

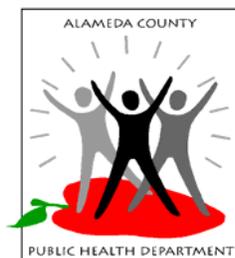
Community Capacity-Building in Sobrante Park and West Oakland: An Evaluation Update 2004-2006

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Madison Middle School*
Lionel Wilson School*
SP Elementary School

Grassroots Groups:
SP Resident Action Council (RAC)*
SP Home Improvement
Association*
SP Neighborhood Crime Prevention
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Community-Based Organizations:
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Habitat for Humanity
Oakland Community
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Community-Based Organizations:
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Attitudinal Healing*
Ella Baker Center
EPIC Arts*
Healthy Oakland*
Home of Comfort
Oakland Community
Organizations (OCO)*
Pastors Group
People's Grocery*
Project Yell*

Rising Star Baptist Church*
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Satellite Senior Housing*
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We would also like to acknowledge those who made contributions to this evaluation report.

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Executive Summary

Report Purpose

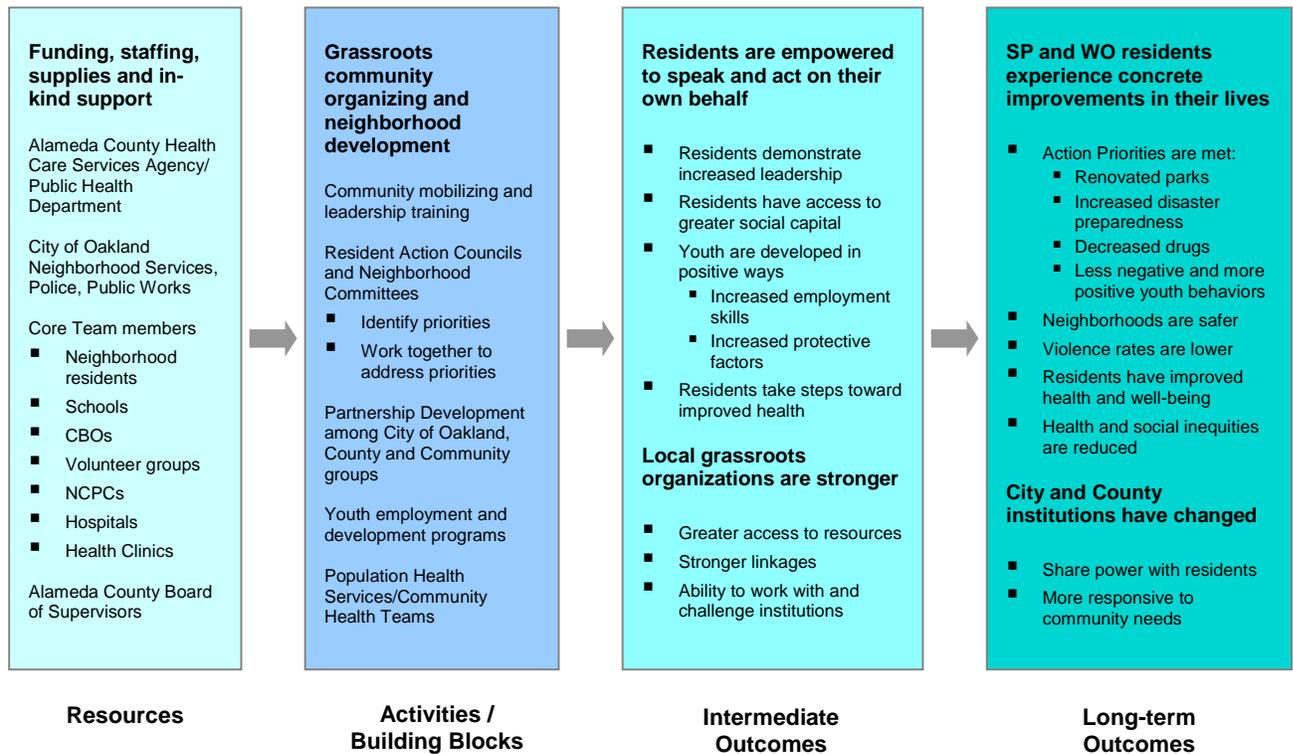
This report provides an evaluation update of our intensive community-capacity building (CCB) efforts in Sobrante Park (SP) and West Oakland (WO) over the past two years (2004-2006). CCB aims to increase political, social, and economic power within these neighborhoods and thereby improve long-term health outcomes. This report will help CCB partners to reflect upon how far we have come, what changes have resulted, and what improvements could be made.

CCB Evaluation and Methods

The CCB evaluation focuses on processes (what activities we have done) and outcomes (what has been the impact of our activities). Quantitative methods (surveys, secondary health/crime data) and qualitative methods (document review, focus groups, key informant interviews) are utilized together to evaluate the initiative.

Central to the evaluation is our logic model, which provides a roadmap for how the intervention works – from program inputs to outcomes. Through community organizing and neighborhood development activities, residents become empowered and grassroots organizations are strengthened, which then leads to concrete neighborhood improvements (better conditions, less violence, improved health) and local institutional change.

CCB Initiative Logic Model for West Oakland and Sobrante Park



The CCB initiative works in partnership with residents to strengthen existing social, political and economic structures, with the goal of eradicating historic and persistent health, economic, and social inequities.

Process Evaluation Findings: Activities & Accomplishments

Residents of SP and WO, along with CCB partners, have been implementing activities in five core areas:

1) Community mobilizing and leadership development

This has involved three major kinds of activities:

- *Surveys* – conducting community-wide surveys to identify neighborhood assets/ priorities and evaluate CCB efforts
- *Canvassing* – going door-to-door to determine needs and spread the word about events/services
- *Trainings* – providing trainings that build community capacity (e.g., trainings on leadership, community organizing, media advocacy)

2) Resident Action Council and Neighborhood Committees

The RAC and Neighborhood Committees have served as main structures through which CCB activities are organized and implemented in these neighborhoods. Residents have engaged in the following:

- *RAC meetings* – attending monthly meetings where residents discuss issues, engage in cultural sharing, learn about City/County resources, and receive training on various topics
- *RAC-organized events* – mobilizing the community through neighborhood events such as Earth Day, National Night Out, and the Mayor's Town Hall Meeting
- *Neighborhood committees* – organizing and working on a range of issues through resident committees

3) Partnership development

CCB partner efforts have been coordinated through the Core and Leadership Teams.

- *Core Team* – group of representatives from the various CCB partners that meets monthly to coordinate work and strategies in SP and WO
- *CCB Leadership Team* – group of key leaders/staff from the City of Oakland and ACPHD that meets bi-weekly to guide CCB implementation and evaluation

4) Youth employment and development

CCB staff and residents continue to work on promoting youth employment and development.

- *Youth employment* – encouraging youth to get GED, building job skills, placing youth in internships, inviting youth to job fairs, and forming a Youth Employment Coalition
- *Youth development* – providing positive, fun youth activities through the Radical Roving Program, Catron Street baseball team, Youth with One Understanding, and Youth Ambassadors program

5) Population health services and community health teams

Residents have gained access to medical services and health education.

- *Medical services* – obtaining free dental exams, screening tests, and child immunizations at community events and health fairs
- *Health education* – learning about health issues (nutrition, physical activity, pregnancy prevention) and getting information on local services/programs

Based on breadth of activities (# of activities implemented) and level of participation (# of residents participating), SP residents have been the most engaged in RAC/Neighborhood Committee activities. Moving forward, efforts may need to be intensified to provide SP residents with greater access to health services and youth jobs.



In WO, residents have been heavily engaged in Neighborhood Committee activities and recently involved in the RAC (formed in November 2006). WO efforts could be expanded to support youth employment and development.



Outcome Evaluation Findings: Progress toward Intermediate Outcomes

CCB activities are expected to empower residents to speak and act on their own behalf. Intermediate outcomes supporting resident empowerment include increased leadership, greater social capital, positive youth development, and steps toward health improvement.

Increased leadership – CCB activities have sought to increase leadership among residents in SP and WO. Leadership can be developed along a continuum of seven different levels, from awareness to ownership (Albano, 200X).

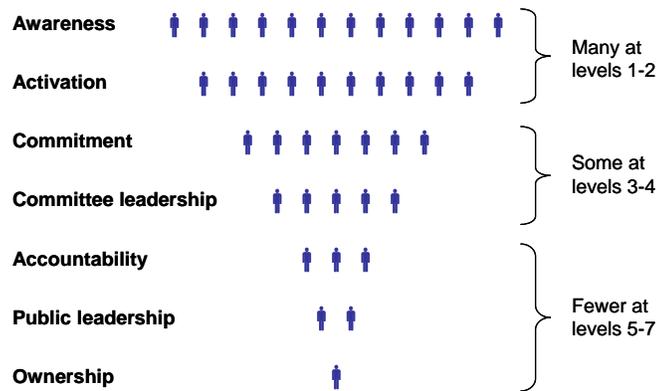
Seven Major Levels of Leadership



So far, the CCB initiative has been effective at mobilizing many residents into awareness and activation stages. Some residents have been inspired to assume greater responsibilities, and a few residents have advanced into public leadership and ownership roles. Residents must continue to assume increasing leadership within the initiative. More Alameda County Public Health Department, CAPE Unit, June 2007

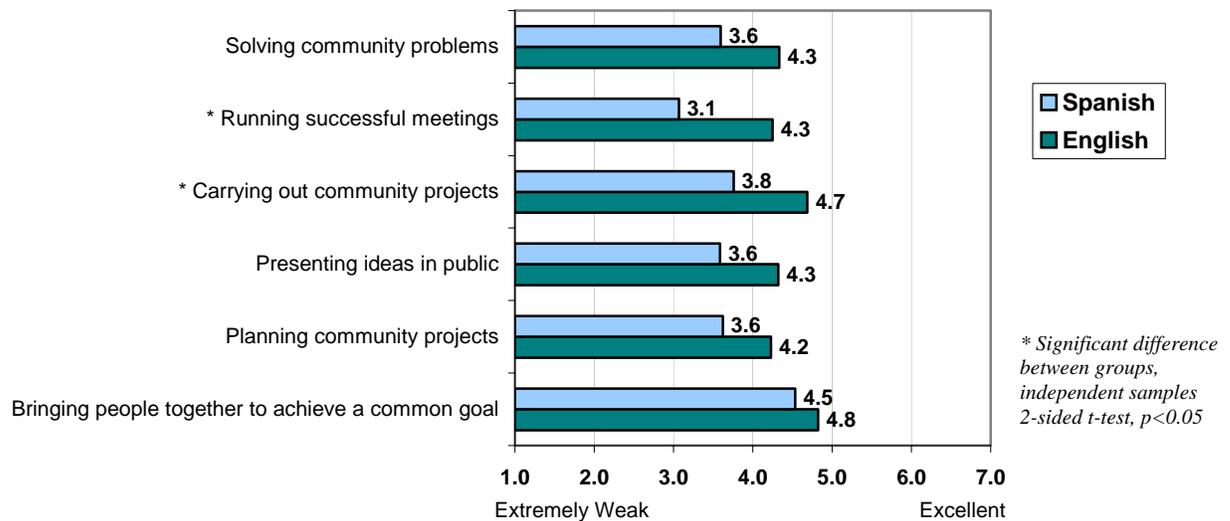
and more, they should be voicing opinions at meetings, implementing tasks, facilitating groups, helping to identify solutions, speaking out in public, and taking ownership.

Current Levels of Leadership Development in the CCB Initiative



At baseline, residents in SP reported that they are moderately skilled across various leadership domains (mean rating of 3-5 on a scale of 1 to 7). Spanish-speaking residents – who may have had fewer leadership opportunities and who tend to be newer to SP – feel less skilled compared to English-speaking residents. SP residents will be surveyed again in 2007 to assess changes in leadership skill levels over time. WO residents will also be surveyed.

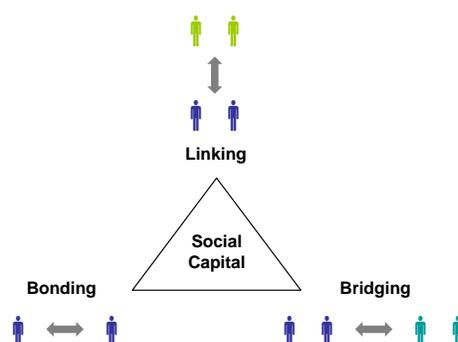
Baseline Leadership Skill Levels among Sobrante Park Residents



Greater social capital – More than any other outcome, residents emphasized social capital as a positive impact of CCB. CCB has developed three different forms of social capital:

- 1) *Bonds* between neighbors – For many residents, the opportunity to build bonds with others in their community was one of the most valuable aspects of CCB.
- 2) *Bridges* across racial/ethnic groups – CCB is helping to build bridges “between African Americans and Latinos...Now [they] work together more and understand each other’s culture more.”
- 3) *Linkages* to people and organizations with influence and resources – Through vertical linkages, residents have gained access to information, services, economic resources, political decision makers, and City/County staff with expertise.

Types of Social Capital Developed through CCB



The CCB initiative seeks to foster three particular dimensions of social capital, including:

- 1) *Civic participation* – level of involvement in neighborhood activities and personal/collective action to improve neighborhood conditions
- 2) *Social cohesion* – extent to which neighbors trust and get along with each other; solidarity among neighbors and between racial/ethnic groups
- 3) *Informal social control* – capacity of group to regulate its members to realize collective goals; willingness to intervene to prevent deviant behaviors.

Social cohesion and informal social control are especially important to develop since they form the basis for *collective efficacy*, which has been identified as a key factor in controlling levels of neighborhood violence (Sampson et al., 1997).

SP and WO residents were surveyed to assess baseline levels of civic participation, social cohesion, and informal social control in their neighborhoods. They (including WO youth) will be surveyed again in 2007 to monitor changes. Some interesting observations include:

- Relatively higher levels of civic participation were reported in WO compared to SP.
- While fairly high levels of inter-racial solidarity and willingness to help were reported, a lower level of trust among neighbors was observed.
- SP youth reported lower social cohesion compared to adults.

Baseline Level of Civic Participation, Social Cohesion, and Informal Social Control in SP and WO

CIVIC PARTICIPATION INDICATORS (% saying "yes")	SP Adults	SP Youth	WO Adults
Attended a neighborhood social event	24%	N/A	45%
Met with neighbors or group to do something	29%	N/A	31%
Voiced opinion about issue to city official	29%	N/A	42%
Volunteered or participated in community group	N/A	36%	43%
SOCIAL COHESION INDICATORS (% agreeing or strongly agreeing)	SP Adults	SP Youth	WO Adults
People in the neighborhood can be trusted	49%	21%	37%
People are willing to help neighbors	77%	50%	67%
Different racial/ethnic groups get along well	77%	N/A	80%
Youth feel like part of the neighborhood	N/A	74%	N/A
INFORMAL CONTROL INDICATORS (% agreeing or strongly agreeing)	SP Adults	SP Youth	WO Adults
People would do something if youth are skipping school	51%	N/A	45%
People would do something if youth are harming others or the community	N/A	66%	63%

Alameda County Public Health Department, CAPE Unit, June 2007

Positive youth development – CCB seeks to foster positive youth development by making critical protective factors (caring relationships with adults, high expectations from others, opportunities for meaningful participation) more available to youth in SP and WO.

Residents were surveyed to assess baseline availability of youth protective factors in these neighborhoods. They will be re-surveyed in 2007 to assess changes over time. Important observed trends include:

- The vast majority of SP youth reported that their families and teachers have high expectations for them. Youth generally believed in their personal capacity to succeed.
- Less available to youth in SP were caring adults who mentor and encourage them.

Baseline Availability of Youth Protective Factors in SP and WO

PROTECTIVE FACTOR INDICATORS *(% agreeing or strongly agreeing); ^(% saying "yes")	SP Adults	SP Youth	WO Adults
There are adults in SP who help and mentor youth*	47%	55%	60%
Youth feel valued by the adults in the community	N/A	56%	N/A
My family expects me to do well in school and have a good job.	N/A	97%	N/A
My teachers expect me to do well in school and have a good job.	N/A	81%	N/A
I have a good chance to lead a successful life.	N/A	91%	N/A

Health improvement steps – CCB has helped residents to take steps toward better health through health education, service provision, and neighborhood improvement.

- *Education and behavior change* – Healthy eating and exercise have been a focus of health education efforts.
- *Service provision* – Over 200 SP and WO residents have received free immunizations, screening tests, and dental examinations.
- *Neighborhood improvement* – In both neighborhoods, changes have been made to the physical environment (e.g., trash clean-up, park renovation, street safety improvement, housing revitalization) to improve community health.

Beyond empowering residents, the CCB initiative is expected to strengthen grassroots organizations. Important intermediate outcomes include: more access to resources, linkages between organizations, and better capacity to work with and challenge institutions.

Greater access to resources – Grassroots groups and community-based organizations have gained access to City/County resources (staff, expertise, funding, technical assistance) through their involvement in CCB.

- Resources have been shared with SP organizations such as Community Reformed Church, SP Home Improvement Association, and East Bay Habitat for Humanity.
- In WO, organizations such as YAH Village, Home of Comfort, Healthy Oakland, and McClymond High School have gained resources.

Linkages between organizations – Greater collaboration and better communication between organizations have resulted through CCB.

- The Core Team has helped to bring together organizations in WO and SP.
- CCB has been successful at seeding collaboration in WO and SP (e.g., YMCA, Attitudinal Healing, and Hoover Elementary form YAH Village).

Ability to work with and challenge institutions – Grassroots groups have teamed with City/County agencies to implement neighborhood changes.

- For example, SP members of the RAC and HIA have met with the Oakland Police Department to better control drug activity in their neighborhood.
- In WO, the Durant Park committee has met with Public Works and Parks and Recreation to make demands regarding park renovation.

Progress toward Long-term Outcomes

In the longer term, the CCB initiative should lead to concrete improvements in residents’ lives. Important long-term outcomes include: meeting action priorities, making neighborhoods safer, reducing violence, and improving health and wellbeing. While CCB is only in its third year, some progress has already been made toward these outcomes.

Met action priorities – SP and WO residents are working to address four priority concerns in their neighborhoods:

- 1) *Renovated parks and improved physical environment*
 - SP residents successfully applied for a \$20,000 grant from City Council to redesign Tyrone Carney Park and the neighborhood streetscape with architect Walter Hood.
 - SP residents have rolled up their sleeves to engage in neighborhood clean-up.
 - Walter Hood helped WO residents develop a landscape design plan for Durant Park.
 - WO residents have worked with City staff to identify blighted properties and demand change from landlords.
- 2) *Increased disaster preparedness*
 - SP residents participated in intensive CORE (Citizens of Oakland Respond to Emergencies) training, and WO residents also received training.
 - Survey findings suggest that many SP and WO residents did not feel prepared for a major emergency at baseline. Changes in perceived levels of preparedness will be assessed through survey follow-up in 2007.

Perceived Level of Disaster Preparedness in SP and WO

	SP Adults (%)	WO Adults (%)
My household is prepared for a major emergency	26%	36%

- 3) *Less negative and more positive youth behaviors*
 - Changes in youth arrest, chronic truancy, and violent suspension rates in WO and SP schools will be monitored over time.
 - Baseline rates of negative youth behaviors were especially high in WO, compared to SP and Oakland overall.

Baseline Youth Arrest, Truancy, and Suspension Rates in SP and WO

Indicator	West Oakland	Sobrante Park	All of Oakland
Arrest rates per 1,000			
Arrests 18 and under†	21	5	7
Truancy and suspension rates per 1,000			
Chronic truants*	37	26	18
Violent suspensions**	12	12	6

†Oakland Police Department, Crime Analysis Section, Measure Y Data (January 2000 - June 2004)

*Oakland Unified School District, Measure Y Data, 2002-2003 school year; **2003-2004 school year

- In SP at baseline, many youth were in school and much fewer were working.

Baseline Youth Involvement in School and Employment in SP

	SP Youth (%)
Currently in school	80%
Currently working	35%

4) *Decreased drugs*

- Indicators and assessment strategies need to be identified.

Safer neighborhoods and reduced violence – A main focus of the CCB initiative is to improve safety and reduce violence in SP and WO.

- Baseline survey results reveal that around half of adults and youth in SP and WO feel safe in their neighborhoods. This will be reassessed in 2007.

Perceived Levels of Neighborhood Safety in SP and WO

	SP Adults (%)	SP Youth (%)	WO Adults (%)
In general, my neighborhood is a safe place to live.	50%	51%	45%
Many youth in this neighborhood are afraid to go out at night.	N/A	52%	N/A

- Rates of violent and nonviolent crime in both neighborhoods will be monitored over time. At baseline, rates of crime and violence are especially high in WO, compared to Oakland overall and SP (in most cases).

Baseline Crime and Violence in SP and WO

Indicator	West Oakland	Sobrante Park	All of Oakland
Crime rates per 1,000			
Part I and II offenses†	92	67	72
Violent crime†	20	8	9
Property crime^	43	34	42
Specific violence rates per 1,000			
Homicide	0.7	0.5	0.3
Domestic violence†	2.6	1.6	1.2
Child abuse†	2.5	2.6	1.3
Age-adjusted hospitalization rates per 1,000			
Assault	0.9	1.3	0.7
Arrest rates per 1,000			
Arrests 19-29†	78	16	25

†Oakland Police Department, Crime Analysis Section, Measure Y Data (January 2000 - June 2004)

^Urban Strategies Council, CRIMEWATCH data (2000)

Improved health and wellbeing – The CCB initiative is expected to improve health and wellbeing in SP and WO through multiple pathways (e.g., better access to health and social services, personal and collective efficacy, improved neighborhood environment, buffering effects of protective factors).

- Changes in certain health indicators will be monitored over time. These indicators will help to compare the profile of health in these neighborhoods before and after CCB.

Baseline Health Indicators in SP and WO

Indicator	West Oakland	Sobrante Park	All of Oakland
Immunization rate (% of population)*			
4:3:1 immunization at 2 years old	64%	68%	70%
4:3:1 immunization at 5 years old	98%	98%	93%
Nutrition and physical activity^			
Students participating in regular physical activity (%)			
Students eating 5 servings of fruits/vegetables (%)			
Chronic disease hospitalization rate per 100,000†			
Asthma - all ages	398	408	268
Childhood asthma	1,734	1,783	1,240
Diabetes	1,652	2,381	1,419
Coronary heart disease	1,253	1,674	1,223
Stroke	661	807	497

*Sobrante Park and Hoover Elementary School data; 4 DTP: 3 polio: 1 MMR

^California Healthy Kids Survey, Sobrante Park Elementary, Hoover Elementary, Madison Middle School

In addition to concrete improvements in residents' lives, the CCB initiative is expected to change the relationship between City/County institutions and the communities they serve.

City/County responsiveness to needs –There is evidence that the City/County are starting to become more responsive to community needs.

- For example, in WO and SP, the City has responded to residents' demands to renovate local parks, abate blighted properties, fix lighting, install bulb-outs on unsafe streets, and help deal with slumlords.
- At baseline, around half of SP and WO adults were satisfied with the City of Oakland's responses to their reports of neighborhood blight and crime. Changes in levels of satisfaction will be assessed through survey follow-up in 2007.

Level of Satisfaction with City Response to Resident Reports

	SP Adults (%)	WO Adults (%)
Satisfaction with City response to blight reports	49%	55%
Satisfaction with City response to crime reports	N/A	45%

Power sharing – Some progress has been made regarding County/City willingness to share power with residents.

- The City of Oakland Service Delivery System, Neighborhood Crime Prevention Council, and city officials (e.g., former mayor Jerry Brown, council members Nancy Nadel and Larry Reid) are increasingly listening and responding to SP and WO residents' demands for change.

Barriers and Recommendations

CCB staff, community partners, and SP/WO residents identified eight major barriers to success for the CCB initiative.

- 1) **Limited participation** – There is need for more participation by residents, particularly youth.
- 2) **Level of community leadership and empowerment** – CCB is still too “top-down” and “staff-driven”.
- 3) **Cultural challenges** – Cultural dynamics in these neighborhoods can present certain challenges, and there is need to engage more Latinos.
- 4) **CCB Leadership challenges** – There is lack of clarity about roles/expectations for the City and County, need for better coordination, and no unifying vision with buy-in from all.
- 5) **Ineffective meetings** – The timing and structure of CCB meetings could be improved.
- 6) **Productivity and sustainability** – There is concern about how long things take, “are we really making a difference?”, and whether CCB can be sustained in the long-term.
- 7) **Resource needs** – More resources (e.g., funding, staffing, resident stipends/jobs) are needed to support CCB.
- 8) **Evaluation issues** – Concerns include use of “inside” evaluators, time/effort required for evaluation, lack of clarity about outcome indicators, and pressure to show results.

Many recommendations were provided to address each of these barriers. Some key points are highlighted below:

- Encourage youth to participate by giving them leadership roles and organizing fun social activities.
- Involve residents in doing outreach (going door-to-door, posting flyers, developing a newsletter).
- Build the leadership capacity of residents through formal training, mentoring, and neighborhood activities.
- Let residents drive decisions about “what they need” and “what to do.”
- Facilitate cultural exchange and discuss/address racism.
- Have a retreat that brings CCB leadership (City/County) together.
- Give meetings a “community feel” and make them more interactive.
- Increase accountability and utilize work plans.
- Develop and invest in a long-term plan for CCB.
- Increase staffing, especially staff to support community organizers.
- Ensure fair allocation of funds.
- Better document processes and outcomes.

Evaluation Next Steps

- Next steps in our ongoing evaluation of the CCB Initiative include:
- Work with residents to review these evaluation findings, and to participate more in other stages of the evaluation.
- Continue to track program activities through quarterly progress reports, to be filled out by staff working in Sobrante Park and West Oakland.
- Assess accomplishments, challenges and lessons learned through “focus groups” with staff and residents.
- Follow-up on the results of the 2004 community-wide surveys in Sobrante Park and West Oakland by repeating them in 2007 and 2010. Include a set of core questions from 2004, along with several questions about issues that have emerged in the past 3 years.
- Convene a group of youth to develop and implement youth surveys in Sobrante Park (follow-up in 2007 and 2010) and West Oakland (baseline 2007, follow-up 2010). After survey completion, work with youth to analyze data and present results.
- Assess development of leadership skills by giving follow-up Participation Surveys at the Sobrante Park RAC, and baseline surveys at the West Oakland RAC.
- Track and analyze changes and trends in crime, violence and health to determine the effects of the CCB Initiative, using data from a variety of sources.
- Disseminate user-friendly evaluation findings to the following stakeholders: community residents, Alameda County Board of Supervisors, City of Oakland. Community partners, regional and national audiences.

Introduction

Report Purpose

The CCB initiative has been taking place in Sobrante Park for the past 2.5 years (since May 2004) and in West Oakland for 2 years (since December 2004). The time has come for us to reflect upon how far we have come and to assess the impact we are having in these communities. Ongoing evaluation has been occurring to monitor implementation and assess success of CCB.

This report focuses on several different aspects of the evaluation, including: what we have done (processes), what has been accomplished (outcomes), what challenges we have encountered (barriers), and in what ways we could improve (recommendations). The major sections of this report include: Process Evaluation Findings, Outcome Evaluation Findings, Barriers and Recommendations, and Next Steps.

The main audience for this report is the CCB Leadership Team. The report will serve several purposes:

- To describe our activities and progress from 2004-2006
- To monitor outcomes of our CCB activities
- To demonstrate how resources have been utilized
- To inform mid-course corrections
- To document our efforts so they can be replicated in other neighborhoods
- To accumulate data that can help to pursue additional funding.

Overview of CCB initiative

The CCB initiative is a partnership between the Alameda County Public Health Department (ACPHD), City of Oakland, and a broad range of local institutions, community-based organizations, and grassroots groups. The partnership oversees the development and implementation of a community-led, multi-component public health intervention designed to build neighborhood-level community capacity. The main goal of the intervention is: *to increase political, social, and economic power within low-income communities of color in Alameda County.*

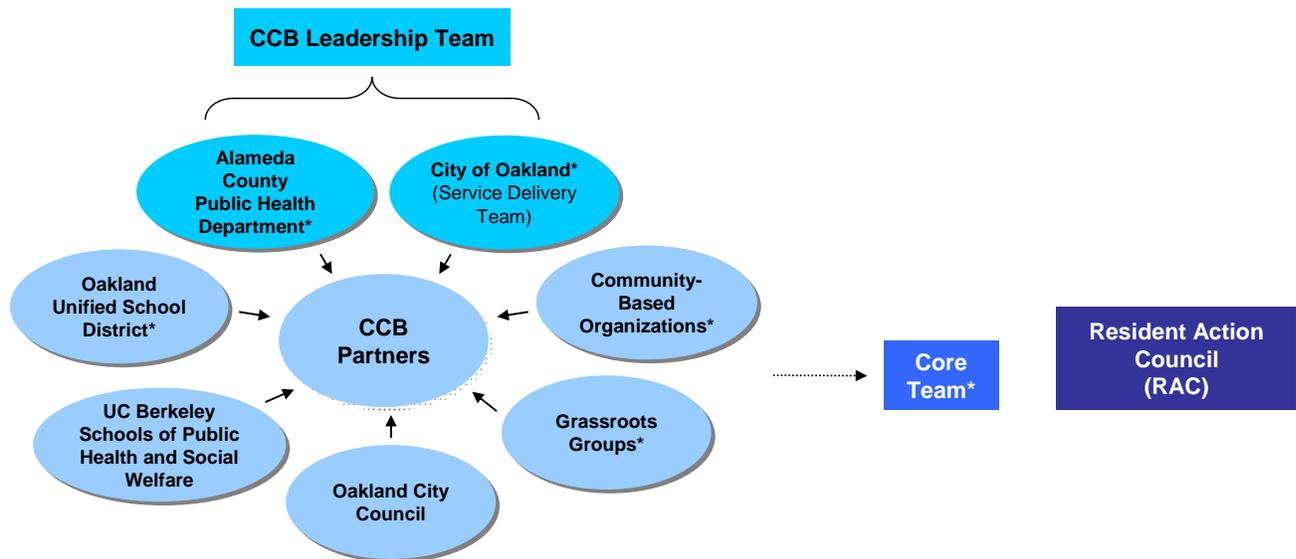
This initiative's community capacity-building approach borrows from popular education principles expounded by Brazilian educator Paulo Freire and builds upon existing neighborhood assets, most specifically its leaders. The focus is on facilitating a coherent and supportive social, economic, and political infrastructure in these neighborhoods by which these leaders can enhance the natural resiliency of their communities and thereby improve long-term health outcomes (Iton, 2006).

The CCB initiative is rooted in ACPHD's fifteen-year history of pioneering a "New Public Health" where the health department serves as "an agent of social change that challenges the context from which physical and mental health problems arise" (Red Book). The CCB model also builds upon Mobilizing Action for Partnerships and Planning (MAPP), a strategic approach to community health improvement developed by National Association of City and County Health Officials (NACCHO). MAPP assessment strategies are adapted to the neighborhood level in low-income, diverse urban communities.

CCB efforts are concentrated in two Oakland neighborhoods – Sobrante Park and West Oakland. They are both low-income and high-crime neighborhoods with large youth populations. However, they differ somewhat in ethnic composition, home ownership, and other social indicators (see Appendix B for neighborhood demographics).

The structure of the CCB initiative is depicted in Figure 1. The multiple components of the intervention are facilitated through the creation of a Resident Action Council (RAC) in each target community. A Core Team, comprised of representatives from various CCB partners (denoted in dark blue), supports the efforts of each RAC. Diverse managers and staff from both the City of Oakland and Alameda County Public Health Department oversee the CCB initiative through the CCB Leadership Team.

Figure 1: Structure of the CCB Initiative



Logic Model

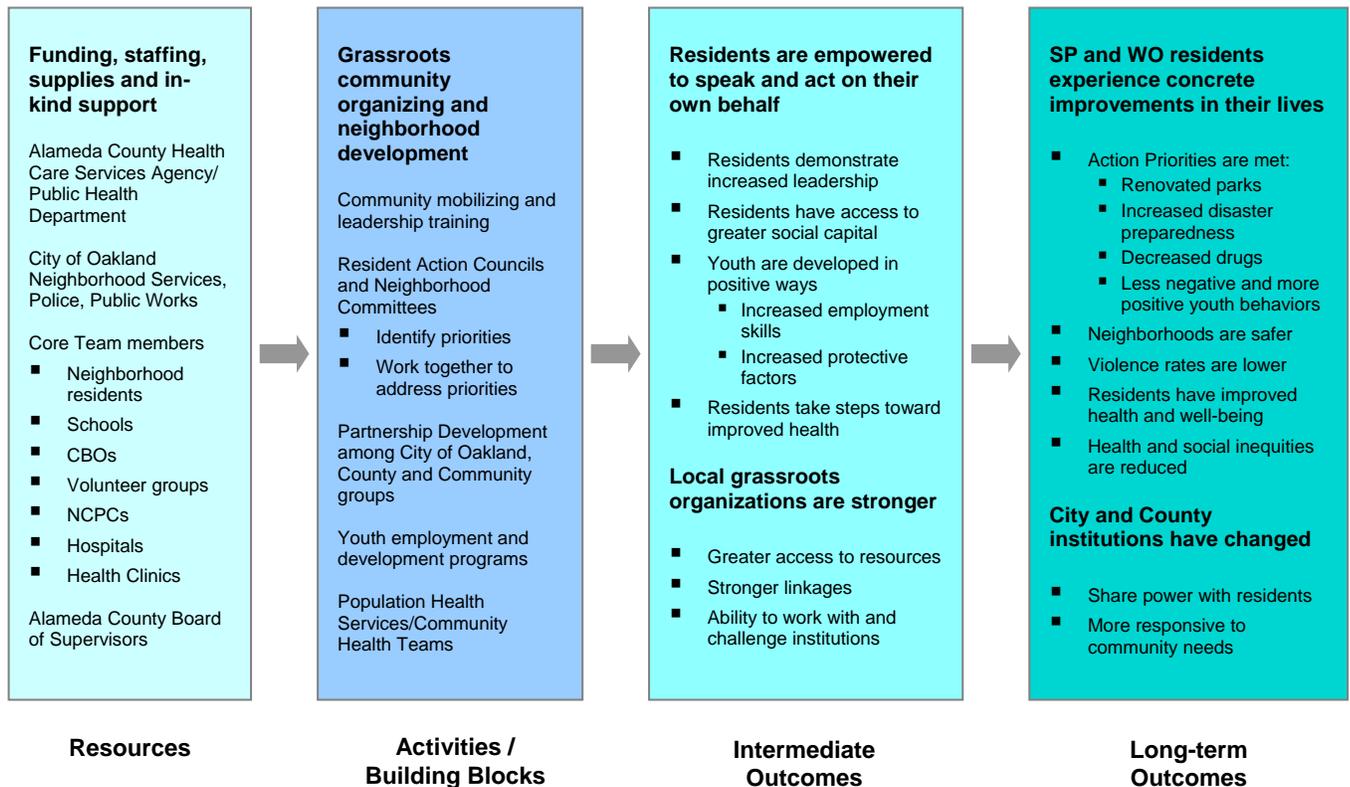
To facilitate planning and evaluation, the CCB Leadership Team developed a logic model which provides a roadmap for how our intervention will work. It identifies the resources we will utilize from various partners, the activities we will implement, and the outcomes we expect to achieve.

The logic model is depicted in Figure 2. As shown, program inputs include funding, staffing, supplies, and in-kind support from the various partners. Intervention activities are comprised of five core components:

1. Community mobilizing and leadership development
 - Door-to-door canvassing to identify needs and mobilize action
 - Community-wide surveys
 - Formal and informal leadership training
2. Establishing Resident Action Councils (RAC) and neighborhood committees
 - Identifying neighborhood action priorities
 - Working together to achieve these priorities
3. Developing partnerships between County, City, and community groups
4. Facilitating youth development and employment programs

5. Providing population health services.

Figure 2: CCB Initiative Logic Model for West Oakland and Sbrante Park



The CCB initiative works in partnership with residents to strengthen existing social, political and economic structures, with the goal of eradicating historic and persistent health, economic, and social inequities.

The last two boxes of the logic model specify intermediate and long-term outcomes, which are based on Saul Alinsky’s goals of community organizing (Rubin and Rubin, 2001):

- Resident empowerment – increased leadership, greater social capital, positive youth development, steps toward improved health
- Stronger local grassroots organizations – greater access to resources, linkages between organizations, ability to work with and challenge institutions
- Concrete improvements in residents’ lives – meeting action priorities, safer neighborhoods, less violence, improved health and well-being, reduced inequities
- Changed City and County institutions – power sharing, responsiveness to needs.

CCB Evaluation and Methods

As an innovative program with multiple stakeholders and large potential impact, evaluation of the CCB initiative is particularly important. The CCB evaluation assesses both processes and outcomes. Process evaluation focuses on documentation of program activities, including successes, challenges, and lessons learned. Outcome evaluation tracks skills and resilience factors that are developed and monitors community-level changes that have occurred through CCB.

A variety of data collection methods (both qualitative and quantitative) are being utilized to evaluate the CCB initiative. The following is a brief description of evaluation methods and their current status.

Qualitative Methods

Document review – Various documents (e.g., publicity flyers, meeting minutes, observation notes, progress reports, email communications) are reviewed. This information is used to track the main activities implemented in Sobrante Park and West Oakland.

Focus groups – At the June RAC meeting in Sobrante Park, staff led three groups of residents (English-speaking adults, Spanish-speaking adults, and youth) through in-depth discussions to evaluate their experiences with the CCB initiative. Structured using the Technology of Participation's Discussion (ORID) method, topics included:

- Observations of what residents had experienced, using photographs of CCB activities as triggers for discussion
- Reflections about what worked, what did not, and why they had joined the RAC
- Inferences about what they thought the CCB initiative was trying to accomplish and how they would measure success
- Decisions about how the RAC could work toward success and their own commitments to the RAC.

By engaging residents in discussion with one another, these focus groups elicited rich responses about resident involvement in CCB and its meanings for them. They also uncovered residents' views of success, which have been incorporated into the outcome evaluation plan.

Interviews – County staff and students from the UC Berkeley School of Public Health conducted 38 interviews. These interviews were a main source of qualitative data about program activities, outcomes, barriers, and recommendations (see interview guide in Appendix C). Interviews targeted three types of informants, including: 1) residents of Sobrante Park and West Oakland (n=11 in SP and n=6 in WO); 2) community partners in SP and WO (n=4); and 3) staff from the City of Oakland and Alameda County (n=17). Interview questions covered opinions about:

- Successes, challenges, and lessons learned
- Resources required to do this work
- Empowerment of residents and organizations
- Concrete changes in neighborhoods.

Quantitative Methods

Community surveys – Semi-structured community surveys are an integral part of the evaluation. Residents were surveyed at baseline and will be surveyed again in 2007 and 2010 (3 and 6 years later). The Sobrante Park House Calls Survey was administered in May 2004 and the West Oakland Neighbor-to-Neighbor Survey in December 2004 (see instruments in Appendices D and E). The surveys reached over 200 residents in each community (N =219 in SP and N=236 in WO).

A separate youth survey was conducted in Sobrante Park (see instrument in Appendix F). Youth gave input regarding survey content and wording of questions. The survey was administered by trained youth surveyors to 100 individuals between ages 12-17 who live in

SP. A similar youth survey will be developed (with WO youth input) and conducted in West Oakland in 2007.

Some of the indicators measured in these community and youth surveys included:

- Social demographics
- Neighborhood characteristics (positive and negative attributes)
- Social capital (civic participation, social cohesion, informal social control)
- Perceived neighborhood safety
- City responsiveness to community needs.



Outcome indicators are based on several sources: 1) public health and social science literature on empowerment theory and social capital; 2) available health and social indicators data; and 3) residents' priorities for concrete improvements in their lives, as identified at community forums held in each neighborhood.

Participation Survey – To assess the development of community capacity and organizing skills, a Participation Survey was developed that will be administered at multiple time points (see Appendix G for instrument). In Sobrante Park, residents were surveyed at baseline prior to the initial leadership training. The survey was completed by 61 residents during the English language training and 35 residents during the Spanish language training (N=96). In West Oakland, 5 residents on the Durant Park Committee took the questionnaire in January 2006. The survey will be administered again in 2007 to monitor changes in both target communities.

Table 1 specifies the data collection methods utilized to investigate key process and outcome evaluation questions. Process evaluation is based on document review, one-on-one interviews, and focus groups with stakeholders. Outcome evaluation involves surveys and analysis of existing crime and health data sets for key indicators. Quantitative data on outcomes is supplemented with qualitative insights from interviews and focus groups.

Table 1: Key Evaluation Questions and Methods Utilized

	Qualitative Methods			Quantitative Methods		
	Document Review	Focus Group	Interviews	Participation Survey	Community Survey	Crime and Health Data
Process Evaluation Questions						
What has happened so far? Who was involved?	X	X	X			
What have been our accomplishments?	X	X	X			
What have been our barriers and challenges?	X	X	X			
What have we learned? What should we do differently?		X	X			
Outcome Evaluation Questions						
<i>Goal: Empower people to speak and act effectively on their own behalf</i>						
To what extent have residents developed their leadership capacity?	X	X	X	X		
To what extent have residents increased their social capital?	X	X	X	X	X	
Have youth developed their capacity for employment?	X		X		X	
Has access to youth protective factors improved?	X		X		X	
Has access to services increased among residents?	X		X			X
Have residents taken steps toward better health?	X		X		X	X
<i>Goal: Build strong grassroots organizations</i>						
To what extent has CCB strengthened organizations?	X		X			
<i>Goal: Win concrete improvements in people's lives</i>						
To what extent were residents' action priorities for community-level change met?	X	X	X		X	X
How much progress has been made toward safer neighborhoods and reduced violence?	X	X	X		X	X
How much progress has been made toward improved health and wellbeing of residents?	X		X		X	X
<i>Goal: Alter relations of power (institutional change)</i>						
To what extent are County/City institutions sharing power with residents?	X		X			
To what extent have institutions changed to become more responsive to community needs?			X		X	

Evaluation Advantages and Limitations

The design of the CCB evaluation has many advantages. The evaluation is multi-method, using both quantitative and qualitative methodologies to evaluate program success. For example, survey data indicating that residents feel safer in their neighborhoods is corroborated with neighborhood crime data and interview observations about changes in the neighborhood environment. A mixed method approach offers multiple benefits, including: 1) opportunities to triangulate between different data types; 2) fuller understanding of

processes and outcomes, 3) capacity to overcome weaknesses of individual methods; and 4) cross-data checking to improve the validity and reliability of findings.

The evaluation has also been strengthened through efforts to make it more participatory. A range of stakeholders (CCB staff, community partners, residents) have been engaged in various aspects of the evaluation. Community partners and residents have helped to identify relevant questions for the evaluation, make improvements to survey tools, administer surveys, edit reports, and disseminate findings. This has enhanced the relevance, usability, and action orientation of findings. Stakeholders have had opportunities to use evaluation results to make mid-course improvements to the program.

Individual components of the evaluation also offer certain advantages. The pre-post survey design allows for comparison of outcomes before and after the intervention and increases confidence about temporality (the intervention preceded the outcomes). Repeated post-intervention measurements (at 3 and 6 years) help to isolate program effects and allow for lag time before seeing program effects. Interviews were conducted with three different groups of people (residents, community partners, and staff) – which allows for comparison and validation of viewpoints.

However, the evaluation is also subject to several limitations. First, the intervention is a “moving target that develops organically”. The community organizers continually adapt their strategies to meet residents’ needs and respond to changing circumstances. This requires flexibility from the evaluators, who must then adapt their data collection methods and indicators of change. Related to this challenge is the limitation of superimposing a linear and static logic model on the dynamic process of community organizing.

The evaluation has several limitations in assessment of program effects. Most of the data collection is cross-sectional at distinct points in time, and there is no comparison group. This makes it more difficult to establish causality (CCB activities *caused* intermediate and long-term outcomes). Alternatively, other events or changes in the environment could be responsible for outcomes (history threat). Some sort of self-selection bias could be at work, with those who participate in surveys, focus groups, or interviews being more likely to respond favorably to questions about outcomes. In addition, interviewers could influence respondents in certain ways based on the way they ask questions or respondents could feel pressured to give socially desirable responses.

Another challenge is related to the complexity of the intervention. There are many activities going on simultaneously in Sobrante Park and West Oakland. Therefore, it is difficult to isolate which activities are responsible for the observed changes and what “dose” of intervention is necessary to produce program effects. The time horizon needed to see changes is also unknown – it is possible that long-term changes (e.g., reductions in violence or improvements in health) may take more than 6 years. Finally, the evaluators struggle to make the evaluation more participatory – with greater resident involvement in all stages of design, implementation, and analysis.

Process Evaluation Findings: Activities & Accomplishments

This section focuses on the process evaluation questions of “what has happened so far” and “what has been accomplished”. The CCB initiative has been implementing activities in five main areas: 1) community mobilizing and leadership development; 2) Resident Action Council and Neighborhood Committees; 3) partnership development; 4) youth employment and development programs; and 5) population health services and Community Health Teams.

Community Mobilizing and Leadership Development

Residents have participated in three main types of community mobilizing and leadership development activities – surveys and forums, door-to-door canvassing, and leadership trainings. In Sobrante Park, many residents have taken part in surveys, attended a community forum, gone door-to-door to spread the word about events/services, and participated in a range of trainings that build leadership at individual and community levels (see Table 2).

**Table 2: Community Mobilizing and Leadership Development Activities
in Sobrante Park**

Focus area	Activity/event	# of residents	Date
Surveys & Forums	House Calls survey	219	May-04
	Youth survey	100	May-04
	Community forum	61	Sep-04
Door-to-door canvassing	Distribution of info on events/services		
	Promotion of Rebuilding Together Oakland		
Trainings	Leadership Training Module 1		
	English-speaking	71	Feb-05
	Stakeholders	8	Mar-05
	Spanish-speaking	35	May-05
	Disaster Preparedness (CORE) Training	28	May-05
	Time Banking Training	15	Dec-05
	Media Advocacy Training		
Voter Registration Training			
Community Organizing Training			



In West Oakland, residents have completed and helped to administer surveys, spoken out at community forums, participated in door-to-door canvassing, and attended trainings related to community organizing (theory and skill-building) and disaster preparedness. Trainings were also provided to Americorps staff on conflict resolution, community organizing, and City services (see Table 3).

Table 3: Community Mobilizing and Leadership Development Activities in West Oakland

Focus area	Activity/event	# of residents	Date
Surveys & Forums	Neighbor-to-Neighbor survey	285	Dec-04
	Community forum/workshop	52	Apr-05
	Youth Ambassadors survey	55	Aug-05
Door-to-door canvassing	Distribution of info on events/services		
	Assessment of service needs		
Training	AmeriCorps Training	N/A	2005
	Oakland Citizens Academy	N/A	2006
	Community Organizing Theory Training	40	2006
	Disaster Preparedness	40	Aug-06

Resident Action Council and Neighborhood Committees

In Sobrante Park, RAC meetings have been held monthly, with between 20-70 residents attending. During these meetings, the RAC has discussed community issues, engaged in cultural sharing, been introduced to City/County resource people, and received training on various topics. The RAC has also organized several community-wide events (e.g., Earth Day, National Night Out).



RAC activities and subcommittees are listed in Table 4. Subcommittees have been meeting and taking action around the following issues:

- *Better nutrition in schools* – educating residents about healthy eating, working to change nutrition policy in Oakland Unified School District, advocating for more fruits/vegetables
- *Improved physical environment* – meeting with the Home Improvement Association, redesigning Tyrone Carney Park, advocating for Traffic Study, cleaning up the neighborhood
- *Increased disaster preparedness* – attending CORE trainings, assisting with disaster planning by ACPHD and CORE, forming a local Disaster Response Team, participating in a mock disaster drill
- *Catron Street* – organizing youth baseball team, applying for mini-grant to start own league, holding social events, assisting with presentation to former Mayor Brown
- *Youth with One Understanding (It’s on Y.O.U.)* - organizing positive and fun youth events and forums such as Keepin’ it Real; promoting healthy eating, physical fitness, and violence prevention
- *Youth Grant-making (Sobrante Park Youth with Dough)* – providing mini-grants to youth for community improvement projects, currently helping youth to modify proposals
- *Nutrition Grant-making (Healthy Eating Active Living)* – providing nutrition and physical activity mini-grants, 14 applications received

- *Time Banking (Neighbor- to-Neighbor Time Dollar Exchange)* – training residents, hiring resident coordinators, setting up office, educating and recruiting residents to participate (about 100 residents currently participating), having a grand opening with co-founders of Time Dollar Institute, making time dollar exchanges (19 exchanges since October 2006).

Table 4: RAC and Neighborhood Committee Activities in Sobrante Park

Focus area	Activity/event	# of residents	Date
RAC	Monthly meetings	21-71	ongoing
	Community-wide events		
	Urban Fest booths		July-05, July-06
	Earth Day clean-up and barbecue	60, 120	Apr-05, Apr-06
	National Night Out social activities	150, 300	Aug-05, Aug-06
	Block Party at Grace Baptist Church Mayor's Town Hall Meeting	70	June-06 Aug-06
Subcommittees	Youth/Nutrition in Schools	15	ongoing
	Tyrone Carney Park/Streetscape	12	ongoing
	Disaster Preparedness	14-28	ongoing
	Catron Street baseball team and events	53	ongoing
	Youth with One Understanding (It's on Y.O.U.)	3	ongoing
	Youth Grantmaking (SPY-DOE)	5	ongoing
	Nutrition Grantmaking (HEAL)	8	
	Time Banking	99	ongoing

In West Oakland, the RAC was more recently established. The first meeting was held in November 2006. Neighborhood committees began meeting in 2005. RAC activities and neighborhood committees, along with participation levels, are listed in Table 5. Committees have been meeting and working on the following issues:

- *Friends of Durant Park/29th Street Group* – advocating for safety and renovations with the City, organizing neighborhood clean-ups with youth, initiating community events
- *Blight* – conducted blight assessments, demanded change to landlords
- *Neighborhood Improvement* – addressing billboard and highway underpass blight, pursuing “Adopt-a-Block”
- *30th and 31st Street Groups* – Organizing neighborhood clean-ups, working to address Cal Tech toxic waste site, identifying houses for Rebuilding Together Oakland, joining NCPC
- *Pastors Group* – Giving input into local affairs, advocating for a green grocer/WIC, demanding liquor store enforcement, working on economic development
- *Feet on the Street* – Organizing weekly walks, gardening with youth at Hoover, getting bulb-outs near elementary school and senior homes
- *Oakland Housing Authority Group* – Demanding better services from OHA

Other community-wide projects have been initiated in West Oakland. All of these activities are specified in Table 5.

Table 5: RAC and Neighborhood Committee Activities in West Oakland

Focus area	Activity/event	# of residents	Date
RAC	Monthly meetings		ongoing
Comittees	Durant Park/29th Monthly/bi-monthly meetings Community events Annual Halloween Party Community Design Workshops with Walter Hood Friends of Durant Park 1-Year Celebration National Night Out	10 75 45 250	ongoing Oct-05 Feb-05, Apr-05 Feb-06 2006
	Blight		no longer meets
	Neighborhood Improvement Committee	8	ongoing
	30th/31st Street Meetings Community events National Night Out	24	ongoing 2005
	Pastors Group Meetings Town Hall follow-up meeting	24 75-100	June-05, Jan-06 Feb-06
	Feet on the Street Weekly neighborhood walks Gardening at Hoover	12	
	Oakland Housing Authority Group		ongoing
Other Projects	Rebuilding Together Oakland Liquor Store Survey Earth Day clean-up	400, 400 80	Oct-05, Apr-06 2005, 2006

Partnership Development

In Sobrante Park, a Core Team coordinates work and strategies to support the RAC. It has met periodically since 2004 and monthly since 2006. It is comprised of representatives from the various CCB partners, including:

- City of Oakland – Human Services, Neighborhood Services, Parks & Recreation
- ACPHD – CAPE, Office of the Director, Public Health Nursing
- Oakland Unified School District – Madison Middle School, Lionel Wilson School
- Grassroots Groups – SP Home Improvement Association, SP Neighborhood Crime Prevention Council
- Community-based Organizations – Community Reformed Church, Oakland Community Organizations

The West Oakland Core Team has met monthly since spring 2004. It has worked on joint initiatives such as forming a Youth Service Collaborative and applying for Measure A funding. Its members include:

- City of Oakland – Human Services, Neighborhood Services, Parks & Recreation
- Alameda County Public Health Department – CAPE, Office of the Director, Public Health Nursing, Interagency Children’s Policy Council
- Oakland Unified School District – Hoover Elementary School
- Community-based Organizations – Alcohol Policy Network, Attitudinal Healing, EPIC Arts, Healthy Oakland, Oakland Community Organizations, People’s Grocery, Rising Start Baptist Church, Satellite Senior Housing, Word to Heart Church, YMCA

The CCB Leadership Team has facilitated partnership between the City of Oakland and ACPHD in both neighborhoods. It has met twice a month since 2006 and helped to guide CCB implementation and evaluation.

Youth Employment and Development Programs

To support youth employment in Sbrante Park, CCB efforts have focused on promoting educational attainment, building job skills, and placing youth in internships/jobs. Through the Radical Roving Program, the Office of Parks and Recreation has helped to get SP youth off the streets and into constructive, enjoyable activities. Youth with One Understanding has spearheaded Keepin' it Real, a youth-run event that provides young people and their families with positive and fun activities (see Table 6).

Table 6: Youth Employment and Development Activities in Sbrante Park

Focus area	Activity/event	# of residents	Date
Youth Employment	Encouraging youth to get GED	3	
	Job skills training		ongoing
	Internship placement		
	Coordinator of HEAL mini-grants	1	
	Coordinator of SPY-DOE mini-grants	1	
Youth Development	Radical Roving Program		
	Summer activities for youth at SP Elementary	40	
	Baseball group at Catron & 105th St	53	
	Keepin' it Real event	200	

In West Oakland, the Youth Ambassadors program has helped to foster youth leadership. Youth have gained skills in community mapping, participated in a 3-day training on restorative justice, and practiced survey design, data collection, and analysis (see Table 7).

Table 7: Youth Employment and Development Activities in West Oakland

Focus area	Activity/event	# of residents	Date
Youth Employment	Linkage to job opportunities Ella Baker Center Job Fair The Khadafy Foundation		Jun-06
Youth Development	Youth Ambassadors program	5, 5	2005, 2006
	Linkage to community programs		ongoing

A Youth Employment Coalition was convened by Alameda County's Inter-Agency Children's Policy Council to serve both neighborhoods. It includes the Oakland Workforce Investment Board, Probation, Safe Passages, and OUSD. Meetings were held in November and December 2005 to discuss youth employment needs and recommended next steps. It was determined that the Oakland Workforce Investment Board could not provide employment slots for youth from the targeted areas without additional funding.

Population Health Services and Community Health Teams

Through the CCB initiative, residents in Sobrante Park have gained access to medical services and health education (see Table 8). During the House Calls survey day at Madison Middle School, residents received free dental exams, screening tests, and immunizations for children. Education about health and nutrition has been provided at RAC meetings, along with information about local services and programs (e.g., WIC). As a means of physical activity and self-defense, karate was taught to adults and youth at some RAC meetings.



Table 8: Medical Services and Health Education in Sobrante Park

Focus area	Activity/event	# of residents	Date
Medical Services	Free health services at Madison Middle School Dental exams Screening tests (BP, cholesterol, diabetes)	50	
	Immunizations at Madison Middle School	25	
Health Education	Education at RAC meetings Health and nutrition issues Local health services and programs Karate	21-71	ongoing

Health services and education have also been offered to West Oakland residents (see Table 9). Health fairs have provided access to dental screenings, immunizations, prostate check-ups, and nutrition services. County, City, and AmeriCorps staff have conducted health insurance outreach and linked uninsured residents to services. Residents have also participated in workshops that teach them about nutrition and a youth peer educator training around pregnancy prevention and relationship issues.

Table 9: Medical Services and Health Education in West Oakland

Focus area	Activity/event	# of residents	Date
Medical Services	Health fairs Hoover Health Fair Community Immunization Project		Jun-05
	Health Fair for community and hard-to-reach youth Dental screenings, prostate check-ups, nutrition	250 100	Sep-05
	Homeless Outreach Fair		Apr-06
	Immunizations at Madison Middle School	25	
Health Insurance	Health assessment canvassing at Oakland Housing Authority AmeriCorps	12	Spring-06
	ACPHD/City of Oakland	21	Aug-06
Health education	Nutrition classes at Healthy Oakland		Spring-06
Training	Youth Peer Health Educator Training (IPOP/Project Yell) 4 half-day training		Jul-05

Outcome Evaluation Findings: Progress toward Intermediate Outcomes

The CCB initiative is expected to result in two main intermediate outcomes: 1) residents are empowered to speak and act on their own behalf; and 2) grassroots organizations are strengthened as they work together with community partners and residents. The CCB evaluation is assessing the extent to which each of these outcomes is being fulfilled.

Resident Empowerment

The CCB initiative aims to empower residents through increased leadership, greater access to social capital, positive development of youth, and steps toward health improvement.

Increased Leadership

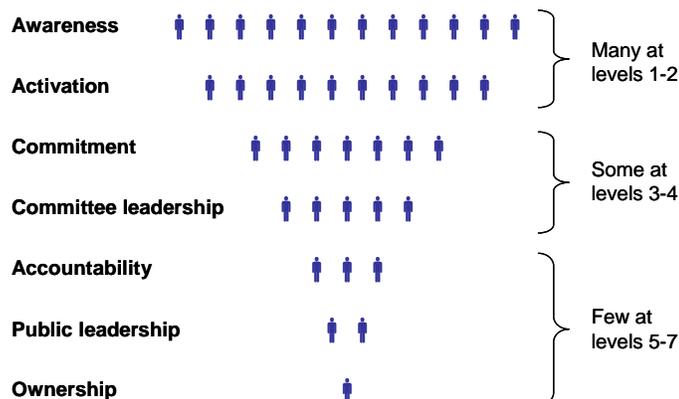
Leadership can be developed along a continuum, from awareness (attends meetings) to committee leadership (facilitates meetings/research) to ownership (plays significant leadership role, shares responsibility). Table 10 describes seven major levels of leadership (Albano, 200X).

Table 10: Leadership Assessment Scale

Level	Defining Attributes of Level
Level 1: Awareness	Attends meetings
Level 2: Activation	Participates, asks questions, discusses
Level 3: Commitment	Performs tasks (e.g., makes phone calls, helps setup, distributes flyers)
Level 4: Committee leadership	Facilitates meetings/research, creates agendas, develops flyers, understands city structure
Level 5: Accountability	Has contact with neighbors, skilled in problem solving, can distinguish between issues and interests, looks for solutions, identifies with the group
Level 6: Public Leadership	Speaks in public, networks with other groups, facilitates large public meetings
Level 7: Ownership	Obtains resources for group, speaks on behalf of groups, plays significant leadership role, understands organizing, shares responsibility

Based on document review, focus groups, and interviews, residents in Sobrante Park and West Oakland span the various levels of leadership. Figure 3 illustrates where residents overall currently seem to be along the continuum of leadership development.

Figure 3: Levels of Leadership Development in the CCB initiative



Many residents have demonstrated leadership at the awareness and activation levels. They have been attending and speaking up at meetings (e.g., RAC, community forum). Some have decided to become more involved in CCB activities, helping to organize events, run meetings, and lead projects. Thus, they have progressed into the commitment and committee leadership stages. Staff acknowledged how residents in Sobrante Park were “starting to run things” this year and how in West Oakland “in each of these little groups you have leaders who are doing things.”

A few residents in both neighborhoods have moved on to levels of accountability, public leadership, and ownership. As examples of these higher levels of leadership, residents in West Oakland had a meeting with the head of Public Works and “the whole process was entirely community driven, there were no staff at the meeting.” In Sobrante Park, the Time Banking and Youth with One Understanding (Y.O.U.) coordinators have really stepped up and serve as examples of leaders that have assumed ownership.

Some residents and staff have expressed that the CCB initiative needs to be further along in terms of leadership development. According to a staff member, “residents are there more as participants and observers, not leaders....One and a half years into this process, community members are not yet running the meetings and being more involved in making decisions.” A resident also suggested that more residents should be stepping up, stating “CCB is the work of a few people....It seems like 2 or 3 people are doing everything!” Another resident adds, “It has been difficult to get people to take on more personal responsibility for things they want to see happen. They have the attitude of ‘I want to bring the issue to you and get it fixed.’ More people need to take charge.”

In spite of certain leadership development challenges, residents and staff report that important leadership skills have been gained through CCB involvement. Table 11 lists the types of skills they have gained and examples of these skills in practice.

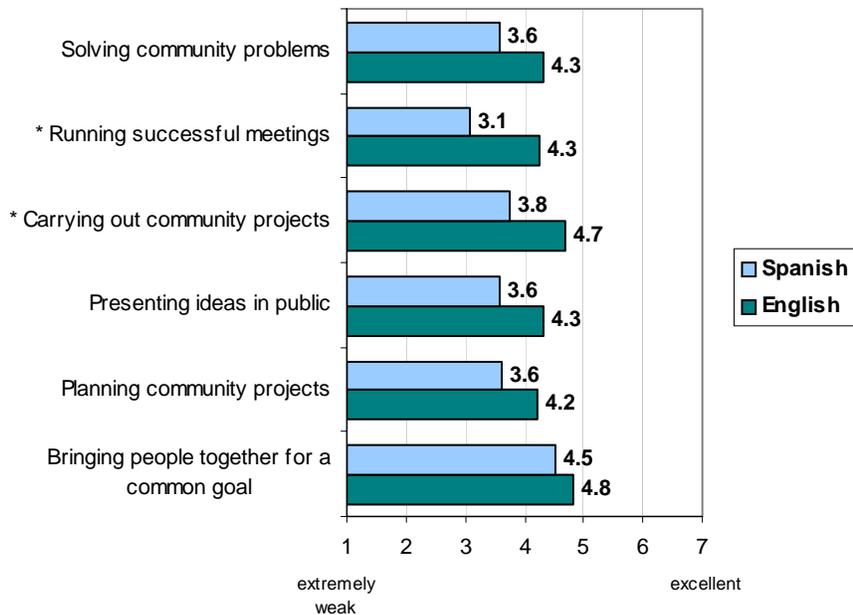
Table 11: Examples of Leadership Skills Development

Leadership Skill	Example(s) of Skill
Identifying community issues and setting priorities	<ul style="list-style-type: none"> • Based on survey findings and forum discussions, residents in Sobrante Park identified four priority areas to work on in their community. • The Tyrone Carney Park committee prioritized changes they wanted to see in the streetscape.
Taking responsibility and delegating to others	<ul style="list-style-type: none"> • For Earth Day, residents assumed different leadership roles related to planning, outreach, food, work crews, and team leaders.
Organizing groups and events	<ul style="list-style-type: none"> • Residents really took charge in organizing National Night Out. • The baseball league has also been resident-led.
Recruiting participants	<ul style="list-style-type: none"> • Residents have been making calls to others about RAC meetings. • Youth residents designed a flyer and rap song to publicize the Youth Forum. • Residents went door-to-door to promote Rebuilding Together Oakland.
Facilitating meetings and discussions	<ul style="list-style-type: none"> • Residents have been leading RAC meetings. • In the Durant Park committee, residents have been making the agenda and organizing the meetings.
Speaking in public	<ul style="list-style-type: none"> • Many residents have become more comfortable speaking up at RAC meetings. • Residents are speaking out in public (e.g., to government officials, church groups, the media).
Communicating effectively	<ul style="list-style-type: none"> • Residents have received training about listening to and showing respect to others, particularly when opinions differ.
Canvassing and door-to-door assessments	<ul style="list-style-type: none"> • Residents have been assisting staff with door-to-door canvassing to assess service needs.
Increasing political voice and lobbying for change	<ul style="list-style-type: none"> • Residents in Durant Park have brought the County, City, and others to the table to demand more lighting, garbage cans, and clean-up of the park. • The NCPC subcommittee gathered information on police calls and responses.

Prior to leadership training and RAC involvement, 92 Sobrante Park residents completed a Pre-Participation Survey that assessed their baseline “community capacity” to identify neighborhood issues and work together toward change. The survey was completed by 60 English-speaking residents (in February 2005) and 32 Spanish-speaking residents (in May 2005). As part of this survey, residents rated their perceived leadership capacity in several areas (on a scale of 1-7). Overall, respondents felt that they were moderately skilled across these domains (see Figure 4).

Spanish-speaking residents rated themselves lower in all areas compared to English-speaking residents. Differences were statistically significant in the areas of “running successful meetings” and “carrying out community projects.” The lower self-ratings among Spanish-speaking residents correspond with a lower self-reported level of community involvement. While 55% of English-speaking residents had attended at least one public meeting about neighborhood issues in the previous three months, just over 35% of Spanish-speaking residents had attended a public meeting. Therefore, they may have had fewer opportunities to develop leadership skills. The differences in self-rated skills also may reflect the fact that Spanish-speaking residents tend to be newer to the area. According to the SP House Calls Survey, more than half of Latino residents have lived in SP for less than five years, as compared with 28% of African American residents.

Figure 4: Baseline Leadership Skill Levels among Sobrante Park Residents



* Statistically significant difference between groups, independent samples 2-sided t-test

The Participation Survey will be administered again in 2007 to assess changes in leadership skill levels over time. In West Oakland, the Pre-Participation Survey was piloted by 5 residents on the Durant Park Committee in January 2006. Due to the limited sample size, this data is not being presented. West Oakland residents will complete the survey in 2007 and at a later time point to determine leadership skill levels.

Greater Social Capital

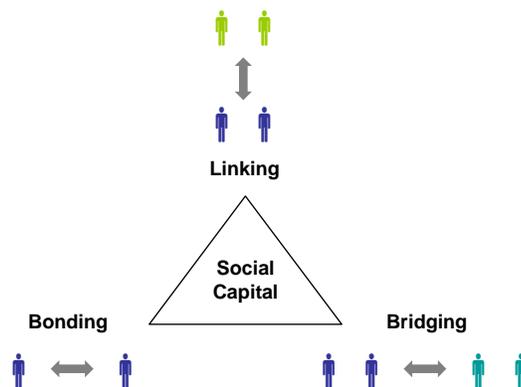
Social capital is defined as “characteristics of communities stemming from the structure of social relationships that facilitate the achievement of individuals’ shared goals.” This includes the quality of social networks as well as the by-products of these networks – such as shared norms and mutual trust – that facilitate cooperation (Smedley, 2000).

More than any other type of outcome, residents emphasized social capital as a positive impact of CCB. CCB has facilitated the development of three different forms of social capital: bonds, bridges, and linkages (Brown-Graham, 2003).

- “Bonding social capital” refers to strong relationships between immediate family members, neighbors, and close friends. It is often described as “strong ties” among homogenous (or like) groups.
- “Bridging social capital” involves relationships with those outside of one’s immediate peer or family group and implies a component of networking. It refers to “weak ties” that transcend various social divides (e.g., race/ethnicity, religion).
- “Linking social capital” refers to relationships between individuals and those in higher positions of influence. It includes “vertical linkages” to organizations and formal institutions outside the community.

The three forms of social capital are depicted in Figure 5 and further described below in the context of CCB.

Figure 5: Types of Social Capital Developed through CCB



Bonding social capital – For many people, the opportunity to build bonds with others in their community was one of the most important aspects of being involved in CCB. At a very basic level, CCB has made it possible for people who did not know each other or who had lost touch to connect. Residents mentioned how CCB has helped to foster bonds between people. Their comments are illustrative:

“What inspires me is getting to communicate with so many people in the neighborhood. RAC has brought me in touch with a lot of people.”

“I knew [my neighbors] before a little, but now I know them more.”



Residents and staff emphasized how community activities and events – such as Time Banking, Earth Day, the Halloween Party, the CORE training, and National Night Out – have fostered relationships between people. For example, a resident describes:

“Earth Day enabled people to chat and get to know each other. I think it really broadened peoples’ knowledge of each other.”

Bridging social capital – Residents and staff described how CCB is helping to build bridges across racial/ethnic groups in both target communities. This is particularly important in Sobrante Park, where there has been social division between African-Americans and Latinos. Staff and residents spoke about trust developing between these groups and expressed hope for bridging the racial divide. Collaborating and communicating with those of different races has helped to move people beyond their comfort zone and break down barriers. A resident asserts:

“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.”

Residents in Sobrante Park mentioned the importance of events that have fostered cultural sharing, such as the Holiday Party in 2005 where RAC members brought typical foods from their holiday celebrations and discussed religious/cultural practices. There were also examples of racial/ethnic groups working together in West Oakland. A staff person acknowledged:

“Rich whites in condos and poor blacks have come together on this one issue (Durant Park), which has started an interracial dialogue.”

Another form of bridging social capital that has been cultivated is connections between youth and adults. Youth and adults are getting to know each other and seeing more “eye-to-eye.” As a resident explains:

“People are developing relationships, particularly between youth and adults. Before, the youth and the adults didn’t get along at all – we were rivals. At the RAC meetings, we’re more together. The adults see what we (the youth) see, and we see what they see. The RAC has brought us together.”

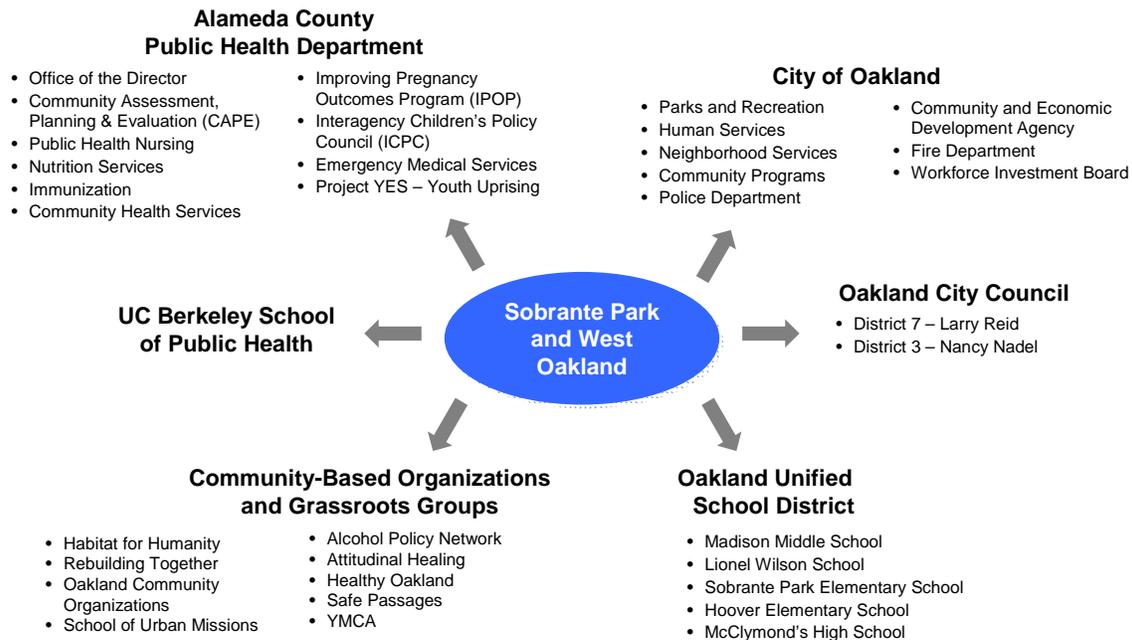
Linking social capital – While bonds and bridges help communities to come together, linking social capital is the ingredient that allows communities to get ahead. Through the CCB initiative, Sobrante Park and West Oakland have formed linkages to a broad range of institutions and organizations (see Figure 6 for partial list).

Residents in both target communities have derived benefits through these vertical linkages, including:

- Information dissemination – Guest speakers from the City and County talking about available programs at meetings, distribution of written materials about health and social services
- Access to health services – Free and local medical services through Healthy Oakland and the Alameda County Public Health Department, health fairs with medical services, enrollment in health insurance programs, immunizations from Public Health Nurses
- Access to neighborhood services – Opportunities to advocate for City services (e.g., blight abatement, street safety, park renovation, community policing), provision of summer youth activities at local elementary school by Parks and Recreation, home repair and renovation through Rebuilding Together Oakland

- Linkage to economic resources – Enrollment in job training, placement in internships, referral to jobs
- Staff support and expertise – Citizens of Oakland Respond to Emergencies (CORE) training by Fire Department, work with Parks and Recreation to centralize summer youth activities at elementary school, development of park renovation plans with Public Works and local architect, door-to-door outreach by County Community Health Outreach Workers
- Financial support – Measure Y and Public Health Department funding
- Direct access to political leaders – working with Nancy Nadel to support blight abatement in West Oakland, working with Larry Reid on Tyrone Carney Park project.

Figure 6: Linkages to Institutions and Organizations



Social capital is a robust concept that is subject to different definitions and measured by a range of constructs (e.g., social networks, trust and reciprocity, social inclusion, collective action) (Grootaert et al., 2004). The CCB evaluation focuses on assessment of three particular dimensions of social capital, including:

- *Civic participation* – level of involvement in neighborhood activities and personal/collective action to improve neighborhood conditions
- *Social cohesion* – extent to which neighbors trust and get along with each other; solidarity among neighbors and between racial/ethnic groups
- *Informal social control* – capacity of group to regulate its members to realize collective goals; willingness to intervene to prevent deviant behaviors

Social cohesion (especially working trust) and informal social control are important to monitor since they form the basis for *collective efficacy*. Collective efficacy is defined as “social cohesion among neighbors combined with their willingness to intervene on behalf of the common good” (Sampson, 2004). Collective efficacy has been identified as a key factor in controlling violence, with neighborhoods high in collective efficacy manifesting significantly lower rates of violence (Sampson et al., 1997).

Specific indicators were included in the community-wide and youth surveys to monitor these dimensions of social capital (see Figure 7). Select items used to measure social cohesion and informal social control were from collective efficacy scales developed by Sampson and colleagues (1997). For most items, respondents indicated how much they agreed with the provided statements using a 5-point Likert scale (1=strongly disagree to 5= strongly agree). Questions were also asked in interviews to assess social capital development through CCB.

Figure 7: Indicators of Social Capital Utilized in CCB Evaluation



Civic participation – According to the SP House Calls and Youth Surveys, adults and youth reported moderate levels of participation in neighborhood activities at baseline. About one-fourth of adults had attended a neighborhood social event in the past year, and nearly 30% had participated in organized activities with neighbors or voiced opinions about neighborhood issues to city politicians. Over one-third of youth had taken part in a community or volunteer group in Sobrante Park (see Table 12).

In West Oakland, a higher percentage of adults (45%) reported attendance at a neighborhood social event at baseline. Almost one-third had met with neighbors or local groups to take some action. Over 40% had contacted a city official to voice their opinion or participated in a community group. Changes in levels of civic participation over time will be assessed through survey follow-up in 2007.

Table 12: Level of Participation in Neighborhood Activities over the Past Year in Sobrante Park and West Oakland

	SP Adults (%)	SP Youth (%)	WO Adults (%)
Attended a neighborhood social event	24%	N/A	45%
Met with neighbors or group to do something	29%	N/A	31%
Voiced opinion about issue to city official	29%	N/A	42%
Volunteered or participated in community group	N/A	36%	43%

Social cohesion – At baseline, over three-fourths of adults and one-half of youth felt that neighbors in Sobrante Park are willing to help each other. A lesser percentage felt that people in SP can be trusted (49% of adults and 21% of youth). Overall, adults favorably rated inter-racial solidarity, with over three-fourths agreeing that different racial/ethnic Alameda County Public Health Department, CAPE Unit, June 2007

groups get along well. About three-fourth of youth felt integrated into the SP neighborhood (see Table 13).

Similarly, in West Oakland, the level of willingness to help neighbors (67% of adults) was higher than the reported level of trust between neighbors (37%). A high level of inter-racial solidarity was reported (80% of adults).

Table 13: Perceived Level of Social Cohesion in Sobrante Park and West Oakland

	SP Adults (%)*	SP Youth (%)*	WO Adults (%)*
People in the neighborhood can be trusted	49%	21%	37%
People are willing to help neighbors	77%	50%	67%
Different racial/ethnic groups get along well	77%	N/A	80%
Youth feel like part of SP	N/A	74%	N/A

*% agreeing or strongly agreeing

Surveys will be administered again in 2007 to assess changes in levels of social cohesion, especially given CCB efforts to build social bonds and bridges between residents. Interviews suggest that CCB is helping to develop trust, relationships, and support among residents. According to residents:

"Before the people were more closed off, people were scared and didn't say anything. Now people are more open. We go out more in groups, we talk about the things we want, we talk on the phone, and we are more involved with the children."

"I have more support when I need help and I know who to ask."

Informal social control – At baseline, adults and youth report that residents are moderately willing to intervene when they observe deviant behaviors in Sobrante Park. About half of adults agreed that people in Sobrante Park would intervene if youth are skipping school. About two-thirds of youth felt that people would intervene if youth are doing something harmful to others or to the community (see Table 14).

Table 14: Perceived Level of Informal Social Control in Sobrante Park and West Oakland

	SP Adults (%)*	SP Youth (%)*	WO Adults (%)*
People would do something if youth are skipping school	51%	N/A	45%
People would do something if youth are harming others or the community	N/A	66%	63%

*% agreeing or strongly agreeing

One of the ways in which CCB aims to promote safety and reduce violence in the target neighborhoods is by increasing informal social control by residents. Survey follow-up will help to assess progress through CCB. Examples of residents exerting social control in Sobrante Park and West Oakland include Neighborhood Watch plans, resident-led meetings with the police, and resident efforts to get more "eyes on the street" (e.g., Tyrone Carney Park, Crime Prevention Through Environmental Design).

Positive Youth Development

Another important outcome of CCB is positive youth development, which focuses on increased employment skills and protective factors. CCB staff have been helpful in encouraging youth to get their GEDs, apply to college, obtain job training, and secure

internships and jobs. One youth explained how his involvement in CCB activities has helped to shape his employment trajectory:

“I started to go to youth meetings at the RAC....Then I began to lead the youth meetings, so I developed some speaking abilities....My involvement grew over time. Now I’m an intern, where I do outreach, speak with youth about meetings and mini-grants, and help youth fill out mini-grant applications. [I have benefit by being able to do what I want to do – I get to work with youth, have my voice heard, and do this internship. All of this brings me closer to my goal, which is to start up my own business.”



CCB also aims to foster protective factors that decrease likelihood of negative behaviors. Critical youth protective factors include: caring relationships (supportive connections to others); high expectations from others (consistent communication of messages that youth can and will succeed); and meaningful participation in activities (opportunities for responsibility, contribution, and involvement in interesting activities) (Benard, 1991).

Caring and supportive relationships – According to baseline results of the SP House Calls and Youth Surveys, about one-half of adults (48%) and youth (55%) agreed that there are adults in Sobrante Park who help and mentor youth. A similar percentage of youth (56%) felt valued by adults in the neighborhood (see Table 15).

In West Oakland, the Neighbor-to-Neighbor survey showed that 60% of adults felt that youth in the neighborhood are helped and mentored by adults. These surveys will be conducted again this year to determine whether CCB has fostered positive relationships between youth and adults. In 2007, a youth survey will be conducted in West Oakland to assess baseline availability of protective factors, such as caring relationships.

High expectations – At baseline, a majority of youth in Sobrante Park reported that their families and teachers (to a lesser extent) have high expectations for them. Youth in SP generally believed in their capacity to succeed in life (see Table 15).

Table 15: Perceived Availability of Protective Factors in Sobrante Park and West Oakland

	SP Adults (%)	SP Youth (%)	WO Adults (%)
There are adults in SP who help and mentor youth.	47%*	55%*	60%*
Youth feel valued by the adults in the community	N/A	56%*	N/A
My family expects me to do well in school and have a good job.	N/A	97%^	N/A
My teachers expect me to do well in school and have a good job.	N/A	81%^	N/A
I have a good chance to lead a successful life.	N/A	91%^	N/A

*% agreeing or strongly agreeing

^% indicating "yes"

Meaningful participation – Staff and resident interviews suggest that CCB is helping to engage youth in constructive and meaningful activities. Youth are participating in CCB internships, recreational activities (e.g., Catron Street Baseball Team), and youth development programs (e.g., Radical Roving, Youth Ambassadors). They are being asked

to assume responsibilities, contribute in important ways, and participate in major community events (e.g., Earth Day, major's Town Hall Meeting, Youth Forum, RAC meetings). One resident reports:

"The youth have really stepped up – doing outreach and making phone calls, making flyers, leading youth meetings, making announcements, and helping people with applications for the mini-grants."

In spite of CCB efforts to engage youth in positive activities, some staff and residents assert that "there are not enough kids involved." A community partner emphasized that "it's been hard to get the youth out." A few residents have voiced concern that youth are still engaging in negative behaviors. Residents of Sobrante Park and West Oakland describe:

"Youth are still on the corner doing nothing....Many of the kids are destructive. They think they have no value. They don't appreciate property, others, or who they are. The kids struggle in school, many drop out, and can't get jobs."

"Teens have nowhere to go and nothing to do...Kids are not being forced to go to school, so they roam the streets and get in trouble."

The CCB evaluation will continue to assess levels of youth protective factors and negative behaviors in the target neighborhoods (a longer-term outcome).

Health Improvement Steps

CCB has helped residents to take steps toward better health through health education and behavior change, service provision, and neighborhood improvement.

Education and behavior change – Health education efforts have largely focused on healthy eating and exercise. Basic information about nutrition and physical activity has been disseminated at RAC meetings, and hands-on demonstrations of healthy cooking techniques have been provided by Nutrition Services. In Sobrante Park, the nutrition subcommittee has been advocating for more availability of healthy foods in schools. In West Oakland, Feet on the Street seniors have been participating in weekly walks and gardening with Hoover Elementary school youth. A resident reports:

"The children are learning things about healthy eating. Mine say they are going to change their behavior – we have to push them."

Actual changes in eating and exercise behavior will be assessed as a long-term outcome of CCB efforts.

Service provision – Residents have obtained much-needed medical and preventive services through CCB. Over 200 residents of Sobrante Park and West Oakland have received free immunizations, screening tests (blood pressure, cholesterol, diabetes), and dental examinations. CCB staff and Community Health Workers have performed outreach to identify health needs and link residents to appropriate services.

Neighborhood improvement – Beyond individual health improvement, CCB efforts have focused on changing the physical environment in neighborhoods to enhance health outcomes at the community level. The following changes have been made in Sobrante Park and West Oakland: organizing neighborhood clean-ups (SP, WO), redesigning Tyrone Carney Park



(SP), improving street safety through the Traffic Study (SP), assessing and reducing property blight (WO), addressing billboard and highway underpass blight (WO), cleaning up and renovating Durant Park (WO), working to address Cal Tech toxic waste site (WO), advocating for fresh fruits and vegetables in corner stores (WO), and housing revitalization through Rebuilding Together (SP, WO).

Stronger Grassroots Organizations

Beyond empowering residents, the CCB initiative has strengthened grassroots organizations. Benefits have included: 1) increasing access to resources; 2) fostering linkages between organizations; and 3) building capacity to work with and challenge institutions.

Greater Access to Resources

Through CCB partnerships, grassroots groups (e.g., Resident Action Councils, Neighborhood Crime Prevention Councils) and community-based organizations have gained access to City and County resources. Funding and technical assistance has been provided through involvement in CCB. Examples in Sobrante Park include:

- The Community Reformed Church has received funding and technical assistance to house and administer the Time Banking program. It also serves as the fiscal agent for CCB mini-grants (i.e., funding comes from the Public Health Department to the church and then to the residents). This strengthens the church as well as their connection to the community.
- The Sobrante Park Home Improvement Association (HIA) received a grant from the Community Economic Development Agency (CEDA) to study the renovation and improvement of Tyrone Carney Park.
- CCB staff and the SP RAC have provided technical assistance to the East Bay Habitat for Humanity, which developed a Capacity Building Department after observing the model of the RAC at work.

In West Oakland, several community-based organizations have received funding through their collaboration with the CCB initiative. Examples include:

- The YMCA, Attitudinal Healing, YAH Village, and the East Bay Recovery Center have obtained Public Health Department and/or Measure Y funds.
- Home of Comfort receives funding to provide home-cooked meals at RAC meetings.
- A faith-based health clinic in West Oakland, Healthy Oakland, has obtained Health Department funding to run health programs.
- McClymond High School in West Oakland has received funds to pay trainers in the Youth Ambassadors program.

Stronger Linkages between Organizations

Greater communication and collaboration between organizations has resulted through CCB. The primary means by which grassroots groups and community-based organizations have come together in West Oakland is through the Core Team and its monthly meetings. Different Core Team members have spoke about its importance:

"[Our organization] has benefited. We have a much clearer idea of what the issues are in the community and how we might address them."

"I know CCB is always changing, but we must never stop having the Core Team."

CCB efforts in West Oakland have been successful at seeding collaboration. The YMCA, Attitudinal Healing, and Hoover Elementary School have come together to form YAH Village, an organization devoted to after-school programming for children and teens. Hoover Elementary and People's Grocery have partnered with Feet on the Street seniors to create gardens at the school with youth. The Home of Comfort, a grassroots substance abuse treatment program in WO, has collaborated with the Weed & Seed Initiative and Healthy Oakland Clinic. As one staff put it:

"When this community works together, we work well."

While the Core Team has not been as much of a focus in Sobrante Park, grassroots organizations have been actively forming linkages. Members of the SP Home Improvement Association have become an integral part of the RAC, such that both groups have become stronger and more skilled. The School of Urban Missions was likewise active before the CCB project, but has become better known in the community due to its involvement in CCB. Community Reform Church has been collaborating with several different organizations, as it serves as the central site for Time Banking, youth meetings, the Home Improvement Association, and CORE Command Center.

CCB partners have been able to share resources as a result of these linkages. In Sobrante Park, Madison Middle School and Sobrante Park Elementary are offering space at their facilities for RAC meetings and trainings. As described above, the Community Reform Church has offered its space for various CCB and community activities. In West Oakland, the YMCA and St. Andrew's Church offer space for CCB meetings and events.

A community partner acknowledged how "organization strengthening will follow individual relationship building." Just as residents are gaining access to increased social capital, grassroots organizations are also becoming stronger as they form bonds through the CCB initiative. They are exchanging ideas, sharing resources, and working together toward common causes in West Oakland and Sobrante Park.

Ability to Work with and Challenge Institutions

Through CCB, local groups and grassroots organizations have developed their ability to work with and challenge government institutions. The following are examples of effective collaboration in SP:

- Sobrante Park Elementary School has teamed with Parks and Recreation (via the RAC's connection with City of Oakland) to implement recreational activities for youth.
- Members of the RAC and HIA in Sobrante Park met with the Oakland Police Department in 2005, which prompted a police sweep of drug sales in the neighborhood and subsequent reduction of crime associated with drug sales.
- In August 2006, Sobrante Park residents met with Mayor Jerry Brown and representatives of various City agencies at a Town Hall meeting. The residents were able to secure commitments from the City to clean up Tyrone Carney Park and for the police to be more accountable to the community.
- The City asked Sobrante Park residents to do their part in improving neighborhood conditions by starting a Neighborhood Watch, attending Neighborhood Crime Prevention Council (NCPC) meetings, and getting to know their local police officers.
- The HIA and RAC members worked with the Community and Economic Development Agency (CEDA) to complete a grant application to fund a feasibility study and design process for revitalizing Tyrone Carney Park. They were awarded \$20,000 for this effort.

West Oakland has also grown in its capacity to work with and challenge institutions. The following examples are illustrative:

- The Durant Park committee met with Parks and Recreation to make some demands regarding park renovation. In the end, they were able to obtain a light, permanent garbage can, and maintenance schedule for the park.
- The Blight committee worked with CEDA's code enforcement division to file complaints with the City about blighted properties and was able to get 70 properties abated.
- After observing the effectiveness of the Blight committee and Pastors Group, NCPC asked Sobrante Park residents to join their group and work together on common causes. It is unclear whether these efforts have been sustained.

Both neighborhoods have a collegial relationship with the Service Delivery System (SDS) Teams of the City of Oakland. As a result, residents are able to directly communicate their needs and better access City services. A staff member emphasized:

"The Service Delivery Team has greatly benefited [from CCB]. If not for us, some of the things that have been done wouldn't even have been on their radar."

Progress toward Long-term Outcomes

In the longer term, the CCB initiative should lead to concrete improvements in residents' lives and changed City and County institutions.

Concrete Improvements

Concrete improvements expected to result in Sobrante Park and West Oakland include: action priorities are met; neighborhoods are safer; violence rates are lower; health and well-being are improved; and inequities are reduced. Since the intervention is only in its third year, many of these long-term outcomes have not yet been assessed or achieved. This section will summarize current progress toward long-term outcomes and indicators that will be monitored to assess neighborhood safety, violence, and health.

Met Action Priorities

Utilizing baseline community survey findings, residents of Sobrante Park and West Oakland identified four priority areas for CCB efforts:

- Renovated parks and improved physical environment
- Increased disaster preparedness (added as a main priority in response to Hurricane Katrina in September 2005)
- Reduced negative behaviors among youth
- Decreased drugs.

The following discussion will focus on progress in the first three priority areas. Decreased drugs will be addressed in the next section.

Renovated parks and improved physical environment – In Sobrante Park, residents successfully applied for a \$20,000 grant from City Council to improve the physical environment of their neighborhood. The grant focuses on redesigning Tyrone Carney Park and the streetscape at the neighborhood entrance to meet the needs of residents, deter crime, and beautify the neighborhood. Residents worked with Walter Hood, an urban landscape architect, on the park and streetscape design.

SP RAC members have improved the overall appearance of the neighborhood by organizing clean-ups, planting gardens, and working with youth to paint murals. Residents also worked with Rebuilding Together Oakland to renovate nine homes and two facilities, including Community Reformed Church which houses several CCB-related programs.

In West Oakland, the Durant Park/29th Street Group has advocated for and successfully implemented the following changes:

- The park has more lighting, a sign, and permanent garbage cans.
- The park is cleaner, due to weekly clean-up by neighbors and greater maintenance efforts by City staff.
- Residents have worked with Walter Hood and Associates to develop a landscape design plan for the park.

West Oakland has also seen a reduction in blight. Residents worked with City staff to identify blighted properties and demand change from landlords. Of the 142 properties identified from October 2004 to June 2006, about half (70 properties) have been abated

(deemed no longer blighted by City officials). West Oakland residents have also worked with Rebuilding Together Oakland to renovate twelve homes. Resident efforts to demand enforcement of liquor store regulations have contributed to the closing of three liquor stores.

Residents have also improved street safety in West Oakland. Feet on the Street seniors persuaded the City to install two bulbouts on dangerous street corners. Residents have also painted streets to make pedestrian crossing safer and demanded that Public Works install speed bumps.



Increased disaster preparedness – Given the horrible impact of Hurricane Katrina, residents of Sobrante Park and West Oakland have been committed to increasing their level of disaster preparedness. Some training has been provided in West Oakland, and Sobrante Park residents have participated in intense training and planning with CORE (Citizens of Oakland Respond to Emergencies).

According to the community surveys, both neighborhoods reported fairly low levels of preparedness at baseline. Just over one-fourth of SP residents and one-third of WO residents felt that their household is prepared for a major emergency (see Table 16). Changes in perceived levels of preparedness will be assessed through survey follow-up.

Table 16: Perceived Level of Disaster Preparedness in SP and WO

	SP Adults (%)	WO Adults (%)
My household is prepared for a major emergency	26%	36%

Less negative and more positive behaviors among youth - Key indicators that will be monitored include youth arrest rates along with chronic truancy and violent suspension rates in schools. Baseline data is shown in Table 17. Rates of negative youth behaviors were especially high in West Oakland, compared to Oakland overall and Sobrante Park (in most cases). Changes in rates of arrest, truancy, and suspension since CCB will be assessed.

Table 17: Baseline Youth Arrest, Truancy, and Suspension Rates in West Oakland and Sobrante Park

Indicator	West Oakland	Sobrante Park	All of Oakland
Arrest rates per 1,000			
Arrests 18 and under†	21	5	7
Truancy and suspension rates per 1,000			
Chronic truants*	37	26	18
Violent suspensions**	12	12	6

†Oakland Police Department, Crime Analysis Section, Measure Y Data (January 2000 - June 2004)

*Oakland Unified School District, Measure Y Data (2002-2003 school year)

**Oakland Unified School District, Measure Y Data (2003-2004 school year)

Youth involvement in school or work will also be monitored. At baseline, a high percentage of youth in Sobrante Park (80%) were in school and a much lesser percentage were working (35%) (see Table 18).

Table 18: Baseline Youth Involvement in School and Employment

	SP Youth (%)
Currently in school	80%
Currently working	35%

Safer Neighborhoods and Reduced Violence

Given the short duration of the intervention (less than 3 years), only a few residents spoke about whether they felt crime rates have changed yet. A West Oakland resident observed in fall 2006: "crime is down a little bit, but not a lot." The extent to which neighborhood safety and violence have improved is being assessed through several indicators.

In the community and youth surveys, residents were asked questions about how safe they felt in their neighborhoods (see baseline results in Table 19). In Sobrante Park, about half of the adults and youth asserted that their neighborhood was a safe place to live. Youth safety appeared to be a concern, as slightly more than half felt that many youth are afraid to go out at night. In West Oakland, less than half of the adults felt safe in their neighborhood. Surveys will be conducted again in 2007 to assess whether residents' sense of safety has changed.

Table 19: Perceived Levels of Neighborhood Safety

	SP Adults (%)*	SP Youth (%)*	WO Adults (%)*
In general, my neighborhood is a safe place to live.	50%	51%	45%
Many youth in this neighborhood are afraid to go out at night.	N/A	52%	N/A

*% agreeing or strongly agreeing

Rates of violent and nonviolent crime in both neighborhoods will be monitored to assess the impact of CCB. Table 20 shows baseline estimates for Sobrante Park and West Oakland compared to those for all of Oakland.

Table 20: Baseline Crime and Violence in Sobrante Park and West Oakland

Indicator	West Oakland	Sobrante Park	All of Oakland
Crime rates per 1,000			
Part I and II offenses†	92	67	72
Violent crime†	20	8	9
Property crime^	43	34	42
Specific violence rates per 1,000			
Homicide	0.7	0.5	0.3
Domestic violence†	2.6	1.6	1.2
Child abuse†	2.5	2.6	1.3
Age-adjusted hospitalization rates per 1,000			
Assault	0.9	1.3	0.7
Arrest rates per 1,000			
Arrests 19-29†	78	16	25

†Oakland Police Department, Crime Analysis Section, Measure Y Data (January 2000 - June 2004)

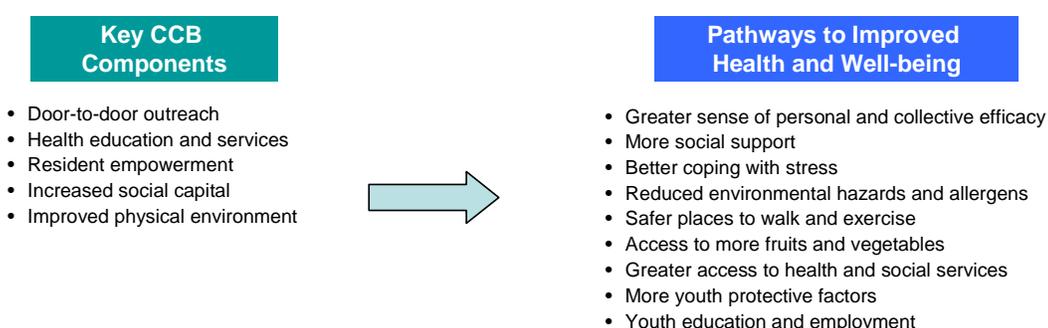
^Urban Strategies Council, CRIMEWATCH data (2000)

Part I crimes include seven major offenses (murder and manslaughter, rape, aggravated assault, robbery, burglary, larceny and theft, and vehicle theft) and Part II crimes include all other crimes (e.g., vandalism, weapon possession, sex offenses, drug abuse violations, drunkenness, disorderly conduct). Rates of crime and violence are especially high in West Oakland, compared to Oakland overall and Sbrante Park (in most cases). Changes in levels of crime and violence in each neighborhood since the CCB initiative will be assessed. Youth indicators of crime and violence are described above.

Improved Health and Wellbeing

The CCB initiative is expected to improve health and wellbeing in West Oakland and Sbrante Park through multiple pathways (see Figure 8). The impact of CCB may be direct (e.g., through provision of medical services) or indirect (e.g., via social support, buffering effects of protective factors, or improvements in the neighborhood environment).

Figure 8: CCB Pathways to Improved Health and Well-being



The CCB evaluation will focus on health indicators that have been specifically targeted by the public health department and resident groups: immunization, healthy eating and physical activity, and select chronic diseases. Baseline rates for these health indicators are shown in Table 21, and changes over time will be monitored.

Table 21: Baseline Health Indicators in Sbrante Park and West Oakland

Indicator	West Oakland	Sbrante Park	All of Oakland
Immunization rate (% of population)*			
4:3:1 immunization at 2 years old	64%	68%	70%
4:3:1 immunization at 5 years old	98%	98%	93%
Nutrition and physical activity^			
Students participating in regular physical activity (%)			
Students eating 5 servings of fruits/vegetables (%)			
Chronic disease hospitalization rate per 100,000†			
Asthma - all ages	398	408	268
Childhood asthma	1,734	1,783	1,240
Diabetes	1,652	2,381	1,419
Coronary heart disease	1,253	1,674	1,223
Stroke	661	807	497

*Sbrante Park and Hoover Elementary School data; 4 DTP: 3 polio: 1 MMR

^California Healthy Kids Survey, Sbrante Park Elementary, Hoover Elementary, Madison Middle School

Table 22 gives examples of pathways by which CCB activities may improve these health indicators. Direct impact on health is difficult to assess and not likely to be observed for years to come. This is particularly true for chronic diseases, which develop over long periods of time.

Table 22: Potential Pathways for Improvement of Health Indicators

Health Indicator	Potential Pathways for Improvement	Examples of Related Community Organizing / Neighborhood Development Activities
Immunization rates	More children who need immunizations are identified and immunized	Teams of City staff, County staff and residents going door-to-door to identify children who need immunization
	Parents are motivated by their peers to immunize their children	Contact with other parents through RAC and neighborhood activities
Adult and child asthma rates	Reduced pollution and asthma triggers	Cleaning up toxic waste and pollution through community mobilizing
Diabetes, coronary heart disease, and stroke	Residents feel empowered to make changes in their lives, which reduces their stress levels	Residents see concrete changes that they brought about by working together on the RAC
	Increased opportunities for exercise and better nutrition for adults	Seniors participate in the "Feet on the Street" walking clubs
		Residents learn healthier cooking methods through demonstrations at RAC meetings

Changed City and County Institutions

Institutional change is a major long-term goal of the CCB initiative. CCB aims to change City and County institutions so they are more responsive to community needs and share more power with residents. There is some evidence that this is beginning to happen; however, there needs to be targeted attention to ensure that there is a real change in power relations.

Responsiveness to needs

Through the CCB initiative, City and County institutions are becoming more responsive to stated and perceived needs of residents.

Responsiveness to stated needs – In West Oakland and Sobrante Park, the City has responded to residents' demands to renovate local parks, abate blighted properties, fix lighting, install bulb-outs on unsafe streets, and help deal with slumlords. Responding to residents' needs for employment and income, the City and County have provided some residents with jobs and stipends for their contributions. A current project in West Oakland is to link unemployed residents with job training and hiring programs. In Sobrante Park, Parks and Recreation has responded to the need for more positive youth activities by initiating a summer recreational program at SP Elementary School. The project in West Oakland has also created activities for youth, but through CBOs as opposed City/County programs.

Despite progress, some residents express frustration about the level of perseverance and length of time it takes for the City to respond. One resident stated:

"The City promises everything but it takes so long to get stuff. You have to persevere and stay strong. It's not easy, and sometimes you want to scream. I guess my strong determination helps me persevere. I become their worst nightmare."

In one case, staff brought a resident group struggling to get action on their requests for park renovation through a strategizing exercise on how to use their power as constituents to get action. While this served as a valuable training opportunity, it was only necessary given the lack of response by City/County agencies. Some residents expressed: "if you don't have a

City Councilor speaking up for you, you can't get anything done." Fortunately, both West Oakland and Sobrante Park have been strengthening their ties to City Council members through CCB.

According to baseline results of the community surveys, about half of the residents in Sobrante Park who had reported problems with neighborhood blight (e.g., trash, dumping, abandoned cars, neglected buildings) to the City of Oakland were satisfied with the City's response. In West Oakland, about 55% were satisfied with the City's response to blight calls and about 45% were satisfied with the City's response to crime calls (e.g., drug dealing, gangs, loitering, theft, prostitution). Changes since CCB will be evaluated through survey follow-up.

Table 23: Level of Satisfaction with City Response to Resident Reports

	SP Adults (%)*	WO Adults (%)*
Satisfaction with City response to blight reports	49%	55%
Satisfaction with City response to crime reports	N/A	45%

*% satisfied or very satisfied

There are mixed opinions about the City and County's ability to fulfill service needs of residents. One staff person shared positive sentiments:

"It is a success that people who didn't know each other, like Community Health Teams [with the Public Health Department] and Neighborhood Services [of the City of Oakland] now do, and the work is coordinated. We have the mutual benefit of working together, and it's easier for the residents."

However, other staff have expressed a different viewpoint. For example, one staff person was concerned that the Community Health Outreach Workers (CHOWs) with the Public Health Department were not following through on referrals that the CCB organizers pass along to them for services.

Responsiveness to perceived needs – With CCB, the County has gone beyond a traditional public health role of providing health care services and invested in building social capital and civic engagement in low-income communities. The County is responding to important perceived needs in Sobrante Park and West Oakland. Staff assert:

"The Public Health Department is taking a different tactic than the medical model to address violence, health inequities, and health."

"The fact that the Public Health Department kind of steps out of the normal role of the County agency and tries to fund things that some would say are outside of the realm of health is good."

And while residents did not specifically request that the community organizers hired to work with them be from their neighborhoods or represent their ethnic make-up, that perceived need has been important to the City and County when hiring both the organizers and the Americorps staff. Almost all staff have been either from the neighborhoods, African-American, or Latino.

Power sharing

The fact that the City of Oakland Service Delivery System is hooked into the CCB project and gets information about what is going on in West Oakland and Sobrante Park from the RACs, residents, and staff involved is a subtle shift of power. In addition, the connection

between the Neighborhood Crime Prevention Councils in each neighborhood and residents involved in the CCB project is very tight, thus showing that residents involved in CCB have learned that their voices are important.

Departing Mayor Jerry Brown chose Sobrante Park for a Town Hall meeting. His staff sought out the CCB project organizers to ensure that residents would use this opportunity to let the Mayor know what the community needed. That City Hall sought out the CCB project and the RAC shows that the word is out that Sobrante Park has active, involved citizenry that are organized and want action.

In both communities, the council members (Nancy Nadel and Larry Reid) have become very involved with the CCB projects and residents, as has Alameda County Supervisor Nate Miley. Especially in West Oakland, community members involved with the CCB project know Councilor Nadel and feel comfortable calling on her when her political muscle is needed. She consistently follows through in helping with resident requests. Councilor Reid of Sobrante Park has transitioned from skepticism about the Tyrone Carney Park renovation project to actively helping to seek money for a feasibility study. At a variety of levels, residents in West Oakland and Sobrante Park are making their mark in City and County political realms.

In summary, there has been progress toward local governments sharing power with residents in communities – communities that have not always been on the municipal radar screen or had much political power. A staff person remarked, “We have raised the expectations of people in Sobrante Park and West Oakland.” After 2-3 years, residents expect that their City and County governments are there to serve them, know more about how to demand change, and have seen results at varying levels.

Barriers and Recommendations

In spite of progress toward intermediate and long-term outcomes, the CCB initiative is not without its challenges. Residents and staff identified eight major barriers to success, including:

1. Limited participation
2. Level of community leadership and empowerment
3. Cultural challenges
4. CCB Leadership challenges
5. Ineffective meetings
6. Productivity and sustainability
7. Resource needs
8. Evaluation issues

Residents and staff provided recommendations to address these barriers. A summary of the barriers and recommendations is provided in Appendix H. It is important to note that some of these barriers were identified a year ago (March 2006), and participants have already begun taking action on many of the recommendations.

Limited Participation

Residents and staff were concerned about low participation by residents, particularly youth. They emphasized how “it’s been hard to get people to participate” and “it seems that CCB is the work of a few people.” Factors influencing lack of involvement are listed in Table 24.

Table 24: Factors Influencing Lack of Participation in CCB

Community turnover	“People are moving, they're moving out of the city. They're saying, ‘there's nothing left in Oakland.’”
Lack of time	“Community members don’t always have the time to do volunteer stuff.”
Need for motivation	“I’ve seen people in the community who would be good leaders, but they don’t come regularly, maybe they don’t get the right encouragement.”
Limited outreach	“We’re not reaching everyone – we only reach the people that go to the RAC meetings and the events and sign in. We must reach others.”

Residents and staff made several recommendations to increase the level of participation by residents. They are summarized below:

- Food, childcare, and transportation should be offered to reduce barriers for residents.
- Youth could be encouraged to participate by giving them leadership roles and organizing fun social activities.
- Residents (especially neighborhood leaders) should be involved in doing outreach. Effective approaches might include going door-to-door, posting flyers, and developing a newsletter to get the word out about CCB.
- Some staff emphasized the importance of letting the community set the agenda and meeting people’s basic needs (e.g., food, medical care) so they can have time and energy for community organizing.

Level of Community Leadership and Empowerment

Staff and community partners acknowledged that CCB is still too top-down and staff-driven (“doing for rather than doing with” residents). There has been limited leadership training and skills-building to enable residents to assume greater ownership. The focus has been on activities and events, rather than leadership and community development. To facilitate community capacity-building and empowerment, staff and residents made some recommendations (see Table 25 for select comments):

- CCB should be “less staff dependent” and more “bottom-up.”
- Let residents drive decisions about “what they need” and “what to do.” A community partner recommended that a questionnaire be sent out to assess what residents want to have done in their neighborhoods.
- Develop leadership skills through mentoring, neighborhood activities, and formal training. Staff and community partners agreed that leadership development among youth was especially needed.
- Established community and peer leaders should be better utilized.

Table 25: Select Recommendations to Promote More Community Leadership and Empowerment

<p>CCB should be more “bottom-up”</p>	<p>“A bottom-up approach is more successful to accomplish the goal of CCB, of creating leaders and a strong community that will speak for itself and advocate for itself.”</p> <p>“Ideally, residents should be coming to us to tell us what they need, not us telling them.”</p>
<p>Develop leadership skills (via mentoring, neighborhood activities, and training)</p>	<p>“Staff should be mentoring people so they can realize their capacity to lead meetings and other skills.”</p> <p>“Do neighborhood activities. We get people to come together, then identify the leaders and have them take over.”</p> <p>“Have a leadership training that builds skills such as meeting facilitation, team building, solving conflicts, consensus building, and advocacy.”</p>

Cultural Challenges

Staff and residents felt that cultural dynamics in both neighborhoods can be challenging, including racial/ethnic segregation and needs of different subgroups (e.g., older people vs. young families, homeowners vs. renters). Staff expressed concern that “there have been efforts made on race, but things haven’t really improved much.” They emphasized need to better engage Latino residents in CCB (see Table 26 for select comments).

Table 26: Cultural Challenges in CCB

<p>Racial/ethnic dynamics</p>	<p>“[There is] division between African Americans and Latinos in SP.”</p> <p>“[There are] cultural differences between the older African Americans and the young Latino families.”</p> <p>“Homeowners in the community are African American, renters are Latino. Homeowners have a lot more buy-in into what goes on in the community. The Latinos don’t see themselves as staying there.”</p>
<p>Barriers to Latino involvement</p>	<p>“We have a challenge around the day-to-day support for the Latinos.”</p> <p>“Latinos are not so interested in going to meetings and sitting. They like to interact and do stuff.”</p> <p>“The meetings are often in English, which is then translated into Spanish. We said it would alternate, but it rarely does.”</p>

Some recommendations were made by staff and residents to address cultural challenges in CCB, including:

- Facilitate cultural exchange (e.g., use bilingual residents as “bridges”)
- Reduce language barriers (e.g., during meetings, when giving referrals/resources)
- Build cross-cultural skills
- Discuss and address racism, especially institutional racism.

CCB Leadership Challenges

Staff identified several different problems related to the CCB leadership structure. Roles and expectations for the City and County are unclear, and there is lack of coordination. Within CCB leadership, there are differing philosophies about what activities should be happening, how to foster leadership, and what the balance should be between service provision and community organizing. Currently, there is no unifying vision with buy-in from everybody. Politics and turf issues are challenges to teamwork. Line staff have concerns about inadequate guidance and support. Finally, there is a disconnect between CCB leadership and the target communities, since the Leadership Team lacks economic diversity and CCB staff generally do not live in these neighborhoods.

Community partners and staff made recommendations about how leadership challenges might be mitigated (see Table 27 for select comments):

- Have a retreat that brings everyone together (City/County).
- Clarify the CCB Leadership Team structure.
- Make sure that overall goals and strategies are clearly communicated and understood by all. People need to have a theoretical understanding of actions and understand links between activities.
- Develop detailed work plans (not just “checking off that we had meetings or whatever”).
- Give residents leadership roles and hire them.

Table 27: Select Recommendations to Address Leadership Challenges

Clarify the leadership structure	“I think we (City/County) need to have that difficult discussion around structure, hierarchy, and job descriptions: who answers to whom and who is getting the job done.”
Revisit the overall vision and goals	There is “perhaps too much trust in the buy-in of everyone to vision.” “I think it would be useful for us all to have the same theoretical understanding behind our actions.”
Give community roles in leadership	“City should hire CCB leaders from the community so that they can take over.”

Ineffective Meetings

Staff and residents felt that the timing and structure of CCB meetings could be improved. Meetings are heard about last minute, and they tend to start and run late. A challenge in moving things forward is that the RAC and subcommittees meet only once a month or less.

Meeting structure and space (e.g., big and formal, talking at rather than with) can make relationship-building difficult.

The following recommendations were made to make meetings more effective:

- Do outreach before meetings to let people know what will go on and how they can benefit from attending.
- Have residents organize and facilitate the meetings.
- Give meetings a “community feel” and make them more interactive.
- Be sure to follow-up (e.g., when people volunteer to do things at meetings).

Productivity and Sustainability

Residents and staff voiced concerns about the productivity of CCB efforts. Organizing activities and events takes too long, and people wonder “are we really making a difference?” since it takes time to see changes. Priorities and the focus of meetings constantly get shifted by “crises or the new topic of the day.” In terms of sustainability, there is concern that CCB seems to be a “short-term model, not a program designed to last into perpetuity.” Staff worry, “if we left today, the groups would not continue to meet and make changes.”

Staff and community partners proposed the following to improve productivity and sustainability of CCB (see Table 28 for select comments):

- Increasing accountability and utilize work plans
- Develop and invest in long-term plan
- Retain community organizers in each neighborhood
- Promote long-term resident involvement.

Table 28: Select Recommendations to Improve Productivity and Sustainability

Accountability	“Periodic accountability – [we need to be] clear about the timeline of different projects and what is to be accomplished when.”
Long-term planning	“A huge recommendation...is that there needs to be a 50 – 100 year vision, and to invest time and money into it.”
Community organizers	“Embed a community organizer in each community and let that person stay. Leave her there, pay for it.”
Resident involvement	“The only thing that will work is if neighbors stay with it, for 10 – 20 years. It doesn’t have to be at a high level of activity, but at a sustained level.”

Resource Needs

Staff emphasized that “lots of resources are necessary [to support CCB], and it’s not always clear where to get them.” Funding is limited, and there is concern about how funds are allocated (e.g., “The County put more resources into SP than they did into WO.”). Staff are also limited, and there is particular strain on community organizers. Residents need jobs, and the policy around stipends for residents is still unclear.

To meet these resource needs, staff recommended the following:

- Increase staffing, especially staff to support community organizers

- Hire people from the community
- Ensure fair allocation of funds
- Clarify the stipend issue and develop a written policy.

Residents, staff, and community partners identified various kinds of resources that they would like to see each CCB partner contribute in the future (see Table 29).

Table 29: Resources that CCB Partners Could Contribute

Partner	Resources Partner Can Contribute
City of Oakland	<ul style="list-style-type: none"> • Assist with neighborhood clean-up • Community education and outreach • More police presence • Connect residents to resources • Provide jobs, funding, and programs
Alameda County Public Health Department	<ul style="list-style-type: none"> • Assist with neighborhood clean-up • Connect residents to resources (health, mental health, social services) • Community education and outreach • Provide funding and programs
Grassroots Groups	<ul style="list-style-type: none"> • Provide education on resources and services • Assist with community events • Provide trainings and workshops • Offer facility space (e.g., for meetings/trainings) • Provide or help leverage money/incentives
Local Institutions (schools, churches)	<ul style="list-style-type: none"> • Support programs (e.g. Time Banking) • Offer facility space (e.g., for meetings/trainings) • Provide classes for adults (e.g., English class) • Invite people to get involved in CCB groups/activities • Reach out to young people
Local Businesses	<ul style="list-style-type: none"> • Participate in community meetings • Open more businesses that can provide jobs • Provide fresh produce (at corner stores and supermarkets) • Assist youth (e.g. teach business, tell their story, offer jobs) • Donate time and resources
Residents	<ul style="list-style-type: none"> • Give time, effort, and enthusiasm • Participate in programs and activities • Seek help and do outreach • Unite • Help leverage resources

Evaluation Issues

Staff expressed a range of concerns about CCB evaluation, including:

- Can people be honest with the current evaluators (“insiders”)?
- Will confidentiality be maintained?
- Time and effort its takes to track processes and get information needed;
- Too much emphasis on process indicators (e.g., how many people came to an event) as opposed to overarching goals;
- Lack of clarify about “global indicators of community change” and how we measure success;
- Pressure to show outcomes to City/County to justify funding;
- Need to “incorporate new ideas” into the evaluation process.

Staff recommendations to improve evaluation included:

- Keep it simple.
- Be flexible.
- Improve documentation of processes (e.g., quarterly focus groups, report writing by staff).
- Better document outcomes (e.g., do follow-up to baseline survey, identify intermediate versus long-term outcomes, assess what residents think and how they feel differently, assess neighborhood impact including crime statistics and physical concrete improvements).

Next Steps

This section will discuss the next steps for the CCB evaluation in the areas of approach, methods and distribution of results.

Evaluation Approach

Midway through our CCB initiative, it is important to reflect on our approach. The intention from the beginning was to pursue “participatory evaluation,” defined by Zukoski and Luluquisen (2002) as “a partnership approach to evaluation in which stakeholders actively engage in developing the evaluation and all phases of its implementation.” According to the authors, these phases include: designing the evaluation; collecting data; analyzing and interpreting data; distributing findings; and acting on findings to improve the program. Participatory evaluation approaches are well suited to community-capacity building initiatives, since they involve sharing decision-making power with stakeholders and learning from a variety of perspectives.

The CCB evaluation has been somewhat participatory. Since the CCB Leadership Team manages the initiative, the evaluation has included a variety of staff from the City of Oakland and the Public Health Department. The CCB LT developed the logic model, defined process and outcome measures, chose and implemented data collection strategies, and assisted in interpreting results.

Although their perspectives are critical for determining the meaning of the CCB work, resident involvement in the evaluation could be increased. Residents did help to determine “measures of success” in a Sobrante Park Focus Group, and in one-on-one interviews. In addition, they helped review the contents of the 2004 community-wide surveys, and will do so again in 2007 and 2010. The CCB LT is committed to increasing resident participation in all phases of the evaluation. One critical role for residents will be to review these evaluation findings for accuracy and relevance and decide how to act upon them.

Evaluation Methods

Process and outcome evaluation are ongoing. The evaluation will continue to track program activities through quarterly progress reports, to be filled out by staff working in Sobrante Park and West Oakland. We will assess accomplishments, challenges and lessons learned through “focus groups” with staff and residents. There are no immediate plans to resume one-on-one interviewing. While this method yields rich information, it is labor intensive.

We will follow-up on the results of the 2004 community-wide surveys by repeating them in 2007 and 2010. While the core set of questions will remain the same, we will add several questions on topics that have emerged over the last 3 years. For example, we are considering adding a question about people’s self-ratings of their overall health.

We will also repeat the youth survey process in Sobrante Park in 2007 and 2010. A group of youth has been identified to work with staff to review the 2004 survey, decide which questions to repeat in 2007, and whether to add additional questions. In contrast to the 2004 survey group, the 2007 group will continue to meet after the survey, to assist in data analysis, interpretation and presentation of the results to other youth. Since a youth survey was not done in West Oakland in 2004, we will work with local youth to develop a baseline youth survey, to be repeated in 2010.

To determine how participation affects members of Resident Action Councils (RAC) and Neighborhood Committees, we will re-administer the Participation Survey at an upcoming Sobrante Park RAC meeting. Since only five residents took the Participation Survey in West Oakland in 2005, we will gather baseline information by administering this survey at an upcoming West Oakland RAC meeting.

We will track and analyze changes and trends in crime, violence and health to determine the effects of the CCB Initiative, using data from a variety of sources. ACPHD will gain access to police records through data sharing agreements that have been prearranged through the City of Oakland/Alameda County Violence Prevention Workgroup and the new electronic Violent Injury Prevention system. Hospitalization data will come from the State Health Department. Trauma data will come from the ACPHD-affiliated trauma centers. Records will be geo-coded to address or census level to obtain rates at the neighborhood level, with the exception of hospital records, which are only available at the zip code level. To ensure valid measures for violence rates, we will cross-reference coroner's reports with trauma center and police data.

Findings Dissemination

The CCB Leadership Team will discuss effective strategies for disseminating sections of these evaluation findings to the following stakeholders:

- Participating residents in Sobrante Park and West Oakland
- The Alameda County Board of Supervisors
- The City of Oakland
- Community partners
- Audiences outside of the health department
 - Bay Area Regional Health Inequities Initiative
 - American Public Health Association
 - American Evaluation Association

Among our strategies for presenting these results will be shorter reports, presentations, and facilitated discussions.