



## CITIZEN'S COMMITTEE ON COMMUNITY DEVELOPMENT

### FULL COMMITTEE MEETING

**Tuesday, February 21, 2012  
1 South Van Ness Avenue  
Conference Room 5080 (5th Floor)  
5:00 p.m. – 7:00 p.m.**

### MINUTES

**1. Call to Order**

By Chris Block at 5:04 p.m.

Present: Charlie Sciammas, Chris Block, Josh Arce, Irene Yee Riley, Anushka Fernandopulle, Peter Cohen, Colin Lacon, Ximena Delgado, Utuma Belfrey

**2. Approval of minutes of February 21, 2012**

Approved unanimously.

**3. Presentation by HOPE SF service providers: Bridge Housing Corp., Mercy Housing and Urban Strategies, Inc.**

Brian introduced the HOPE SF service providers. Each gave a brief presentation.

Emily Weinstein of Bridge Housing Corporation reported a positive change in the Potrero Terrace and Annex community. As a result of their community building efforts, the community is healthier and stronger. Bridge has been successful in facilitating communication between residents and the surrounding community, helping to reduce economic segregation. A resident was hired as junior community builder. Outreach strategies include email blasts, dropping materials in resident's mailboxes and word of mouth. Bridge maintains a database and produces quarterly newsletters for distribution. Bridge delivers programs and services, often in conjunction with local CBOs, including a young men's group, nutrition classes and gardening programs.

There were no questions or comments from the committee.

Tanya Boykin of Mercy Housing Corporation highlighted programs delivered at the Sunnydale housing project, including, music programs, a safety committee and a Community Response Network. Mercy works with the Bayview Y and other service providers. Mercy also facilitates summer programs and provides snacks for school aged children. Mercy has hired three staff from the community and has provided youth leadership opportunities. Mercy's challenges include safety issues for the onsite team. Employees have received written and verbal threats. Because of such challenges, the financial literacy program and others were moved to neighboring institutions. Mercy subcontracts to provide case management on site. Outreach to residents is by done by Mercy staff. Mercy also provides safe passage, a van service to take residents to the Bayview Y for classes.

Committee discussed the tax service program. At present, it is only for people who have already participated in financial literacy classes. Mercy also provides one-on-one financial counseling. The previous class numbered 25 residents. This year, the class will be approximately 30. Mercy provides multi-language translation for documents as well as utilizing equipment for simultaneous translation.

Sandy Moore, president of Urban Strategies presented details of community building work in Hunter's View and Alice Griffith. US has been in HV for 1.5 years, and AG for approximately one year. US serves as a human capital development partner. US is an out of town company. US's approach to work is to run human capital development parallel to physical development, with a goal of residents living well in the newly revised communities. US focuses on three things: adults working, with preference to residents, good opportunities for children, and resident engagement. The approach includes stabilization. The first goal, "adults working", is seeing results at HV and AG.

At HV, 15 youth were hired out of 43 applicants. At AG, 25 youth were hired out of 57. US provides residents with connections to services. There have been 15 strong referrals to services at HV and 22 at AG. For case management with individualized plans, 30 out of 50 in HV have gotten a plan, mostly work plans, not household plans. At AG, 20 out of 80 have gotten household plans. The case management program continues to move forward. Ten residents have received offsite job training, nine are in work programs through Young Community Developers. US is working well with YCD and has learned a lot through the experience. It has been difficult for US to keep local hires, but they are one staff person away from fully staffed. Challenges include helping families to accept they are in transition mode and working to keep people in housing.

Sandy responded that US works regularly with the AG and HV resident associations. These relationships can be rocky but remain in place. US's teams share space with

residents onsite. US keeps residents in a strong position. Residents will be in a mixed-income community and unless they are prepared, they will be in a weak position. US works for and with residents.

The committee discussed with Sandy the complaints from the community regarding US' performance, its relationship with the Bayview Y, the issues surrounding the jobs and OEWD, meaningful performance measures, outreach strategies and barriers to success. The committee requested monthly HOPE SF updates and more meaningful outcome measures from staff. The committee discussed funding priorities and strategies in light of the discussion, noting the large investment of CDBG dollars in HOPE SF, particularly to US. Sandy invited the committee to visit the site. She recognized the need for improvement and acknowledged the counsel received

Steve Currie of OEWD will bring data regarding jobs clubs in HV next time. Utuma stated she would like to see results and that she can help with outreach.

#### **4. Review of CCCD's 2011-12 Funding Priorities**

Brian discussed the considered in making funding cuts. The factors were drawn from a priority list created by the committee last year. The committee discussed whether these priorities are still relevant.

The committee discussed the minimum grant level of \$50k, the concept of neighborhood equity and how it is decided on who gets cuts. Decisions often are based on what other funding sources are available and how well agencies leverage CDBG dollars. Committee supports the idea of a minimum grant level, but with the understanding that smaller grants can also make a big difference. The current scenario preserves key programs and moves agencies to a \$50k baseline when possible. Committee discussed the desire to "fund impact."

The committee discussed how funding decisions support MOH's 5 year plan and the importance of performance and defining services areas. Also, how MOH and OEWD worked together regarding these decisions.

Brian helped define what is meant by neighborhood linkages, and how this affects the coordination of services in neighborhoods.

The committee discussed the definition of safety net services and its subjectivity. Critical front line services, youth services, shelter and DV services were discussed.

Brian defined the concept of neighborhood equity, and how it tries to capture the degree of investment in terms of the needs of the neighborhood, taking into account CBO capacity, geography, special populations and best practices. Also, how duplication of services is considered and the tradeoffs involved. The idea of

preserving and creating an economic ladder from homelessness to homeownership, which would include serving middle income populations is also a consideration.

Brian will continue to utilize the priorities, with an eye towards performance measures and duplication of services.

For workforce proposals, neighborhood linkages are already a prerequisite for application. Job creation is considered part of the safety net, and factors such as neighborhood equity and commercial corridors are considered. Economic development services also consider language access.

The Committee decided to retain the priorities as approved last year.

**5. MOH and OEWD Responses to Suggestions from Community Meetings**

Item tabled until next meeting.

**6. New Business**

N/A

**7. Public Comments**

Willie Warren, the resource tech coordinator at HV. He heard the comments made earlier. HV is forgotten neighborhood and mistrust has built over last 40 years. So there is resistance and rejection from residents. Residents are physically threatened, there have been two drive-by shootings in broad daylight. Problems include broken homes and domestic violence. Few case managers want to tackle this. For the first six months, residents and the surrounding community did not respond.

Lefties Martin has been working for a year and thanks US. This is a big job and 45 employed is a good number to reach. He lives with drive buys, which are nothing new. There is a need to re-strategize. There is still work to be done. Residents need to be hired, they want to work, but have barriers. US gave him a big hand.

Shaman Walton, the executive director of YCD. He is from WestPoint and has family there. It's not easy to do the work. Elements (challenges) have been there forever. He has worked with US in making placements. Need to take what have we learned and how do we fix this. Need outcomes that serve the bottom line residents. Gina is going to make sure outcomes are met, and reporting is effective. There is room to fix mistakes.

Mavis Williams, a 40 year resident of HV. US has done something, but needs to be somewhere else, get out of the hole to reach more people.

Kathy Perry, a recent US hire. She is happy to be in HV. They are almost completely staffed and moving forward. She is happy to make a difference in her community.

She will work with resident leaders and will start outreach, door to door. She has met with resident association. She is thankful for the opportunity.

Roane Kent, a US employee. AG has challenges, residents are scared to leave their units because of frequent break-ins. They are even scared to walk their kids to school. So they make house visits. The work is getting done, they doing the best they know how. Wasn't happy with some of the things she heard earlier.

Tessie Ester is an HV resident, involved with several organizations, including Mothers against Crime and the tenant's association. She is offended, because it sounds like the residents are dumb. Where are the programs such as a self sufficiency program? She can't get money to do outreach, so she does it herself. Mentioned the needs for several programs and noted that the Bayview Y had a Saturday program but there is no funding for transportation. No one paid for boots needed for construction work. If the organization is up there to help us, then help. Need jobs and training, she has no training and needs funding.

Gina Former is director of the Bayview Y. It has not been easy for the Y, there is tension. The Y is a good partner w/City and US. She was born and raised in West Point and still has family there. Goal is to get families into new housing. Not sure how many are ready. Goal is for every family with no displacement. Money for barrier removal might be needed. Y has programs to leverage. Not a savior, loves the community and her folks. Hope to come back on a month to month basis.

Victoria Vandercort is a US employee. There are barriers, her house has been broken into twice. She goes door to door and refers people to services. She also works with YCD. She has developed trust, they are making improvements and trying. Was unaware of the criticisms. Slowly but surely, they are getting residents to come out.

Chris acknowledged a need for a reasonable of outcome measures and expressed gratitude to people who work in difficult communities every day and who, still have enough faith and hope to be here. Promise to do best to make to make partnership work.

Additional public comment:

Jodi Schwartz of Lyric. Is part of a major CBO stakeholder group. Understands CCCD's uniqueness in funding special populations and smaller organizations. Keep in mind important niches. If you try to avoid duplication, be careful not to cut out a special population. Duplication can mean clients have a choice.

Nicole Levine of WISE , an organization that helps low income women start up businesses. The SF Economic Development Alliance consists of 10-11 organizations that help smaller organizations and has created over a hundred jobs. The collaborative is concerned, especially regarding SFRA cuts. They will go to the mayor. Offers no

solutions, but the alliance is a resource for information. Alliance includes La Cocina, MEDA, SF Made, Renaissance and Working Solutions.

Committee discussed the loss of leveraged SFRA dollars, which \$1.5 to 2M per year. About half that money was used for neighborhood economic development. OEWD is hoping for offsets from general fund dollars, but is looking at 50% total cut. OEWD has approximately \$1.5 M to grant out. Some of the proposals submitted are large, which if funded would mean dramatic cuts to others.

The general fund will be larger because no more money will be diverted to the state for redevelopment agencies. So more local money will be staying local. There is no sense of what future tax increments will provide. Staff will try and get more information.

Charlie announced that this is his last meeting. Committee discussed a reform in the appointment process, currently terms expire in February and won't get filled until April, late in the CDBG funding process. Charlie pledged to try and stay through the funding process this year.

#### **8. Adjournment**

By Chris Block at 7:07 p.m.

**NEXT MEETING DATE: March 13, 2012**

**The meeting room is wheel chair accessible. If you need translation services, a sign language interpreter, or any other accommodations, please call 415-701-5598 at least 72 hours in advance. For speech/hearing impaired callers, please call TYY/TDD 415-701-5503. For information on MUNI routes, please call 415-673-6864.**