, has been an illustration of both the diversity and the unity of the neighborhood. In the original set of maps drawn up by the Redistricting Task Force, the majority of the Western Addition located south of Geary remained in Supervisorial District 5, while the area North of Geary (including Japantown) was to be moved to Supervisorial District 2 (which includes Pacific Heights and the Marina). During the community input process many voices from both the African American community in the Western Addition and the Asian-American community in Japantown made it clear that there is a strong connection between these communities and that they should remain part of the same supervisorial district where they can continue to work together and advocate for their common interests.

Western Addition Demographic & Asset Snapshot

Although the neighborhood has seen an influx of wealthier households over the past decade, extreme poverty remains widespread and entrenched, and far more common than throughout most of San Francisco. According to the 2005-2009 American Community Survey, 17% of Western Addition households were below the federal poverty line (compared to 11% citywide), and median income was only \$41,322 (compared to \$70,040 citywide).¹ Particularly in such an extremely expensive city, these low-income households face significant hardship. In addition, during the current recession the neighborhood has been hit much harder than most other San Francisco neighborhoods. The unemployment rate increased by 100% (or doubled) in the Western Addition between the 2000 Census and the 2005-2009 ACS, compared to a 57% increase citywide between the 2000 Census and the 2005-2009 American Community Survey.



In my love of our community, have always described myself as from the 'Fillmore, Western Addition, Japantown' where we have a historical tradition of community pride and activism together.

–Steve Nakajo, Executive Director, Kimochi, Inc.



The past decade has seen an increase in the highest income households (those earning over \$100,000), which now comprise over 20% of households, while not seeing any decline in the percentage of households living below the Federal poverty line. In addition, over 37% of Western Addition households live on less than \$25,000 per year (while that is only true for 20.9% of households citywide). Many of these households live in the large blocks of subsidized housing that predominate in parts of the neighborhood.

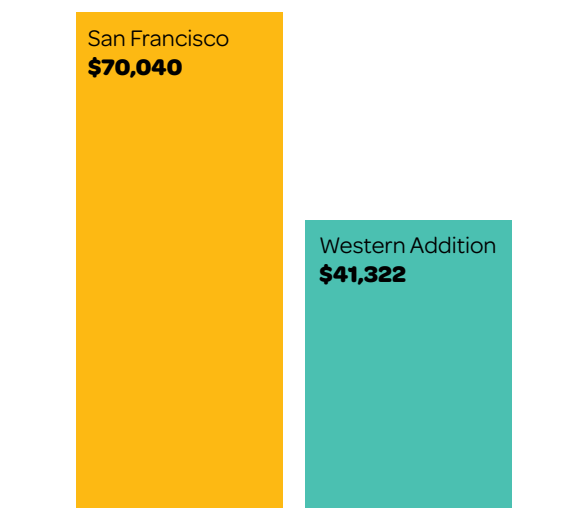
Although home ownership in the Western Addition has increased slightly over the past ten years, it is still overwhelmingly a neighborhood of renters, with only 20% of households owning their unit (as compared to 38% citywide).²

Thus, over the past ten years the Western Addition has seen an even more extreme division of wealth than the rest of the city. Affluent families have moved into the neighborhood, but a large percentage of its residents continue to live in poverty, experience high levels of unemployment, and struggle to meet the daily requirements of survival.

What follows are some key general demographic data points and accompanying graphics regarding the Western Addition and its residents. In addition, through its vast experience

working with residents of this neighborhood, the cohort has identified four priority areas of need – education, youth services, family support services and workforce development (which will be discussed at further length in the Key Findings section). Key data points that illustrate and support these priority areas of need are also included in the demographic information below.

Median household income of Western Addition compared to San Francisco as a whole³



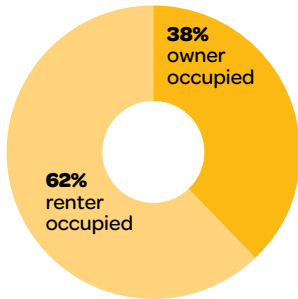
¹Data from Census Tracts 155, 158, 159, 161 which includes the Fillmore/Western Addition/Japantown areas

²American Community Survey, 2005-2009

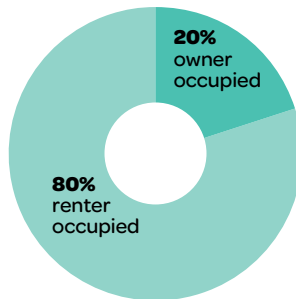
³American Community Survey, 2005-2009

**Western Addition owner occupied vs. renter occupied units
2005-2009 compared to San Francisco as a whole ⁴**

San Francisco

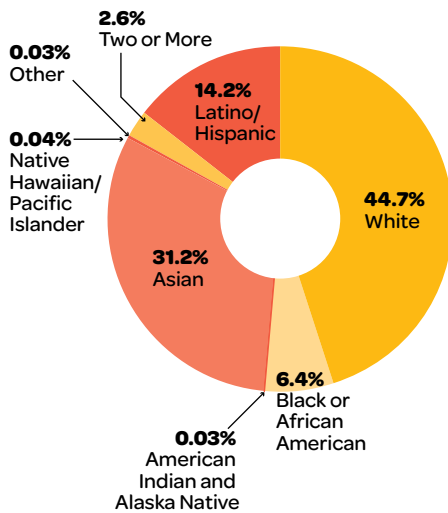


Western Addition

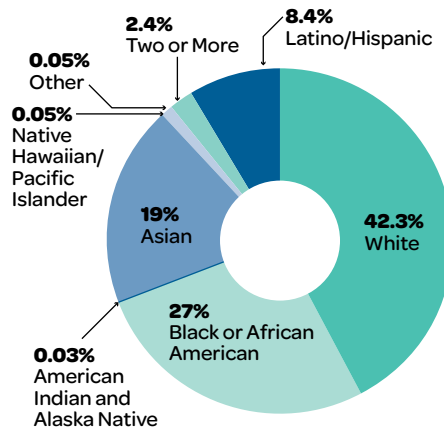


**Racial/ethnic composition of Western Addition
compared to San Francisco as a whole ⁵**

San Francisco



Western Addition



⁴American Community Survey, 2005-2009

⁵American Community Survey, 2005-2009

Educational Attainment⁶

From the chart below, you can see the educational attainment levels for Western Addition residents compared to San Francisco residents as a whole, using data from both the 2000 census and the 2005-2009 American Community Survey (information was collected from between 75-80% of residents). The percentage of Western Addition residents receiving bachelors, graduate, or professional degrees increased

significantly since the 2000 Census (from 40% to 49.9%) and is now nearly as high as San Francisco as a whole. These findings correlate with the trends regarding income, in which the neighborhood is seeing a higher number of high-income, highly educated households, living in close proximity to a concentration of low-income households with lower levels of educational attainment.

⁶2000 Census and American Community Survey, 2005-2009

Higher Educational Level Achieved by Residents Age 25 Years and Older	San Francisco 2000		San Francisco 2005-09		Western Addition 2000		Western Addition 2005-09	
	#	%	#	%	#	%	#	%
Total:	595,805	77.0%	623,699	78.2%	12,335	76%	12,654	79.0%
Less than 9th grade	62,549	10.5%	52,532	8.4%	930	8%	898	7.1%
9th to 12th grade, no diploma	49,516	8.3%	37,142	6.0%	1,223	10%	586	4.6%
High school graduate, GED, or alternative	82,618	13.9%	90,765	14.6%	2,002	16%	1,856	14.7%
Some college, no degree	99,933	16.8%	90,130	14.5%	2,460	20%	2,124	16.8%
Associate's degree	33,197	5.6%	34,305	5.5%	703	6%	879	6.9%
Bachelor's degree	170,186	28.6%	197,908	31.7%	3,257	26%	3,897	30.8%
Graduate or Professional Degree	97,806	16.4%	120,917	19.4%	1,760	14%	2,414	19.1%

Gentrification of any neighborhood can be misperceived as a rising tide for all. But gentrification can have an adverse effect on a community by further marginalizing those in greatest need. It has a tendency to leave many behind, and we must work to ensure that all Western Addition residents share in the economic prosperity being enjoyed by some.

—Darragh Kennedy, Chief Executive Officer, The Hearing and Speech Center of Northern California



The Western Addition Service Providers Planning and Capacity Building Process

Background

In the spring of 2010, after discussions between the office of District Five Supervisor Ross Mirakarimi and the Mayor's Office of Housing, CompassPoint was approached to facilitate a community building process in the Western Addition District.

Approach

To achieve the outcomes articulated below, CompassPoint and the Mayor's Office of Housing recognized that they needed to build upon the work already being done by Mo'Magic, including them in the project design and facilitation from the earliest stages, while expanding upon Mo'Magic's focus on children and youth to include the full range of nonprofits serving neighborhood residents.

CompassPoint, building upon previous community planning experience and successes, designed a process that combined the following modalities:

Facilitation → Professional Development → Network Building → Systems & Process Creation for Cooperation, Coordination & Collaboration → Documentation

Through this combination of facilitation, professional development and network building, Western Addition Service Providers Cohort participated in structured dialogue about the neighborhood's current needs and challenges. This process helped to create systems and plans for cooperation, coordination and collaboration between service providers and has culminated in the documentation of the process, plans and recommendations.

Project Goals

- A. Increase cooperation and collaboration among Western Addition core service providers, particularly broadening the accomplishments already made by Mo'Magic in this endeavor to include a wider range of neighborhood organizations and ones that do not necessarily focus on serving children and youth
- B. Identify gaps in service delivery and strategize on solutions

- C. Identify Western Addition community assets and resources
- D. Identify priority areas for joint advocacy, backed up by empirical data, and develop a shared advocacy platform
- E. Co-create and document a plan for increased and sustained collaboration among cohort members
- F. Document the process, along with the community assets, needs and priorities of Western Addition service providers, in a report that cohort members can use as a tool for education, advocacy, and fundraising


Anticipated Outcomes

By working as a cohort of Western Addition service providers, the project would work concurrently towards outcomes at the individual staff level of participating Western Addition agencies, at the organizational level, at the network level and with the broader Western Addition community




Impacts at the individual level cohort participant level include:

- Increased information sharing and communication between Cohort members.
- Increased opportunities for collaboration around neighborhood needs.
- Increased facility in articulating case for funding support for neighborhood needs.



The Western Addition is at the intersection of two identities: a richness of music, cultural diversity, and activism, coupled with a history of displacement and disenfranchisement. As a cohort, we are committed to working in the Western Addition in a way that is asset-focused, client centered and culturally inclusive.



–Kemi Role, Western Addition Health Training (WAHT) Program Director,
Women’s Community Clinic

At the organizational level:

- Engagement in new thinking about organizational culture and partnerships
- Increased cooperation and decreased gaps in service delivery
- A case statement for funding that includes community assets and needs

At the Western Addition core service providers’ network level:

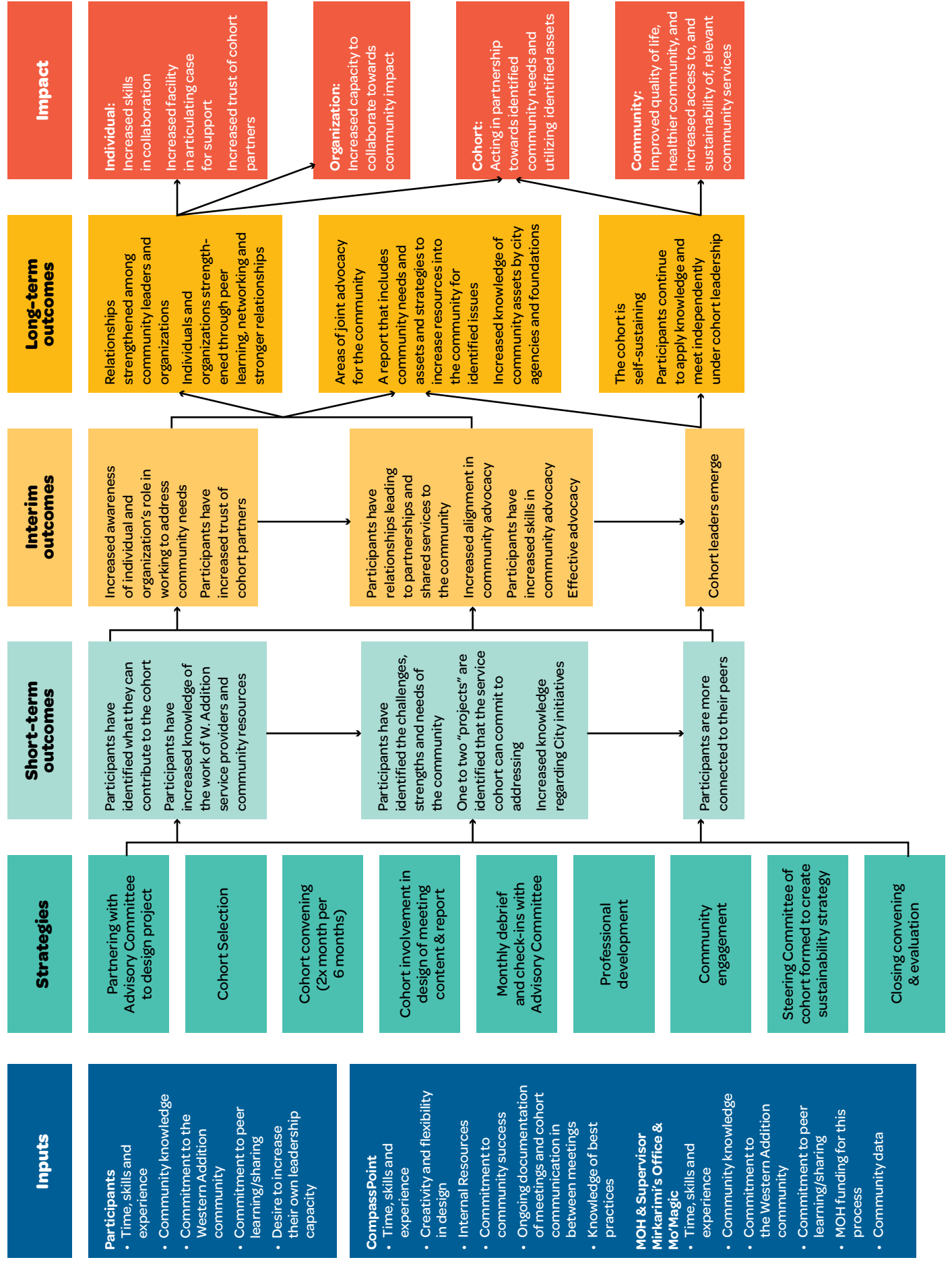
- To understand and value collaborative partnerships and innovative service delivery
- Increased organizational awareness of individuals and organization’s role in working towards addressing the needs of the Western Addition community
- Members of an effective network, with strong connections to each other as leaders and strong connections to each other’s organizations
- An action plan for increasing cooperation and decreasing gaps in service delivery
- A case statement for funding that includes community assets and needs
- Increased understanding and valuing of coordinating policy advocacy efforts
- Areas of joint advocacy for the Western Addition community
- Increased numbers of joint fundraising proposals submitted to City agencies and foundations
- Increased trust, cooperation and collaboration among Western Addition core service providers

At the Western Addition community level:

- Systems and process for joint advocacy for the Western Addition community
- Recommendations and action steps for improving communication and information sharing between city agencies and the Western Addition community
- A report documenting the process, along with the community assets, needs and priorities of Western Addition service providers, that cohort members can use as a tool for education, advocacy, and fundraising.

Logic Model

The logic model on the next page outlines the program design including the strategies, short-term, mid-term, long-term outcomes intended by the program.



Meeting Content and Outcomes	
Meeting	Outcomes
<i>Launch Meeting</i> October 29, 2010	<p>District 5 Supervisor, Mayor's Office of Housing, Mo'Magic and CompassPoint present the concept of the Western Addition Service Providers Cohort</p> <ul style="list-style-type: none"> • Shared understanding of the Western Addition Service Providers Cohort • Identified what you want to get out of participating in the Cohort • Identified what you can contribute to the Cohort
<i>Meeting 1</i> November 12, 2010	<ul style="list-style-type: none"> • Agreement on the purpose of the Western Addition Service Providers Cohort • Identify the data needs of the Western Addition Service Providers Cohort • Shared understanding on how the data needs will be met • Begin the process of identifying the service gaps that the Cohort and Western Addition community can address • Better understanding of the services provided by the Cohort members
<i>Meeting 2</i> December 9, 2010	<ul style="list-style-type: none"> • Continue the process of identifying the service gaps that the Cohort and Western Addition community can address • Continue to better understand the services provided by the Cohort members • Begin to map out Western Addition assets
<i>Meeting 3</i> January 13, 2011	<ul style="list-style-type: none"> • Continue the process of identifying the service gaps that the Cohort and Western Addition community can address • Continue to better understand the services provided by the Cohort members • Continue to map out Western Addition assets
<i>Meeting 4</i> January 27, 2011	<ul style="list-style-type: none"> • Review Data
<i>Meeting 5</i> February 10, 2011	<ul style="list-style-type: none"> • Identify Priority Needs & Key Assets
<i>Meeting 6</i> February 24, 2011	<ul style="list-style-type: none"> • Designed possible ways to increase collaboration towards the identified priority needs and key assets • Identify how existing assets and community efforts can support this vision
<i>Meeting 7</i> March 10, 2011	<ul style="list-style-type: none"> • Identify strategies to address priority areas
<i>Meeting 8</i> March 24, 2011	<ul style="list-style-type: none"> • Identify strategies to address priority areas
<i>Meeting 9</i> April 7, 2011	<ul style="list-style-type: none"> • Identify cohort commitments and next steps to carry out our finalized strategies
<i>Meeting 10</i> April 21, 2011	<ul style="list-style-type: none"> • Celebrate the accomplishments of the Western Addition Service Providers Cohort
<i>Budget Advocacy Meeting</i> April 28, 2011	<ul style="list-style-type: none"> • Present and discuss key findings of cohort, including needs and requests in the four priority areas, to Mayor Lee and Supervisor Mirkarimi

Key Findings

4

On April 28th, 2011, the Western Addition Service Providers Cohort and Mo'Magic met with Mayor Edwin Lee, Supervisor Ross Mirkarimi, and other community organizations to discuss the community priorities and needs identified through this collaborative process.

As part of this dialogue between the Mayor, Supervisor, and members of the cohort and Mo'Magic, the following presentation was made regarding these priorities and needs:

Presentation to Mayor Ed Lee on April 28, 2011

As part of this community planning process, the Western Addition Service Provider Cohort has prioritized the following four (4) areas of need in the Western Addition, with the understanding that there is significant overlap and synergy between these areas. The following is a snapshot of the service-related data as compiled from various sources.

Education

Need:

- **Students from the 94115 ZIP code attending SFUSD schools scored significantly lower proficiency rates in both English Language Arts and Math than the district average on the California Standards Tests, with the gap widening significantly in both areas in middle and high schools⁷**
- By 11th grade, only 10% of Western Addition students tested as proficient in Math, compared to 36% for all other neighborhoods
- By 11th grade, only 27% tested as proficient in English Language Arts, compared to 51% for all other neighborhoods
- For all students grades 2-11, 45% of Western Addition students tested proficient in English Language Arts, compared to 56% for all other neighborhoods; 39% in Math, compared to 55% in all other neighborhoods
- **For African-American students from the Western Addition the disparity is enormous— only 19.6% in grades 2-11 tested as proficient in Math (compared to 55% for all SFUSD students), and 27.5% in English Language Arts (compared to 56% for all SFUSD students)**

- According to SFUSD, students from the Western Addition had the 4th lowest graduation rate in the 2007-2008 academic year (out of 26 neighborhoods).⁸
- In the 2009/2010 Youth Vote survey of over 8,000 SFUSD students, 42% said they did not receive help from their parents/guardians on homework when they needed it. Older students were less likely to receive assistance from their parent/guardians; 54% of 12th graders reported not receiving the help they needed.⁹

Request:

- **Out of School, Academic Enrichment and Academic Support programs need to be protected; Western Addition children are falling further behind their peers**
- More support for Western Addition low-income students, from early childhood through college
- More Head-Start slots for neighborhood children
- Replace funding for summer learning programs, lack of summer school is a serious education and violence prevention challenge
- Support programs that combine education and social support, which show stronger outcomes
- Encourage leadership of the University of San Francisco to commit to supporting community programs that benefit residents, including Upward Bound

Youth Services

Need:

- The Western Addition ranked 6th in terms of % population under age 18 living below poverty out of San Francisco's 26 neighborhoods¹⁰
- In 2008 the Western Addition ranked 4th in terms of juvenile probation referrals¹¹
- Federal American Recovery and Reinvestment Act (ARRA) or "stimulus" funds mitigated the impact of local cuts to youth employment services. However, in 2011, San Francisco will lose over 1000 employment opportunities for

⁷SFUSD California Standards Tests, Spring 2010

⁸DCYF Index of Need by Neighborhood, 2010

⁹Youth Vote Student Survey, Fall 2009 and Spring 2010

¹⁰DCYF Index of Need by Neighborhood, 2010

¹¹DCYF Index of Need by Neighborhood, 2010

youth due to the loss of stimulus funds and local budget reductions.

- The dramatic decline of youth employment opportunities has occurred despite the fact that youth in San Francisco have consistently identified employment opportunities as their highest priority. According to the 2008, 2009, and 2010 Youth Vote Student Survey conducted by the San Francisco Youth Commission, when asked about extra-curricular activities of interest, the most frequent response was “finding a job/internship.”
- Youth who work while in high school earn higher wages in their later teen years and have lower rates of dropping out of school.¹²
- According to the U.S. Bureau of Labor Statistics, employment opportunities for youth 16 – 24 years of age have reached historic lows. In July of 2010, unemployment amongst youth was the highest on record (since 1948).
- The summer youth employment programs in San Francisco who provide subsidized employment receive an overwhelming number of applications each summer. Because of limited budgets, programs have had to turn away thousands of qualified youth who face significant barriers to employment and are eager to work. “It’s really hard because of all the phone calls we get and all of the sad stories we hear about youth who really need jobs,” said Michelle Wong, JCYC Summer Workforce Project Manager. “We want to help everybody but we can’t.”
- In the summer of 2011, the Mayor’s Youth Employment and Education Program (MYEEP) received over 2,000 applications for its 435 summer program opportunities. San Francisco YouthWorks (SFYW) received over 700 applications for its 200 spots. Summer Youth Employment Program (SYEP) received over 400 applications but can only serve 200 youth this summer.
- 10% of SFUSD students are chronically truant, according to the San Francisco District Attorney’s Office.
- The Youth Risk Behavior Survey, High School Report for San Francisco Unified School District (SFUSD) for 2007 provides information on indicators of mental health needs among SF children and youth. Depression symptoms are reported by 33% of female and 22% of male high school



students. In San Francisco, 10.7% (over 6,000) public school students were enrolled in special education in 2008; with 6.4% of those having emotional disturbances. Thirteen percent of high school students report “seriously considered suicide” in the past year. African American youth report the highest rate of suicide attempts.

Request:

- Restore funding to MYEEP program and protect it from further cuts
- **Prioritize youth employment programs**, particularly through the Office of Economic and Workforce Development’s investment of Community Development Block Grant (CDBG) and Workforce Investment Act (WIA) federal funding
- Ensure that mental health services for youth are accessible and properly funded
- In order to increase successful outcomes for youth and diminish involvement in the juvenile justice system, invest in assessment and case management, life skills, mental health, truancy prevention and intervention services, and mentoring programs

Family Support Services

Need:

- **Out of 26 total neighborhoods in San Francisco, the Western Addition was ranked 4th highest in terms of neighborhood need¹³**
- **Yet, Between 2002 and 2006 the Western Addition lost more Head Start slots than any other neighborhood, from 160 to only 36 slots¹⁴**
- Out of the 1,610 Western Addition children ages 0-12 eli-

¹² “The Historically Low Summer and Year Round 2008 Teen Employment Rate” Sept., 2008

¹³ DCYF Index of Need by Neighborhood, 2010

¹⁴ Child Care Planning and Advisory Council, San Francisco Child Care Needs Assessment 2007, p. 34

gible for subsidized child care, only 423 (26%) received a subsidy, meaning that 1,187 eligible children did not receive subsidized care. This gap will only increase with state reductions in CalWORKS subsidized childcare.¹⁵

- 32% of Western Addition children between the ages of 6-11 were living below the Federal Poverty Line, the third highest percentage out of San Francisco's 26 neighborhoods.¹⁶
- In 1999 the Western Addition had the 8th lowest median family income in SF¹⁷
- According to the 2000 Census, 20% of Western Addition households spent 50% or more of their monthly income on rent.
- According to the 2000 Census, 24% of Western Addition residents under the age of 18 lived in a household below the federal poverty threshold (\$16,895 for a family of four)
- **Out of 4213 seniors living in the Western Addition in 2000, 1605 (or 38%) were living below 150% of federal poverty**¹⁸
- According to the Child Care Planning and Advisory Council 2007 Needs Assessment, there were 1323 children aged 0-5 living in the Western Addition, and 15% were below Federal Poverty (205 children total).¹⁹

Request:

- **Increase subsidized child care and Head Start slots for neighborhood children**
- Low-income parents in the Western Addition need more support, including childcare, workforce development, mental health, and parenting education
- **Maintain funding for services to low-income seniors in the Western Addition**

Workforce Development

Need:

- **The Western Addition's low-income residents have been hit much harder than other San Francisco communities by the recession, especially when looking at unemployment rates.** Between the 2000 Census and the 2005-2009 American Community Survey period, the unemployment rate as defined by the census increased by 43%, from 4.6% to 6.6% overall. In the Western Addition, the unemploy-

ment rate doubled (increased by 100%) from 4.1 to 8.2% overall.²⁰

- The demand for workforce development services is demonstrated by the fact that the Western Addition One Stop saw 2309 job seekers during the 18 month period from 7/1/09 to 12/31/10.²¹
- The vast majority of these One Stop clients were from the 94115 zip code (which includes the Western Addition) and the majority of them were between the ages of 19-24, again demonstrating the high level of need for employment among Transitional Aged Youth.²²
- **In the 2000 Census, over 33% of Western Addition households had annual incomes below \$20,000, compared to only 19% citywide.**
- The Western Addition also has the fifth highest percentage of SF residents receiving CalWorks amongst San Francisco's 26 neighborhoods, showing the high percentage of low-income families.²³

Request:

- **Maintain funding for workforce development programs, particularly for ages 19-24, that are highly structured; provide barrier removal, pre-training, life-skills support; and honor the resilience and experiences of youth in the community.**
- Through Local Hire, ensure that Western Addition residents are employed on local projects
- Advocate for and support subsidized employment programs
- Request that the Mayor and Supervisor, in conjunction with city departments and service providers, create a partnership with the private sector to support youth jobs, either by providing employment or contributing funds.

¹⁵ Child Care Planning and Advisory Council, San Francisco Child Care Needs Assessment 2007, p. 68

¹⁶ Child Care Planning and Advisory Council, San Francisco Child Care Needs Assessment 2007, p. 13

¹⁷ DCYF Index of Need by Neighborhood, 2010

¹⁸ Information provided by Department of Aging and Adult Services (DAAS)

¹⁹ Child Care Planning and Advisory Council, San Francisco Child Care Needs Assessment 2007, pp. 7 and 13

²⁰ 2000 Census and 2005-2009 American Community Survey

²¹ Information provided by the Office of Economic and Workforce Development

²² Information provided by the Office of Economic and Workforce Development

²³ DCYF Index of Need by Neighborhood, 2010

Finally, the Cohort emphasizes that the City and other stakeholders must recognize that these four areas are interconnected, and success in any one area requires investment in all four.

Workforce Development



Education



Family Support Services



Youth Services



Next Steps

In November 2011 the group held a retreat during which members discussed and agreed to the following overarching direction and approach to its collective work going forward:

Focusing on quality and accountability in service provision within the four priority areas

- *Education*
- *Youth Services*
- *Workforce Development*
- *Family Services*

Work together to broaden the base and diversify the sources of funding that support these priority services

Use community based research methods to collect further data on neighborhood needs, existing assets and services

- *USF can play an important role in helping to facilitate, and providing resources and expertise, in community based research*
- *Also an opportunity for intergenerational projects (Transitional Aged Youth working with seniors, for example)*

It was agreed that participants would continue to search for ways to:

“Evaluate Quality”

“Bridge Gaps”

“Identify and Respond to Community Priority Needs”

“Act Collectively”

“Build Capacity”

“Collaborate Strategically”

The Cohort agreed to form a steering committee to help guide the next stage of this work, with three cohort participants volunteering to be the initial members:

Steering Committee Members:

- **Cesnae J. Crawford**, Director, Western Addition Family Resource Center, Urban Services YMCA
- **Kemi Role**, Western Addition Health Training (WAHT) Program Director, Women’s Community Clinic
- **Rachel Kelly**, Director of Communications, Westside Community Services

This steering committee was tasked with:

- *Creating the structure for future meetings*
- *Developing agendas for these meetings and facilitating them*
- *Documenting meeting outcomes and sharing with all members of the cohort*
- *Facilitating discussions around how to advance the priorities and recommendations already identified by the cohort*
- *Plan for the launch of the Final Report and how to best utilize it as a tool for education, empowerment and advocacy*
- *Ground the cohort in agreed upon Guiding Principles.*

Guiding Principles of the Cohort

- “We are many faces with one voice, working to increase the health and stability of the entire Western Addition community”
- We are a web of interconnected services
- We will monitor ourselves and be accountable to the community

In addition, participants volunteered to be on a Final Report Review Committee, assisting CompassPoint Nonprofit Services and Mayor’s Office of Housing staff as they compiled and wrote the Final Report

Report Review Committee Members:

- **Darragh Kennedy**, Chief Executive Officer, Hearing and Speech Center of Northern California
- **Cesnae J. Crawford**, Director, Western Addition Family Resource Center, Urban Services YMCA
- **Kemi Role**, Western Addition Health Training (WAHT) Program Director, Women’s Community Clinic



Appendix

A: Western Addition Service Providers Cohort – Organization Descriptions

African American Art & Culture Complex

415-922-2049 | www.aaacc.org

The African American Art and Culture Complex (AAACC) is a community based, 501(c)3 arts and cultural organization. Our mission is to empower our community through Afro-centric artistic and cultural expression, mediums, education and programming. We are dedicated to inspiring children and youth to serve as agents of change, cultivating their leadership skills and fostering a commitment to community service and activism.

Allen Community Development Corporation

415-431-2206 | www.westernadditionctc.org

ACDC is a Community Development Corporation that supports Bethel AME Church in San Francisco CA. Since the beginning in 1995, the mission has been to provide training, education, charitable and technical assistance to the general public through personal instruction and development, cultural exchange and promote career development; to provide and manage low and moderate housing, while empowering parity among peoples and enabling greater control over their lives and destiny. Allen CDC operates the Western Addition Community Technology Center. Youth, the unemployed and senior citizens have learned basic computer skills, including preparation of resumes, as well as higher skills such as database, image and video editing. WACTC currently provides access to classroom space to conduct job readiness training and access to a bank of computers to be used for job search activities. WACTC has become identified throughout the Western Addition as an accessible, free hub for information about employment and entrepreneurship opportunities.

Booker T. Washington Community Service Center

415-928-6596 | ww.btwcsc.org

Booker T. Washington Community Service Center has a nearly 90 year history of providing multi-generational services to African American and other communities in the Western Addition of San Francisco. Founded in 1919 and

incorporated in 1923, Booker T has provided support for African American families since just after the First World War. It has been a place to organize and has responded to community needs with job training, after school and teen programs, recreation, emergency food, counsel on housing and health care, senior clubs and other programs.

Many of Booker T's efforts were in response to Jim Crow segregation, discrimination in employment, disenfranchising black soldiers and their families after the First and Second World Wars, and the uprooting of black families through urban renewal. More recently the population served includes immigrants. Many are from the Middle East, Mexico, Russia and China.

Boys and Girls Clubs of San Francisco (Ernest Ingold Clubhouse)

415-221-6100 | www.kidsclub.org

Boys and Girls club provides recreational and educational activities for youth 6-18 yrs old. In addition, BGCSF, offers job readiness programs for teens as well as swimming lessons for all ages. The Club also operates a Summer Camp in Mendocino County for its members.

Brothers for Change

www.brothersforchangeincca.org

Brothers For Change is creating positive change in the lives of African American men and their families impacted by poverty and incarceration by restoring families and communities through fatherhood support clubs; cultural events; paid on-the-job training programs; weekly grocery give-away; family asset development; re-entry resource fair and restoring spiritual faith.

Buchanan YMCA

415-931-9622 | www.ymcasf.org/buchanan

The Buchanan YMCA, (formerly the Japanese YMCA), was established in 1886. We are one of 14 branches under the auspices of the YMCA of San Francisco Association. The Buchanan Y has a rich history as an active community leader in providing life changing programs and services to meet the needs of the diverse families living in the surrounding Japantown, Western Addition and Lower Haight

neighborhoods. We currently serve about 1,500 youth and families annually through free and low cost programs.

Family Service Agency of San Francisco

415-474-7310 | www.fsasf.org

FSA is San Francisco's largest non-profit provider of outpatient social services. Every year, FSA serves 12,000 individuals of all ages in eleven languages at seven sites throughout San Francisco. For 122 years, our mission has been to meet the needs of San Francisco's poorest and most vulnerable residents.

Florence Crittenton Services –

Whitney Young Child Development Center

Florence Crittenton Services and Whitney Young Child Development Center merged in July 2011 to create a single robust organization that will provide high-quality child-care to over 350 children from infancy through sixth-grade after school, thereby expanding the continuum of care for those children as they grow up. In addition, the combined organizations will be able to bring job and other family support services to the Bayview, Visitacion Valley and Western Addition neighborhoods.

The Hearing and Speech Center of Northern California

415-921-7658 | www.hearingspeech.org

The Hearing and Speech Center of Northern California (HSC) provides life-long professional services to support all people with hearing or communication challenges in achieving their goals. Delivering services from the Western Addition since 1980, the HSC provides comprehensive and holistic services to community members in need of support. Their services range from diagnostic and clinical work, to an onsite school for children who are deaf or hard of hearing, as well as transition, mental health services, home-work groups, and summer camps for children and youth. Additionally they provide adults and seniors with a range of services and products to improve their quality of life.

Japanese Community Youth Council (JCYC)

415-202-7900 | www.jcyc.org

JCYC is a citywide child and youth development non-profit organization which annually serves over 8,000 young people from all socio-economic and ethnic backgrounds. Current services include: academic assistance, childcare, educational and college admission counseling, substance abuse prevention, summer day camp, support for youth in foster care, youth employment training, and youth leadership development.

Kimochi Inc.

415-931-2294 | www.kimochi-inc.org

The mission of Kimochi, Inc. is to provide a continuum of culturally-sensitive programs and services to all seniors and their families to preserve their dignity and independence, with a focus on the Japanese American and Japanese speaking community. We currently offer information and referral assistance, senior center activities, health and consumer education seminars, healthy aging activities, hot lunches, home delivered meals, social services, family caregiver support services, in-home support services, transportation, adult social day care, 24-hour residential and respite care program in San Francisco and recently expanded services to support seniors and their families in San Mateo. We annually assist 3,000 seniors and their families.

Leo T. McCarthy Center for Public Service and the Common Good; University of San Francisco

415-422-5662 | www.usfca.edu/centers/mccarthy/

The Leo T. McCarthy Center for Public Service and the Common Good seeks to inspire and equip students for lives and careers of ethical public service and service to others.

MagicZone/Opportunity Impact

415-771-7228 | OpportunityImpact.org

The MagicZone and Opportunity Impact provide a "K to college" continuum of high quality youth programs in the Fillmore community.

Northern California Music & Art Culture Center

415-440-6222 | www.ncmacc.org

Northern California Music & Art Culture Center (NCMACC) is 19 years old, community-based cultural center, whose mission is to raise cross-cultural awareness, inspire artistic expression, and promote understanding through music, dance, and arts education. While dedicated to preservation of cultural values among Korean Americans and their youth through the development of their artistic talents and skills, the Center places a major emphasis on cross-cultural awareness providing public performance opportunities to diverse group of program participants.

Upward Bound

415-422-5555 | www.usfca.edu/upwardbound/programs/

USF Upward Bound is a federal TRIO Program designed to prepare high school students from low-income families, in which neither parent has a college degree, for the successful completion of a college education. Upward Bound offers a comprehensive program of educational support services throughout the year including: academic instruction and counseling based on social justice themes, after school tutoring, SAT/ACT preparation, college admission and financial aid advising, and an on campus resident summer school. Since 1966 USF has hosted this project on its campus.

Urban Services YMCA

415-561-0631 | www.ymcasf.org/urban

Urban Services YMCA is the social services branch of the YMCA of San Francisco. Our mission is to provide life-changing programs that strengthen families, build successful communities, and promote educational excellence throughout the San Francisco Bay Area. Our organization works to develop programs and services which build family resilience, stability, and positively contribute to San Francisco's existing system of care. In total, Urban Services YMCA provides a comprehensive "wrap around" approach to youth development, family support, and community empowerment.

West Bay Conference Center

415-749-6470 | www.westbaysf.org

West Bay is conveniently located in the chic and trendy Fillmore Jazz Preservation District of San Francisco's classic Western Addition/Alamo Square area. We are placed across from the Fillmore Heritage Center and just a short walk from a wonderful array of shops and boutiques. Shopping ranges from traditional to the avant-garde.

West Bay Conference Center has over 23,000 square feet of space. The center is designed to accommodate groups of varied sizes. West Bay Conference Center is completely accessible and fully ADA compliant.

Western Addition Family Resource Center

415-202-9770

www.ymcasf.org/urban/what_we_offer/for_families/western_addition_family_resource_center

The Western Addition Family Resource Center is a family support and empowerment agency that also serves as a hub for connecting families with a network of local and citywide service providers. Our comprehensive services are geared to be responsive and flexible enough to address each family's unique and individual concerns. Central to our operations is our commitment to identify with each family's strengths, and through caring and knowledgeable support, to help each family reach its goals.

Westside Community Services

415-431-9000 | www.westside-health.org

Westside Community Services provides an array of mental health, substance abuse prevention and treatment, and HIV/AIDS related services to individuals and families who are marginalized by society; including African Americans, and other minority populations, the homeless, the uninsured, and those who have severe and/or chronic mental illness. A majority of the individuals and families we serve are living below the poverty line, and each year over 3,500 individuals benefit from our care.

Women's Community Clinic415-379-7800 | www.womenscommunityclinic.org

Since 1999, the Women's Community Clinic has used an innovative volunteer-based business model to provide affordable and accessible health care services to Bay Area women and girls. With a proven track record of success, the Clinic has earned a reputation as a safe, welcoming environment where uninsured women can access high-quality health services. Since opening its doors in 1999, the Clinic has leveraged over 700 volunteers to provide health care services to more than 25,000 clients.

The Clinic carries on the long tradition of providing affordable and accessible, high-quality health care for the community by the community, while designing innovative ways to meet the needs of our clients. The Clinic is a project of the Tides Center.

B: Project Partners and Contact Information**Mayor's Office of Housing**

1 South Van Ness, 5th Floor

San Francisco, CA 94103

Phone: (415) 701-5500 Fax: (415) 701-5501

TDD: (415) 701-5503

<http://sf-moh.org/>

Project Lead: Pierre Stroud

Direct: (415) 701-5588 | pierre.stroud@sfgov.org

About the Community Development Division of the Mayor's Office of Housing

The Community Development Division of the Mayor's Office of Housing's mission is to partner with the community to strengthen the social, physical and economic infrastructure of San Francisco's low-income neighborhoods and communities in need.

CompassPoint Nonprofit Services

731 Market Street, Suite 200

San Francisco, CA 94103

Phone: (415) 541-9000 Fax: (415) 541-7708

www.compasspoint.orgEmail: Adrianar@compasspoint.org

About CompassPoint

For over 35 years, CompassPoint Nonprofit Services has served the management and leadership development needs of Bay Area nonprofit organizations through high quality, relevant capacity building programs and convenings. We provide community-based nonprofits with the management tools, strategies, and resources they need to lead change in their communities. Through an in-depth, coordinated service presence in San Francisco, the East Bay, and Silicon Valley, we work with organizations and individuals in executive transition, leadership development, coaching, business planning, governance, finance systems, fundraising, and technology. As a community-based organization with a majority of people of color on staff and on our board, CompassPoint well understands firsthand how

organizations run, the unique impacts of culture and the characteristics of nonprofit culture, sector issues, and emerging trends that affect how we do our work.

Mo'MAGIC

1050 McAllister Street

San Francisco, CA 94115

Phone: (415) 567-0400 Fax: (415) 567-0450

www.momagic.org

Email: sheryl@momagic.org

About Mo'MAGIC

Mo' MAGIC seeks to build transformative quality programs, develop informative and interactive community-centered events; demonstrate the magic of sharing resources, purpose and hope.

MAGIC was founded in 2004 by the SF Public Defender's Office to address San Francisco communities plagued by poverty and violence. Through forming partnerships with community residents, faith based organizations, local government, nonprofit organizations, schools and other foundations, awareness and participation in the struggle for self-determination and a just community was raised.

In October 2006 the program expanded to the Fillmore/Western Addition communities, at the request and efforts of Supervisor Ross Mirkarimi. Our aim is to enrich community resources through social and educational development; to create leadership and career opportunities utilizing programs and services for youth that also serve as early intervention activities that help to reduce juvenile crime.

The Mo' MAGIC collaborative meets every other Thursday at the African American Art and Culture Complex. The meetings are open to the public and we invite you to share your ideas, concerns and suggestions on how to make the community a safer, enriching place for children and youth to develop.

Mo' MAGIC is a collaborative San Francisco neighborhood-based nonprofit organization whose mission is to transform the community and youth through the MAGIC of collaboration.

The Leo T. McCarthy Center for Public Service and the Common Good

University of San Francisco

2130 Fulton Street, UC300

San Francisco, CA 94117

<http://www.usfca.edu/centers/mccarthy/>

Email: mccarthycenter@usfca.edu

About the Leo T. McCarthy Center for Public Service and the Common Good

The Leo T. McCarthy Center for Public Service and the Common Good is dedicated to inspiring and preparing students at USF to pursue lives and careers of ethical public service and the common good.

The McCarthy Center provides a forum for education, service and research in public policy-making and programs for the common good. It supports undergraduate and graduate academic programs, provides service learning and government experiences for students and generates publishable research. A curriculum that blends rigorous intellectual training with fieldwork experience prepares students to articulate and promote the common good of all society's members through careers or service in government, non-profits or the private sector.

Did you know that the Western Addition is one of the most diverse, vibrant and rapidly changing neighborhoods in San Francisco? It is home to the Fillmore Jazz Preservation District, a bustling contemporary music scene that builds upon the history and tradition of jazz established in the mid-1900s, as well as Japantown, the cultural center of the Japanese community in the Bay Area. It is a community with a long history of art, music, activism and multicultural cooperation.

And did you know that during the 2005-2009 American Community Survey 17% of Western Addition households were below the Federal Poverty Line (compared to 11% citywide), and median income was \$41,322 (compared to \$70,040 citywide)? While the neighborhood attracts new economic ventures and more affluent residents, a large portion of its residents continue to live in poverty, experience high levels of unemployment, and struggle to meet the daily requirements of survival.

AND did you know that there is a cohort of dedicated and innovative community organizations that serve these residents and work together every day to make this a stronger and better neighborhood?

