Community Capacity Building and The City-County Neighborhood Initiative (CCNI)

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Presentation Outline - Part II

• Why Concentrate In Sobrante Park And West Oakland?
• CCNI Theory Of Neighborhood Change
• CCNI Strategies And Projects
• How Do We Know We Are Making A Difference?
• Challenges & Lessons Learned
• Next Steps
CCNI Partnership Rationale

• To address root causes of health inequities
• To leverage existing city, county and community resources to solve problems
• To support organizational and systems change
• To build a power-base of residents and staff who can advocate for equitable distribution of resources
• To ensure sustainability through partnerships
ACPHD

CCNI Partners

City of Oakland

CBOs and Grassroots Groups in SP and WO
Demographics (2000 Census)

Sobrante Park
- 837 Households, 3,111 People
- 34% Under Age 18
- 21% Poverty Rate
- 61% Graduated High School

West Oakland
- 743 Households, 2,202 People
- 38% Under Age 18
- 42% Poverty Rate
- 57% Graduated High School
Selected Health Indicators

Asthma Hospitalization Rates per 100,000 Adults (2001-03)

- WO: 398
- SP: 408
- All Oak: 268
- All AC: 161

Asthma Hospitalization Rates per 100,000 Children Under 5 (2001-03)

- WO: 1,734
- SP: 1,783
- All Oak: 1,240
- All AC: 683
Selected Health Indicators

Diabetes Hospitalization Rates Per 100,000 Adults (2001-03)

- WO: 1,815
- SP: 2,339
- All Oak: 1,312
- All AC: 1,128

CHD Hospitalization Rates Per 100,000 Adults (2001-03)

- WO: 1,253
- SP: 1,674
- All Oak: 1,223
- All AC: 1,305
Theory of Change – Alameda County PHD
Community Capacity-Building

Grassroots community organizing and neighborhood development
Community Mobilization
Resident Action Councils and Committees
Leadership Development
Partnership Development
Population Health
Youth development

Activities

1: Residents empowered to speak and act on own behalf
- Knowledge and skills
- Leadership
- Social capital

Intermediate Outcomes
- Access to health and social services
- Youth engagement

2. Local organizations are stronger

3. Residents experience concrete improvements in their lives
   Action priorities are met
   - Violence rates
   - Health and well-being

4. Altered Power Relations between residents and institutions

Long-Term Outcomes

Reduced Health and Social Inequities
Political, Economic, Social, Cultural Contexts

ACPHD CAPE Unit, March 2009
CCB in Practice

- Community Mobilizing:
  - Community Surveys
  - Community Forums
  - Leadership Training
  - Resident Action Councils

- Population-based health services
  - Health fairs
  - Wellness Campaigns
  - Enrollment in Medi-Cal & Healthy Families

- Time Banking
  - Neighbors earn and spend time, as they help other neighbors and build relationships

- Mini-grants for neighborhood initiated projects

- Youth Development & Empowerment
  - Oakland Youth Movement
  - Ralph Bunche Internship
Community Survey

Measured:

- Assets
- Priorities for action
- Social capital
- Collective efficacy
- Inter-racial relations
- Relationship with city services
- Civic participation
Community Forums

- Shared Survey Results
- Community visioning
- Prioritized key issues
- Preliminary action planning
Community-Identified Priorities

Sobrante Park
- Improve Tyrone Carney Park / streetscape
- Reduce drug dealing and violence
- Create more positive activities for youth activities
- Prepare the neighborhood for disasters

West Oakland
- Renovate Durant Park
- Reduce blight
- Create a continuum of improved and connected youth services & employment
CCNI: Community Mobilizing

- Community surveys
- Leadership Trainings
  - Civic Engagement
  - Community History
  - Planning Meetings
  - Organizing
- Mayor’s Town Hall Meeting
- Disaster preparedness Trainings
Population Health Services

- Medical Services and Health Fairs in both SP & WO
  - Health screenings and dental exams
  - Immunization
- Health and Wellness Campaigns
  - Healthy Living Councils
  - Healthy cooking and eating
  - Walk to School Day
Special Back to School Health Clinics (SP ’07 & ’08)

- Immunizations (n=87)
- Dental Screenings (n=69)
  - 100% follow-up!!
- Enrollment in Health Insurance
  - Healthy Families (n=39)
  - Blue Cross (n=14)
- Referral to Private Physicians (n=20)
- Nutrition Information / Soda Free Summer (n=49)
Sobrante Park Time Bank Health Fair

- Led by residents, the Time Bank and “Grannies for Sobrante”;
- Many volunteers and partners
- Held at Community Reformed Church
- 33 Vendors had Booths
  - ACPHD (asthma, dental, diabetes, IPOP etc.)
  - City of Oakland
- 400 residents came to the event
- Bike Rodeo (16 children got bike helmets)
- Security provided by East Bay Dragons
CCNI Resident Action Councils

- One Each in Sobrante Park & West Oakland
  - Began fall ’05 (SP) and fall ’06 (WO)
  - Bridge racial/ethnic groups and ages
  - Meet monthly
  - Draw 20-40 residents
- Focus on commonalities and shared vision for future
- Subcommittees based on priorities
RAC Activities in West Oakland

- Durant Park redesign and improvement (lights, garbage cans)
- Neighborhood clean-ups and gardens
- Neighborhood special events, (Earth Day, Halloween party)
- Revitalizing and building homes with Rebuilding Together Oakland
- Blight Abatement
- Eliminating toxic waste
RAC Activities in Sobrante Park

- Streetscape and Tyrone Carney Park redesign
- Improvements in the SP Mini-Park (lights, rest rooms)
- Neighborhood clean-ups and gardens
- Neighborhood special events, (Earth Day and National Night Out)
- Home building and repair with Rebuilding Together Oakland and Habitat for Humanity
CCNI: Mini-Grants

- Tool for community organizing
- Seed money for neighborhood initiated projects ($350-$1,500)
- Residents form grant-making committees
- Sobrante Park Healthy Eating Active Living
- Awarded 8 grants in 2006; 7 in 2007
Sobrante Park Time Bank

- Exchanges between neighbors
- Partnership with Community Reformed Church to house the Time Bank
  - Rebuilds and strengthens social networks

“Sobrante Park Time Bank Grand Opening Neighbors Helping Neighbors”
Oakland Youth Movement (SP & WO)

- Data Analysis Skills Training
- Life Skills Training
  - Professional Careers & Employment Skills Training
  - Budgeting & Personal Finance
  - Healthier Lifestyles
- Youth Leadership & Youth Development
  - Facilitation & Public Speaking
  - Understanding Oppression
  - Understanding County and City Systems
Tenets of Positive Youth Development

1. Increase bonding or connectedness
2. Set clear and consistent boundaries
3. Teach life skills
4. Provide caring and support
5. Set and communicate high and realistic expectations
6. Provide opportunities for meaningful participation
## Place-based Activities with Youth

<table>
<thead>
<tr>
<th>Activity</th>
<th>Location</th>
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<tbody>
<tr>
<td>It’s On Y.O.U</td>
<td>Create youth-led positive change in Sobrante Park</td>
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<tr>
<td>- Keepin It Real</td>
<td></td>
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<tr>
<td>- Resident Action Council</td>
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<tr>
<td>- Recreation Center</td>
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<tr>
<td>Healing Youth with Positive Energy (HYPE)</td>
<td>Create youth-led positive change in West Oakland’s Hoover Historic District</td>
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<td>- Hoover Elementary Culture Keeper Assessment</td>
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<td>- West Oakland Teen Centers</td>
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<td>- McClymonds Campus</td>
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<tr>
<td>- 32nd and Market</td>
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<tr>
<td>- West Oakland Resident Action Council (RAC)</td>
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<tr>
<td>- Mini-Grant Committee</td>
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Measuring the Impacts on Neighborhood Conditions

Evaluation Methodology:

• Household surveys 2004 and 2007
• Youth-youth surveys 2004 SP only and 2007 SP and WP
• Participatory observations
• Focus groups
• Document reviews
2007 Oakland Youth Movement (OYM) Survey in West Oakland

- Youth wrote, gave & analyzed the survey
- Used some of the same questions as adult survey
- Filled out by 100 WO youth ages 12-24 at various events
- OYM presents and talks about their own results
## Planning and Evaluation Methods:
Community Surveys in SP & WO

<table>
<thead>
<tr>
<th></th>
<th>2004 (baseline)</th>
<th>2007 (mid)</th>
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<tbody>
<tr>
<td><strong>SP Adults</strong></td>
<td>• 217 residents</td>
<td>• 216 residents</td>
</tr>
<tr>
<td><strong>WO Adults</strong></td>
<td>• 236 residents</td>
<td>• 234 residents</td>
</tr>
<tr>
<td><strong>SP Youth</strong></td>
<td>• 100 youth ages 12-17</td>
<td>• 100 youth ages 12-24</td>
</tr>
<tr>
<td><strong>WO Youth</strong></td>
<td></td>
<td>• 100 youth ages 12-24</td>
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More People Are Involved in the Community

Sobrante Park
- Met with Neighbors to Create Change: 29% (2004) vs. 38% (2007)

West Oakland
- Went to Neighborhood Social Event: 45% (2007) vs. 51% (2007)
# Social Cohesion Changed Slightly (Not Significant)

<table>
<thead>
<tr>
<th></th>
<th>West Oakland</th>
<th>Sobrante Park</th>
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<tbody>
<tr>
<td>People in this neighborhood can be trusted</td>
<td>37%</td>
<td>44%</td>
</tr>
<tr>
<td>People of different ethnic groups get along</td>
<td>74%</td>
<td>79%</td>
</tr>
<tr>
<td>People are willing to help their neighbors</td>
<td>67%</td>
<td>68%</td>
</tr>
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</table>
More People Feel Prepared for Emergencies

- West Oakland: 43% felt prepared for an emergency in 2007
  - 36% in 2004

- Sobrante Park:
  - 39% said they felt prepared for an emergency in 2007
  - 26% in 2004
Higher Satisfaction with City Response to Calls About to Blight
(trash, dumping, abandoned cars, weeds, neglected land or buildings)

West Oakland

65% Satisfied with Response to Blight Calls in 2007 (36% in 2004)

Sobrante Park

56% in 2007
(49% in 2004)
Selected Youth Survey Findings

Issues/problems in my neighborhood

- Drugs (91%)
- Violence (87%)
- Not enough youth activities (79%)
- Lack of jobs for youth (77%)
- Trash on the streets (73%)

Types of activities youth want

- Block parties (77%), Dance groups (75%), Recreation Center (75%), Youth Center (75%)
- Sports (70%), After School Programs (67%)
**Qualitative Evaluation Findings**

- **Bonding**: CCB has fostered bonds between people through community activities and events.
- **Linking**: CCB has formed linkages to a broad range of institutions and organizations.
- **Bridging**: CCB has built bridges across racial/ethnic groups through cultural events and working together on various projects.
Bridging Social Capital – A Resident’s View

“Now there is more unity than before between African-Americans and Latinos. Before there was a wall between the groups and more racism and stereotypes. Now we work together more and understand each other’s culture more – for example they like our food. Now we are closer.”
Examples of Altered Power Relations

– City responded to SP residents’ pressure to clean up the park after Mayor’s Forum
– Residents got $20k for an architectural plan for the neighborhood entrance;
  • Pressure on City for additional $200k to begin implementation
– Resident: “Seeing change. I thought it couldn’t happen, but it’s really starting and I’m part of it. That inspires me.”
SP RAC Achievements

- New design for Tyrone Carney Park and Streetscape with community input ($20k from Oakland)
- Community clean-ups
- Increased Participation in Earth Day, Creek to Bay Days, National Nights Out
- 28 Residents completed Training of Communities of Oakland Responding to Emergencies (CORE)
WO Durant Park Renovation
Friends of Durant Park

- Got permanent garbage cans and lighting from City
- Created architectural plans for continued improvement with community input

- 200+ people annually attend the Friends of Durant Park Halloween Party
- Other events held in park throughout year
“Feet on the Street” Seniors in WO

- Weekly walks around neighborhood

- **Purpose:**
  - “Eyes” and “ears” supplement police
  - Look for blight
  - Let drug dealers know they are watching
  - Watch out for each other

- **Accomplishments**
  - More crossing guards
  - Less litter
  - Less prostitution and drugs in daylight
  - Got City to pay for “bulb-outs” to make crossing the street safer for everyone
Friends of Durant Park

• Strategy: Meetings, letter writing, calls

• Secured improvements from Public Works:
  – Permanent garbage cans
  – Lights
  – Clean-up
  – Community bulletin board

• Met together to draw up architectural plans for the park
Reduced Blight in WO

• Between 9/04 and 9/08, **545** nuisance properties were abated
• 16 homes were renovated through Rebuilding Together Oakland (RTO)
• 3 liquor stores stopped selling alcohol, 1 corner store is now selling fresh produce
• Cal-Tech Toxic Waste Site was demolished
  – Residents wrote letters to officials to clean it up
  – State is ready to begin clean up – with ongoing pressure from residents
Youth Services and Employment in WO

- 50+ youth connected to jobs & training programs
- YAH Village
- Culture Keepers
- Teen Center
CCNI Evaluation Summary: Successes

↑ Meaningful opportunities for participation;
↑ Civic participation
↑ “Social Capital”
↑ Improved built environment
  ↑ Emergency preparedness
  ↑ Cleanliness
↓ Community deterioration
  ↓ Blight
  ↓ Lower crime (in SP)
CCNI Evaluation Summary: Successes

- Developed linkages (residents, local government and resources)
- Increased community involvement in taking action
- Built relationships across age and culture
- Built resident skills in organizing/advocacy
- Residents - more leadership roles
- Crime stats did not increase like adjacent areas
CCNI Outcomes that Still Need Improvement (2008)

- City response to crime
- Making neighborhood a safe place to live
- Employment and safe activities for youth
- Creating useful and safe parks
2008-2009 CCNI Priorities

• Increasing resident ownership of RACs
• Waging issue campaigns; engaging residents in policy-level advocacy
• Youth Empowerment
• Making streetscapes safer and more conducive to positive interaction
• 100% service delivery in SP and WO (collaboration within the ACPHD)
Challenges

• External Considerations
  – The transitional nature of youth
  – Accepting that some life challenges **will not** be traversed by the population

• Internal Considerations
  – Keeping the data (and the project) fresh
  – Building programming to honor the contribution of participants who are getting ready to age-out.
Challenges

Structural/Systemic

- Using the same words in the midst of different definitions and practices
- Staffing and leadership changes
- Perceived resource scarcity
- Theory vs. reality and the implications for evaluation
Challenges

On-the-ground

- Being responsive and sensitive to community needs and norms
- Historical realities which breed mistrust and lack of faith
- Life shows up
Lessons Learned: What It Takes

• Leadership
  – Visionary risk-taker

• Data
  – Highlighting social & health inequities
  – Neighborhood context
  – Impact of policies on certain populations

• Working with Communities as partners

• Resources
  – Financial
  – Time
Lessons Learned: What It Takes

- **Learning Institution**
  - Developing new leaders: training/ongoing education on social justice issues
  - Planning/evaluation loop

- **Diverse Staff**
  - By race/ethnicity/language/class
  - By professional background (social justice)

- **Staying Focused on Goal**: changing the conditions that create health inequities – are we making a difference?
Some References


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