San Francisco Beacon Initiative – Community Engagement
Phase One Summary Report *(January 2004 to August 2004)*

Prepared by:
Ginny Fang, Program Associate
Community Focus
116 New Montgomery Street, #728
San Francisco, CA 94105
www.communityfocus.org
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TABLE OF CONTENTS

PROJECT OVERVIEW
Community Focus provided technical assistance to the San Francisco Beacon Initiative around strengthening community engagement. Part of a multi-phase project, this particular phase included direct technical assistance to four Beacon Centers (OMI/Excelsior Beacon Center, Visitacion Valley Community Beacon, Sunset Neighborhood Beacon Center, Richmond Village Beacon) focusing on the development of a community council and other site appropriate engagement strategies, and work with all eight Beacon Centers in beginning the development of a Community Engagement Best Practices list. The direct technical assistance was tailored to each site's needs, available resources, and its pre-existing level of community engagement.

DIRECT TECHNICAL ASSISTANCE
After assessing the needs at each Beacon Center, Community Focus provided site-specific community engagement technical assistance to three Beacon Centers (OMI/Excelsior, Visitacion Valley, Sunset) and provided support in creating a strategic plan to one Beacon Center (Richmond). Although the technical assistance in all cases focused on the Community Council, it also included strategy development for overall community engagement. The assistance at each Center was tailored to each particular Beacon Center's needs. This included ongoing strategy sessions focused on recruitment, facilitation, outreach, team development, agenda creation, meeting structure, role definition, youth engagement, parent engagement, decision-making processes and sustainability of community engagement. In addition, Community Focus provided training and facilitation support. Throughout Phase One, Community Focus worked with the Centers to link community engagement strategies to sustainable processes, in order to better institutionalize community engagement into the general operations of each Beacon Center.

OMI/Excelsior Beacon Center

Where We Began
When Community Focus began to work with the OMI/Excelsior Beacon Center, its community council was meeting as an advisory group, but lacking direction and focus. It had been originally formed to help bring the Beacon Center to James Denman Middle School. The council was a source of connection to other community groups. However, its activity and participation had diminished over the last couple of years. The OMI/Excelsior Beacon Center was interested in moving the council into a more actively engaged council with new members. In addition, it wanted to develop an outreach plan for community events.

In general, community engagement outreach happened through event outreach and general program outreach. There was not a systematic approach in asking for or offering involvement opportunities.

What We Did
Community Focus (CF) worked primarily with the Beacon Director through ongoing strategy sessions. In these discussions, it was important to consider what the Beacon Center needed from its community council as well as the particular interests of the community council members. Through these strategy sessions, CF helped the Beacon Director prepare, think through, and create agendas for each upcoming council meeting. Pre-meeting strategy sessions included discussion about group dynamics, team development, meeting structure strategies, linking meeting agendas to long term goals and facilitation techniques. In addition, CF met with the Beacon Director after each community council meeting to debrief and plan out next steps.

In the course of the project, the council created a recruitment list and increased recruitment from different constituencies, defined roles and responsibilities, and developed a meeting structure to keep the direction of the team focused on its goals. (Please see Appendices A and B for the Roles and Responsibilities and the Council Meeting Standing Agenda matrix.)

Through discussing community council recruitment, a separate parent engagement strategy was also developed. Based on feedback and information from other community centers with successful parent involvement, CF recommended that parent involvement be developed over time from small engagement opportunities to larger, more in-depth opportunities. In addition, all outreach must systematically include outreach around specific involvement opportunities. To address this issue, CF first worked with the summer program staff to identify involvement opportunities with different levels of commitment. A presentation of these involvement opportunities was integrated into the summer parent orientation. As the fall and beginning of the school year approached, CF once again worked with program staff to identify specific involvement opportunities and develop strategies to integrate these with their current outreach mechanisms. In addition, CF worked with the staff to integrate asking for participation into its registration materials. (Please see Appendix C for examples.)

In addition, CF provided the Beacon Director with sample strategies to integrate youth participation into the community council.

Conclusions and Recommendations
After working with the OMI/Excelsior Beacon Center, the community council has developed a strong foundation and structure with clear roles and responsibilities. With this structure in place, the Beacon Director will be able to continue to build the council and its activities. However, during the last few months of the project, the Beacon Director struggled with staffing issues and was not able to devote sufficient time to the community council. In order for the community council to thrive, it will be important to find stable, dedicated staff support to develop the council. Because the Beacon Director has other priorities, it will be difficult for the Beacon Director to maintain consistent support, especially the support needed to integrate meaningful youth participation on the council and to move the council into a fully active team that implements projects to support the Beacon and the community.

In addition, it will be important for the Beacon Director to provide the leadership necessary to change the culture of the Beacon staff to more naturally integrate community involvement opportunities into their regular programming and outreach. Although CF began this work with the program staff, it will be important for the Beacon Director to continue to provide leadership to sustain the effort until it is part of the regular processes.

Visitacion Valley Community Beacon

Where We Began
When CF began the project with Visitacion Valley Community Beacon, the community council was not meeting. There had been several evolutions of the council, but it had struggled with defining direction and focus.

What We Did
CF began by working primarily with the Beacon Director through ongoing strategy sessions. Through the initial sessions, a recruitment plan was developed and then implemented by the Beacon Director. Because there was much concern about meetings lacking focus and direction, CF provided in-depth agenda development assistance and facilitation assistance at council meetings. Through the initial council meetings, CF worked with the council to delineate clear roles and responsibilities. Council members felt strongly about making the council an action-oriented team and named the council the "Beacon Action Team." CF worked with the Beacon Director to take the self-defined roles and responsibilities and shape them into a standing meeting agenda matrix. (Please see Appendices D and E for the Roles and Responsibilities and the standing meeting agenda matrix.) In addition, CF worked with the team to create a list of priorities and concerns for team project selection.

Also discussed in strategy sessions was the sustainability of support for the community council. CF recommended that, until there is funding for fuller staff support, the Beacon Director should find another staff person that might be able to give coordination support (calling team members, coordinating meeting dates, typing up meeting summaries, etc.). Due to the many demands and time constraints placed on Beacon Directors, it is very difficult for the Beacon Director to fully and consistently support a community council. The Beacon Director identified a staff member. CF and the Beacon Director agreed that in phase two, CF will provide the support staff member with meeting coordination training in order to further build capacity.

Conclusions and Recommendations
After working with the Visitacion Valley Community Beacon, the solid foundation for a community council has been developed and begun to be implemented. Not only have direction and roles been defined, but the team has already begun to identify possible team projects. It will be important to keep this team action-oriented to keep interest and involvement high. Meetings need to be firmly facilitated to keep the direction focused.

It will also be important to develop the capacity of the support staff person in order to sustain the community council. Feedback from past council members indicates that lack of consistent follow up and clear meeting goals contributed to why past councils' efforts were not sustained. As with all the councils, resources for consistent, stable staff support are needed for a successful council.

In the next year, CF recommends that the team continue to recruit new members until its representation goals are attained. In addition, the team should move quickly into a project planning stage in order to build momentum and attract new members. As it is a new team, finding a realistic, achievable first project is also important in order to keep momentum moving forward.

Sunset Neighborhood Beacon Center

Where We Began
When Community Focus began to work with the Sunset Neighborhood Beacon Center, the community council had not met in a year. However, when it was still meeting, it was a very active council that acted not only as an advisory body, but as a group that worked on projects to help the Beacon Center. In addition, SNBC is unique among Beacon sites receiving direct technical assistance in that it has a staff member, the Community Organizer, dedicated to community outreach.

What We Did
CF worked primarily with the Community Organizer through regular strategy sessions. At the beginning of the work, a comprehensive recruitment strategy was developed and implemented resulting in a team with representation from parents, staff, youth, local government and residents. When the school year begins, school representatives will also be invited to participate on the council.

As team meetings resumed, CF continued to work with the Community Organizer in pre-team meeting discussions to address facilitation techniques, set team development goals and to connect those goals with specific meeting goals and agenda structure. Through post-meeting sessions, CF and the Community Organizer discussed next steps and follow up work. In addition, CF worked with the Community Organizer to develop formal youth internship positions to attract and support youth participation. Two youth interns were recruited and are currently participating on the council. They receive a stipend to provide additional support to the Community Organizer in pre-meeting preparation, coordinating the meetings and following up with team members. (Please see Appendices F, G, and H for youth descriptions and outreach materials.)

The team has brainstormed a list of important community-related issues and has also prioritized those issues that may have the best fit as a project with the council. The next steps will include defining a specific project that fit the time/energy/monetary resources of the council and Beacon.

Conclusions and Recommendations
Because SNBC has a staff member dedicated to community work, the process of beginning a team and implementing strategies was not only smoother than Beacon Centers without dedicated staff resources, but was able to happen at a faster pace. The past work on the community council also provided connections that were utilized in restarting the council. In addition, SNBC is concurrently rethinking community engagement on an organization wide level. Prioritization of community engagement by SNBC as an organization was evident not only to staff but also to council members.

SNBC's community council is developing at a very steady pace. It is building momentum and will benefit from beginning a project within the next two meetings to keep people active and energized. As it begins a new project, this will be another opportunity for recruitment to continue developing representation from different sectors of the community. Also, as SNBC redefines community engagement as an organization, it will be important to work with the community council to define its roles and parameters within the larger context.

Richmond Village Beacon

Where We Began
When Community Focus began to work with the Richmond Village Beacon, the community council had not met in over a year. There was not a clear purpose or role for the community council. In addition, it was unclear as to how the council would fit into the overall organizational structure of the Beacon Center.

What We Did
When Community Focus surveyed Beacon Directors on needs regarding community engagement, the Richmond Village Beacon was undergoing an in-depth strategic planning process. After discussing the possibilities of support with the Beacon Director and the Executive Director of the Richmond District Neighborhood Center (Lead Agency), it was agreed that Community Focus would help by interviewing some of the Beacon Center's community partners about the possibility of restarting a Community Council. This would correlate with the internal work regarding the strategic plan and help inform the organization's next steps around community engagement within the strategic plan.

Community Focus prepared a set of interview questions for different types of community partners. It included questions for community-based organizations, parents, businesses, faith-based organizations and residents. The Beacon Director provided Community Focus with a list of community contacts to interview. Community Focus performed 3 community partner interviews and provided a compilation to the Richmond Village Beacon. (Please see Appendices I and J for list of questions and interview compilation.)

Conclusions and Recommendations
Based on the feedback from the community partner interviews, it will be important for the Richmond Village Beacon to increase its visibility and its engagement in the community. (Suggestions for this are included in the Best Practices List.) Community partners expressed that they were not sure if community members outside of the school sites were aware of the Beacon Center and its programs. Community partners stated that they felt the Beacon Center had high quality programs and had a good reputation amongst those that it served.

In addition, they supported the idea of restarting the community council. Community partners felt that it was a good way to stay involved with the Beacon Center.

Community Focus recommends that the Richmond Village Beacon integrate the community feedback into its strategic planning process and determine what its main priorities are with regards to community engagement. If the Beacon Center decides to re-start the community council, it will be important to create an infrastructure that will be able to support the community council on a consistent basis.

Youth-Adult Collaborations

As part of providing technical assistance to the Beacon Centers, Community Focus gathered information on youth-adult collaborations to give guidance to integrating youth on the Beacon Community Councils. Two youth board members and one adult staff member were interviewed.

At the end of Phase One, Sunset Neighborhood Beacon Center was able to integrate youth onto their council. As the other Beacon Centers begin integrating youth on to their councils, it will be important to be deliberate and strategic to ensure support for the young people. When integrating youth onto the council, it is important to provide training to both youth and adults, develop a structured support and training system for youth, and formalize the positions with clear roles and responsibilities. In addition, developing privilege and recognition for these positions will create incentive for young people to take advantage of participating on the council.

For a summary of the interviews, please see Appendix K.

Direct Technical Assistance Summary Conclusion

The Beacon Centers have enormous potential in becoming highly engaged community centers in the neighborhoods that they serve. Many of the Beacon Centers spent their first years developing strong youth programs and integrating youth development principles in to their programming. In addition, much funding has been restricted money designated for youth and family programming only. Without dedicated funding for community engagement, Beacon Centers have allocated small amounts of money to community programs when possible. Accordingly, community programs are often the first to be cut whenever there are budget cuts.

Because community engagement is integrally linked to the overall level of community development, each community faces different barriers and challenges in engaging the community. Strategies must be shaped to fit the targeted community. However, in this project, there were some similarities in the issues faced by Beacon Centers receiving technical assistance.

Recruitment, lack of direction/roles, structure, and facilitation issues were common to Beacon Community Councils. All benefited from the regular focus, guidance and time put into resolving these issues. However, the larger issue of resources (time/staff/funds) will need to be addressed in order to ensure sustainability. Resources, infrastructure support, and community-minded leadership are key to stable and consistent community engagement. With dedicated resources and infrastructure support, Beacon Centers will have the capacity to engage the community successfully. With leadership that prioritizes community engagement, Beacon Centers will have the internal support to create a culture of community involvement.

IDENTIFYING BEST PRACTICES

Through a combination of meetings with Beacon staff and individual interviews with Beacon directors and community partners, Community Focus worked with the Beacon Initiative to begin identifying best practices around community engagement. The direct technical assistance work in Phase One also contributed to the identification of successful strategies. This list of best practices is intended to reflect the experience and the lessons that the Beacon Centers have learned over years of engaging the community. This list will act as a tool to not only strengthen community engagement by sharing strategies among Beacon Centers, but to also catalyze a larger community discussion by sharing the strategies locally, regionally, and state-wide.

The best practices list is a culmination of gathering feedback from these sources:
- Beacon staff
- Interviews with Beacon community partners
- Interviews with other community centers
- Interviews with New York Beacon Centers
- Lessons learned from the direct technical assistance portion of this project

Please see Appendices L and M for the "Community Engagement Best Practices List" and "Current Examples in Practice." These lists will continue to be refined and developed in Phase Two.

In addition to identifying best practices, Beacon staff identified other specific barriers that prevent them from engaging the community. The most common barriers listed were related to issues of lacking resources and time for community engagement. For a complete list of specific barriers, please see Appendix N.

LOOKING FORWARD

During Phase Two of this project, Community Focus will provide direct technical assistance to Bayview Hunters Point Community Beacon Center, Western Addition Beacon Center, and Chinatown Beacon Center. Visitacion Valley Community Beacon will continue to receive follow-up support.

In addition, Community Focus will facilitate the process of refining the best practices list by working with Beacon staff and community members. Specific case study examples will also be developed in more detail to illustrate current practices by the Beacon Centers.

APPENDIX A: OMI/Excelsior Beacon Center Community Council Role and Responsibilities

Advisory

The Community Council will give input on:
- Events
  - on an as needed basis
  - develop calendar and identify key points in the year when we will need feedback on upcoming programming
    - do special recruitment for those meetings
- Community programming (e.g. Saturday programming)
- Important events in the community
  - Help the Beacon identify which events are important for Beacon to be involved in
  - Recommend level of participation (Can Beacon Council represent the Beacon? Should the Director be at the event? Should the entire staff be there? Etc….)

PR/Outreach

The Community Council will help promote:
- Monthly activities
- Parenting programs
- Special Events
- Regular program

In order to keep the Council in the loop, we will restart the Program Director updates. However, we will first ask the Council what information they are interested in.

To institutionalize the outreach process, we will work with the Community Council to create a general outreach plan and define council and staff roles.

PR – Council members are the spokespersons in the community for the Beacon.
To standardize PR, Beacon will develop a standard outreach packet that all council members will have on hand for community meetings/events.

Advocacy

The Community Council will help advocate around Beacon issues and community issues. In order to keep the Council in the loop of what are current issues, Dave will do a Director's Report at each meeting.

The Director's Report may include:

- Beacon wide issues
- Initiative level developments/issues
- Funding issues
- Beacon expansion/cuts
- Beacon needs

The Council will decide on what kinds of projects to take that would help the Beacon.

Connection to Resources

Either through the Director's Report or through the Program Director update, a list of resource needs will be communicated to the Council. The Council is also responsible to help connect the Beacon with resources. Resource can be anything from volunteers to program supply donations to additional funding.

OMI/Excelsior Beacon Center
Community Council Standing Agenda

Agenda Item	Purpose	Sub-items
Community Updates	Where and how should the Beacon be involved in the community?	
Director's Report	Present current overarching issues and get Council feedback and support	• Beacon wide issues • Initiative level issues/developments • Funding progress/issues • Beacon expansion/cuts • Overall Beacon needs – how can the Council help
Program Update	Present current Beacon activities and get Council feedback and support	• Regular programs • Monthly activities • Special Events • Parenting programs • Program Director Updates o Include list of needs for programs and how can the council help
Publicity/Outreach	Respond to current outreach needs at the Beacon. Continue general Beacon PR support in community.	• Implement outreach plan
Advocacy	Respond to issues in the community. Respond to issues at the Beacon.	• Are there issues in the community that the Beacon should get involved with? • Are there issues at the Beacon that require community support?
Current Team project	Address Beacon-related community issues through planning and implementing projects.	• Brainstorm • Planning • Recruit necessary partners • Implementation • Follow-up and evaluation

APPENDIX C: PARENT ORIENTATION AND PARTICIPATION ACTIVITIES

The Beacon Center is committed to providing free programming and services to you and your family year-round. We highly value participation from parents and other community members in our center. In addition, we appreciate and need the support of the community in order to continue serving you, especially in difficult economic times. It is important to us that parents understand the Beacon rules and policies and know the staff of the Beacon Center. **The Beacon Center asks that you to attend one of the parent orientations and sign up for at least one participation activity.** If you cannot attend the Parent Orientation, please call us at 406-1290. Feel free to sign up for more than one participation activity!

Parent Orientation sign up. Please check the date that you will be attending Parent Orientation.

$\qquad$ September 15th from 7pm-8:00 pm

$\qquad$ September 16th from 3:45pm-5:00pm

Parent Participation Activities Sign Up

I can help with the following activity(ies): Please check the opportunity(ies) you are interested in helping with and circle the specific task(s).

 "Friday Fun" Events
___September 17th – Beacon Kick Off   3:30pm to 5:30pm
Help run games and BBQ

___October 1st – Sports Day   3:30pm to 5:30pm
Be a player on the "Adult" team!!
Organize and sign parents/adults up for different sports

___November 12th – TBA   3:30pm to 5:30pm

___December 10th– Winter Dance   3:30pm to 5:30pm
Bring Drinks and/or refreshments
Help with the bag check station
Make decorations
There are many other opportunities available

Cultural Events

___October 14th – Indigenous People's Day Celebration
Bring in a food dish to share   4:00pm to 5:30pm
Find performers
Stage management

___November 2nd – Day of the Dead   4:00pm to 5:30pm
Bring in a food dish to share
Help with planning
Find performers

Family Nights

___October 28th – Haunted House   4:00pm to 8:00pm
          Make decorations
          Help with planning
          Donate or make costumes
          There are many opportunities

___November 23rd – Thanksgiving Celebration   6:30pm to 8:00pm
          Bring a food dish to share
          Help with set up and decorations

___December 14th – Family Field Trip TBA   6:30pm to 8:00pm
Help decide where to go

Ongoing Opportunities

___Make Donations   ___ Be part of a phone tree
    Musical instruments
    Program supplies   ___ Verbal Translation
    Trophies
    Games   ___ Written Translation
    Sports equipment
    Free tickets to events   ___ Help with mail outs
    Film
                            ___ Guest speaker
___ Design flyers
                            ___ Be part of a phone tree
___ Teach a class or workshop
                            ___ Hand out flyers at back door
___ Write donation letters (from home)
                            ___ Tutor youth
___ Call donation sources (from home)
                            ___ Pass out snack

___Join the Beacon Community Council – The Beacon Community Council is an active group of community members who have an invested interest in providing direction for the OMI/Excelsior Beacon. They meet monthly to provide input to the Beacon Center around program offerings, special events, and community involvement. Parent input is important to the success of the Beacon, therefore parents are encouraged to join the Community Council and make their voices heard.

Name:_____ Beacon Youth Name:_____

Best phone number to reach you: _____

Best time to call you: _____

BEACON ACTION TEAM ROLES (VISITACION VALLEY BEACON COMMUNITY COUNCIL)

Advisory
    Feedback and advice on:
- Beacon issues
- Programming

Advocacy
- As needed
- As prioritized by the Beacon and the Community Council
- Projects developed within the Community Council
- Community Outreach
- Involve Parents

Connection to the Community
- Improve relationship between school and community/parents
- Act as bridge between school and community/parents
- Be community spokespeople for the Beacon
- PR/Outreach
- Connect to new partners
- Plan events to celebrate
    - Parade
    - Family-oriented

Connection to Resources
- Fundraising
- Develop a fundraising plan that is coordinated with the VVCL Development Plan
- Connection to new programs and partners
- Connection to program support (equipment, donations, contacts, transportation, etc.)

Appendix E: Beacon Center Action Team – Standing Agenda

Agenda Item	Purpose	Sub-items
Director's Report	Present current overarching issues and get team feedback and support. Ensure team has a working knowledge of current issues.	• Beacon wide issues • Initiative level issues/developments • Funding progress/issues • Beacon expansion/cuts • Overall Beacon needs – how can the Council help
Program Update (5 mins. every month, unless something out of the ordinary)	Present current Beacon activities and get team feedback and support. Ensure team has a working knowledge of current programs.	*Put the following into a written summary to be passed out at meetings:* • Regular programs • Monthly activities • Special Events • Parenting programs • Program coordinator Updates o Include list of needs for programs and how can the council help *Verbal updates/discussion:* • Anything out of the ordinary
School/community relationship	Give direction and focus to school/community relationship.	• Help develop parent participation options.
Connection to Resources	Connect the Beacon with needed resources.	• Fundraising • Connection to new programs and partners • Connection to program support
Current Team project	Address Beacon-related community issues through planning and implementing projects.	• Plan events/celebrations • Address current issues/crisis/developments • Advocacy work • Recruit necessary partners • Implementation • Follow-up and evaluation • Council members suggest projects for the Beacon to work on collaboratively
Action Item review	Ensure action oriented team.	

~Want to share an opinion about how Beacon programs can be better?

~Want to work with other folks in the community to make real change happen?

~Want to earn a little extra cash on the side?

Come join the
SNBC Community Council!!

Sunset Neighborhood Beacon Center

A SAFE PLACE FOR YOUTH AND FAMILIES TO LEARN AND GROW

For more information, contact Megan Agee, SNBC Community Organizer
Phone: 759-3690
Email: magee@snbc.org

Youth Liaison to the SNBC Community Council

The Sunset Neighborhood Beacon Center (SNBC) would like to invite two young people to join the SNBC Community Council. The SNBC Community Council is made up of parents, community members, businesses, representatives from neighborhood organizations and **YOUTH**! SNBC currently offers youth fun, educational and enriching afterschool and summer programs. However, SNBC would like to have youth voice more formally included in decisions about future projects and help to guide the direction of SNBC programs.

The SNBC Community Council will meet once a month to help support the healthy development of children, youth and families in the Sunset community. Beyond providing input at Community Council meetings, Youth Liaisons will also work closely with the SNBC Community Organizer to help with the coordination and logistics of the SNBC Community Council. For their efforts, (approximately 6-8 hours per month), Youth Liaisons will gain valuable job skills and earn a small stipend.

Overall responsibilities:
- o Have interest in helping SNBC and supporting the happy and healthy development of children, youth and adults in the Sunset community.
- o Attend all SNBC Community Council meetings.
- o Meet with the SNBC Community Organizer before and after Community Council meetings to assist with preparation and follow-up work.
- o Be comfortable (or willing to try!) speaking up in a group.
- o Be an active member of the Community Council—attend meetings, occasional events, etc.
- o Help promote the Beacon in the Sunset community.

Specific tasks will include some or all of the following:
- o Assist SNBC Community Organizer in creating meeting agendas.
- o Assist SNBC Community Organizer in making reminder phone calls to other Community Council members.
- o Help prepare meeting materials and set up meeting space.
- o Record information at the meetings. Type up notes following meetings.
- o Act as point person to recruit youth for Community Council projects.
- o Give feedback to the Community Council and the Beacon.
- o Help plan and execute SNBC Community Council projects.
- o Be an advocate for youth and the Sunset community.

Incentives
- o Be a part of change in your community!!
- o Develop your leadership and job skills
- o Get to know other community leaders
- o Add something to your school resume
- o Receive a small stipend

Youth Liaison to the SNBC Community Council

The Sunset Neighborhood Beacon Center (SNBC) would like to invite two young people to join the SNBC Community Council.

WHAT IS IT?
The SNBC Community Council is made up of parents, community members, businesses, representatives from neighborhood organizations and **YOUTH!** The Community Council will be making decisions about future SNBC projects and guiding the direction of SNBC programs…and to do this right, SNBC knows that youth voice is critical!!

WHAT'S THE TIME COMMITMENT?
The entire SNBC Community Council will meet once a month. The Youth Liaisons will also meet with the SNBC Community Organizer before and after the Community Council meetings to help with prep and follow-up work. In total, the time commitment for each Youth Liaison is approximately 8 hours per month.

WHO ARE YOUTH WHO SHOULD DO THIS?
- Youth who want to help SNBC and everyone who lives in the Sunset community.
- Youth who can attend and participate at all SNBC Community Council meetings.
- Youth who are willing to speak up in a group (or will try!)
- Youth who want to be representatives for the Beacon in the Sunset community.

WHAT DOES A YOUTH LIAISON REALLY HAVE TO DO?
General member stuff…
- Give feedback to the Community Council and the Beacon.
- Help plan and execute SNBC Community Council projects.

Youth-specific stuff…
- Act as point person to recruit youth for Community Council projects.

Help with the SNBC Community Organizer with the glamorous nuts and bolts, like…
- Help create meeting agendas.
- Make reminder phone calls to other Community Council members.
- Help prep meeting materials and set up meeting space.
- Be the meeting recorder. Type up the notes after meetings.

WHAT'S IN IT FOR A YOUTH LIAISON?
- Be a part of change in your community!!
- Develop leadership and job skills
- Get to know other community leaders
- It will look great on a resume
- Receive a small stipend!

Richmond Village Beacon –
Community Partner Interview Questions

Community partners/CBO's

1. How long have you been involved with the Beacon Center?
2. How would you describe your experience with the Beacon Center?
3. Why are you involved with the Beacon Center?
4. What has the Beacon Center done to engage you successfully?
5. What kind of reputation does the Beacon Center have in the community?
6. Do you think the Beacon Center engages the community well? Why or why not?
7. Do you think it is important to have a Beacon community council made up of representatives of different parts of the community to help guide the Beacon Center?
8. Would you be willing to be a part of the council? Why or why not?
9. What would make you want to be a part of the council?
10. Is there another successful community engagement strategy that you would recommend?

Faith-based Organizations

1. Do you know what the Beacon Center is?

If Yes -

2. What kind of reputation does the Beacon Center have in the community?
3. How are you involved with the Beacon Center?
4. Why are you involved with the Beacon Center?
5. Do you think the Beacon Center engages the community well? Why or why not?
6. Do you think it is important to have a Beacon community council made up of representatives of different parts of the community to help guide the Beacon Center?
7. Would you be willing to be a part of the council? Why or why not?
8. What would make it meaningful for you to be a part of the council?
9. Is there another successful community engagement strategy that you would recommend?

If No -

10. Would your organization be interested in working with the Beacon Center?
11. Would your organization be interested in being part of a Beacon Community Council? Why or why not?
12. What would make it meaningful for your organization to be involved with the Beacon Center? To be on the Council?
13. What suggestions to have for the Beacon Center to engage the community?

Businesses

1. Do you know what the Beacon Center is?

If Yes -
2. What kind of reputation does the Beacon Center have in the community?
3. How are you involved with the Beacon Center?
4. Why are you involved with the Beacon Center?
5. Do you think the Beacon Center engages the community well? Why or why not?
6. Do you think it is important to have a Beacon community council made up of representatives of different parts of the community to help guide the Beacon Center?
7. Would you be willing to be a part of the council? Why or why not?
8. What would make it meaningful for you to be a part of the council?
9. How do you think the Beacon Center can get local businesses involved with the Beacon Center?
10. How can the Beacon Center better serve the local business community?
11. Are you involved with any community groups? Why or why not?

If No -
12. Would your organization be interested in working with the Beacon Center?
13. Would your organization be interested in being part of a Beacon Community Council? Why or why not?
14. What would make it meaningful for your organization to be involved with the Beacon Center? To be on the Council?
15. How do you think the Beacon can get local businesses involved with the Beacon Center?
16. How can the Beacon Center better serve the local business community?
17. Are you involved with any community groups? Why or why not?

Neighbors/Residents
1. Do you know what the Beacon Center is?
If Yes -
2. What kind of reputation does the Beacon Center have in the community?
3. How are you involved with the Beacon Center?
4. Why are you involved with the Beacon Center?
5. Do you think the Beacon engages the community well? Why or why not?
6. Do you think it is important to have a Beacon community council made up of representatives of different parts of the community to help guide the Beacon?
7. Would you be willing to be a part of the council? Why or why not?
8. What would make it meaningful for you to be a part of the council?
9. How do you think the Beacon can get neighbors involved with the Beacon Center?
10. How can the Beacon Center better serve you as a neighbor?
11. Are you involved with any community groups? Why or why not?

If No -
12. Would you be interested in getting involved with the Beacon Center?
13. Would you be interested in being part of a Beacon Community Council? Why or why not?
14. What would make it meaningful for you to be involved with the Beacon Center? To be on the Council?
15. How do you think the Beacon can get neighbors involved with the Beacon Center?
16. How can the Beacon Center better serve you as a neighbor?
17. Are you involved with any community groups? Why or why not?

Parents

1. How long have you been involved with the Beacon?
2. How would you describe your experience with the Beacon?
3. Are you actively involved with the Beacon? Why or why not?
4. What has the Beacon done to involve you successfully?
5. What kind of reputation does the Beacon have in the community?
6. Do you think the Beacon involves the community well? Why or why not?
7. Do you think it is important to have a Beacon community council made up of representatives of different parts of the community to help guide the Beacon?
8. Would you be willing to be a part of the council? Why or why not?
9. What would make you want to be a part of the council?
10. What are some good ways to get parents involved at the Beacon?
11. What would make it worth your time to be involved at the Beacon?
12. How can the Beacon better serve parents?

Community Partners Interview – Eileen Chung

1. How long have you been involved with the Beacon Center?

Very active in the Washington High School PTSA and attended Beacon meeting as a PTSA representative – 4 years

Then became a board member at RDNC

2. How would you describe your experience with the Beacon Center?

Very positive – There is always good feedback about the Beacon Center.

3. Why are you involved with the Beacon Center?

It is an important resource. Youth need a place to belong.

4. What has the Beacon Center done to engage you successfully?

N/A

5. What kind of reputation does the Beacon Center have in the community?

Very good reputation. Everyone always responds positively to the Beacon Center and its programs and events.

6. Do you think the Beacon Center engages the community well? Why or why not?

Not sure because I don't know what they are doing.

7. Do you think it is important to have a Beacon community council made up of representatives of different parts of the community to help guide the Beacon Center?

Yes it is! It would be a very good thing to have a community council. There should be youth, community members, youth workers, residents and parents on the council.

8. Would you be willing to be a part of the council? Why or why not?

Yes I would be. It would be interesting to for me to learn about how the Beacon works.

    9. What would make you want to be a part of the council?

To be able to learn about Beacon programs and how decisions are made.

    10. Is there another successful community engagement strategy that you would recommend?

People don't really know about the Beacon outside of the school. You don't really see the outreach for the Beacon. It really needs to increase its visibility. It's hard because they already do so much. Maybe if there are more people to help with outreach it would be better.

Community Partners Interview – Elena Rogan

    1. How long have you been involved with the Beacon Center?

Long time PTA member, PTA president, taken classes at the Beacon Center
The PTA occasionally supports the Beacon Center through its mini-grant program.

    2. How would you describe your experience with the Beacon Center?

Awesome! Provided a lot of valuable services to community/youth

    3. Why are you involved with the Beacon Center?

It's important for the youth to have a place.

    4. What has the Beacon Center done to engage you successfully?

Having classes that interested me.

    5. What kind of reputation does the Beacon Center have in the community?

Don't know if people really know about the Beacon in the community. Not sure if it was well publicized, but some of the classes are full.

    6. Do you think the Beacon Center engages the community well? Why or why not?

Not sure…I've seen flyers and announcements at school.

7. Do you think it is important to have a Beacon community council made up of representatives of different parts of the community to help guide the Beacon Center?

I think so…should have lots of different representatives from smaller agencies in the neighborhood. It's good to find out what others outside of the school are doing. You should invite them also to encourage collaborations.

8. Would you be willing to be a part of the council? Why or why not?

Yes, I would be. I am curious as a community member how it all works, what works and what doesn't, who we are serving and what's available.

9. What would make you want to be a part of the council?

To be able to learn about Beacon programs and how decisions are made.

10. Is there another successful community engagement strategy that you would recommend?

Continue offering more classes/parent workshops/parenting skills classes.

But I don't know what they do outreach right now. The only thing I have seen is flyering. There should be more outreach about the Beacon in general.

Community Partners Interview – Rita Poon

1. How long have you been involved with the Beacon Center?

2 years as Assistant director

2. How would you describe your experience with the Beacon Center?

It was good. I participated in the Neighborhood Coalition and the fair every year.

3. Why are you involved with the Beacon Center?

I was working there.

4. What has the Beacon Center done to engage you successfully?

N/A

5. What kind of reputation does the Beacon Center have in the community?

Not too many people know about it.

6. Do you think the Beacon Center engages the community well? Why or why not?

It makes connections with parents and provides needed services to them, but more people need to know about it.

7. Do you think it is important to have a Beacon community council made up of representatives of different parts of the community to help guide the Beacon Center?

I think so…there used to be a big council with good representation from CBO's There was also a parent council that was smaller, but had deeper relationships with the school. They gave a lot of good input.

8. Would you be willing to be a part of the council? Why or why not?

Need to think about it.

9. What would make you want to be a part of the council?
N/A

10. Is there another successful community engagement strategy that you would recommend?

Continue with events, but should be more outreach so that more people know about it.

YOUTH-ADULT COLLABORATIONS
Conversations with DiversityWorks youth board members

Charry
- Senior in high school
- It's important to make sure everyone on the board understands what's going on (explain acronyms, provide trainings around budget and other processes, etc.)
- Young people may not feel comfortable vocalizing that they don't understand

Maureen
- It's difficult at first for young people
- Difficult knowing what the responsibilities and expectations are and how to take action
- It's also difficult speaking up at first.
  o It helped to have adult allies.
  o It's important that people take the tine to explain concepts.

Suggestions:
- Integrate fun into the meeting – it shouldn't all be pure business
- To interest youth – let them know that it will help with their leadership skills and that they will have a chance to practice them
- It is better to have a number of youth be part of a board because even if one or two can't come, there still will be youth representation.
- Be clear with the role and expectations at the beginning

Diversity Works process:
- Interview
- Assign one-on-one allies
- Receive board member handbook
- Establish ongoing trainings for support

Conversation with Adult Coordinator

Barriers
- Young people started on the board after the adults. It would be better to bring them together all at once.
- Sometimes adults will have a "why can't young people be like adults" attitude.
- Transportation

DiversityWorks Board
- Meeting 4-7 on Sundays
- Previously 7 adults and 4 youth/Now it is 6 adults and 2 youth

       o   Want to work to a 50:50 balance

Suggestions
- Find out how it would be best to communicate for the whole board – some boards only go through email – young people may not have consistent access to email.
- Board literacy training for everyone
  - How to read financial statements
  - Responsibilities
- Try to target youth that feel more comfortable speaking up when recruiting – ask references
- Have a training for board members around being youth-friendly

Best Practice #1	
BE VISIBLE AND ENGAGED IN YOUR COMMUNITY	
Specific Strategies	Notes
a. Outreach, outreach, outreach	• Successful centers put almost as much time into outreach as they do into program planning.
b. Regularly attend other community events and meetings.	• It will show that you are supportive of other community efforts and will increase the chance that others will support your efforts. • In addition, it will help you build and solidify relationships necessary to encourage involvement in the Beacon. • This is a difficult and time consuming task to accomplish, but it is very important. Centers with successful community councils and active community engagement overall are known, seen and heard in the community on a regular basis. • It is not necessary for the Beacon to be represented by one staff person (i.e. the director) at all the functions, but it is important for that person to be able to speak knowledgeably about different aspects of the Beacon Center.
c. Be active and persistent in engaging new partners. Make the effort to reach out to them on a consistent basis.	• Partners like the police station, local elected officials' offices, and businesses will often not reach out to the Beacon Center. This is often due to lack of time or lack of understanding how partner with the Beacon Center might be beneficial. It is important to reach out to them consistently and show them how it benefits them to be a part of the Beacon Center.
d. Engage a wide variety of community partners.	• They have access to different types of resources that may be beneficial to the Beacon and the community it serves. In addition, the partner may also benefit from the Beacon in unforeseen ways. • Expand your circle of possible contacts. Do not limit yourself to the "usual suspects." Partnerships always have the potential to bring in resources to your center, so do not be afraid to approach non-traditional partners (businesses, rotary clubs, youth, parents, seniors, CBOs, public institutions, elected officials, etc.)
e. Promote Beacon activities regularly and constantly at community meetings regardless of how small or large the upcoming activity is (i.e. new sewing class, big community	

event, talent show, etc.)	
f. Use different venues to promote the Beacon Center – email, newsletters, posters, flyers, etc.	
g. Showcase your program in community events. Do not be afraid to show off the good work that you are doing!	

Best Practice #2	
BUILD COMMUNITY-MINDED COLLABORATIVE PROGRAMMING WITH COMMUNITY PARTNERS	
Specific Strategies	Notes
a. Provide collaborative programming with another organization.	• By working with other community organizations to provide programming, Beacon Centers can build deeper relationships and networks to base future collaborations on.
b. Work with other community organizations to find ways to complement each other's programming.	• When planning programs, take into account the network of existing programs in the community. Instead of competing with the same programs for the same population, work with other organizations in the community to identify gaps in programming.
c. Be creative in finding ways to collaborate with community partners to fulfill the mission of both organizations.	• Keep in mind the goals of another organization when looking to collaborate and find projects that are in both parties interests. (e.g. Building a community court with the police station.)
d. Build or participate in networks between different community organizations with similar interests.	• This allows for program sharing and enhances opportunities for collaboration. In addition, the increased communication allows for better dissemination of information.
e. Be supportive of general community issues that may not have a specific relation to your particular programming.	• Being aware and involved with general community issues reinforces the Beacon Center's status as a community center and community partner.

Best Practice #3	
DEDICATE INFRASTRUCTURE SUPPORT AND RESOURCES TO COMMUNITY ENGAGEMENT	
Specific Strategies	Notes
a. Dedicate staff/funding resources to support community engagement	• If community engagement is a priority, it is important to find funding for community engagement. • There are many responsibilities that demand time from Beacon staff. Without dedicated resources, community engagement will not remain a priority. • Dedicated community staff will be able to help keep community work on track while other staff may be pulled away by other priorities. In addition, they will be able to provide the consistency needed to develop and maintain relationships. • Staff members must not only be encouraged to involve the community, but must also have the time in their jobs to do so.
b. Consistency, persistence, and perseverance are key to building community involvement.	• Community engagement is a long term strategy. Because of the unpredictability of working with the community, there will inevitably be setbacks. Only through consistent effort over time will there be success.
c. Having one or two point people to be community contacts is helpful	• Be effective and strategic in input sessions. • Do not duplicate efforts – make sure that the information has not been gathered in another forum. • When doing assessments, look to partner with other community organizations so that the community is not "over-assessed."

Best Practice #4	
PROVIDE MEANINGFUL INVOLVEMENT OPPORTUNITIES	
Specific Strategies	Notes
a. Provide meaningful participation opportunities that allow community members to make a difference at the Beacon.	• People like making a difference in what they do and feeling like they are a part of something that is important. If involvement opportunities are superficial and are only the purpose of involvement, it can be very frustrating for community members.
b. Provide a variety of participation opportunities that vary in time/energy commitment.	• Meaningful does not necessarily mean time-consuming. • It is important to provide a variety of entry points for involvement at the Beacon Center. • Higher levels of engagement from community members evolve over time after relationships have been built through smaller engagement opportunities.
c. Consciously integrate community feedback into your programming.	• If you are not going to use the feedback, don't ask for it – people don't like to waste their time. • A very common complaint of community members that have given feedback is that there is no follow up to the feedback that they gave or evidence of change. They often say that they do not want to give any further feedback because they are not sure that it makes any difference.
d. Follow up with community members that have given feedback.	• They will more likely participate in the future if they know that they had an impact. • If you integrate feedback into your programming, make it known to the people that gave the feedback.
e. Provide "hands on" participation from community members in the functioning of the organization (hiring, programming, outreach, etc.)	• It is important to be clear about how much decision-making power community members have in these types of processes. Mistaken expectations can disrupt relationships and trust.
f. When targeting different sectors of the community, be sure to provide programming or opportunities that are useful and targeted to that particular sector.	• When looking to involve non-traditional community partners, be creative in how to provide participation opportunities that are attractive to the targeted community partner. (i.e. creating an opportunity for a local business that gives them more visibility/business)

Best Practice #5	
PROVIDE FORMAL INPUT MECHANISMS FOR THE COMMUNITY	
Specific Strategies	Notes
a. Give stakeholders/community members/partners formal opportunities for feedback and input in the form of focus groups, interviews, strategic planning sessions, community councils, etc.	• The formality gives people the opportunity to think about not only what they would like to see, but how they benefit from the Beacon Center. In addition, the formality reaffirms that it is important to the Beacon Center.
b. Provide a variety of forums for input that target different sectors of the community.	• A variety of input forums will allow access for different parts of the community.
c. Make input mechanisms a recurring event.	• Recurrence and regularity make events familiar and expected.
d. Streamline input events.	• Be effective and strategic in input sessions. • Do not duplicate efforts – make sure that the information has not been gathered in another forum. • When doing assessments, look to partner with other community organizations so that the community is not "over-assessed."

Best Practice #6	
PROVIDE COMMUNITY-MINDED LEADERSHIP	
Specific Strategies	Notes
a. Leadership must demonstrate that community is a priority.	• It is important for the leadership of the organization to demonstrate that the community is a priority not only through example in constantly asking for community feedback and participation, but also by encouraging and giving space and time in staff job descriptions for community activities.
b. Create a work culture amongst all staff that identifies community engagement as a high priority.	• By developing a culture of community participation allows for true integration and institutionalization of community-based practices. • Although having staff members dedicated to community engagement is an effective strategy, it must also be complemented by integration of community involvement throughout the staff.
c. Institutionalize community values into formal structures (i.e. mission, vision statement, etc.)	• To institutionalize community engagement values, it is important to integrate them into structures that withstand staff/leadership change.

Best Practice #7	
BE CULTURALLY COMPETENT	
Specific Strategies	Notes
a. Be linguistically competent	• To effectively work in a community that speaks a number of different languages, it is vital that Beacon Centers hire staff that can speak those languages.
b. Train staff to be culturally competent.	• Cultural competence is not limited to language/ethnic competence, but also includes sexual orientation, gender, class, etc. • Keeping up to date on issues within different cultural communities will help the Beacon Centers successfully outreach to and engage different sectors of the community that they serve.
c. Be representative of your community's demographics on staff.	• Cultural competence goes beyond linguistic ability. It is much easier to engage community members when there is someone on staff that they can identify with.

Best Practice #8	
REMOVE BARRIERS TO PARTICIPATION	
Specific Strategies	Notes
a. Provide food and childcare at meetings.	
b. Be conscious of meeting times and who you are targeting for a specific meeting or event.	• Doing a quick survey of time availabilities before setting a meeting time can help boost attendance at meetings. • Different types of people will have different availabilities (youth, school staff, businesses, community activists, etc.)
c. Make programs and events free/low cost so that cost is not a barrier to participation at the Beacon.	
d. Assure safety of meeting location for night meetings.	• When planning community meetings, be conscious of safety issues or perceived safety issues.
e. Create expectation and mentality of community participation	• Having an expectation of community participation creates a culture of involvement that will be felt by both staff members and community members. • Beacon Center staff often do not want to "expect" community members to participate in order to be conscious of issues and difficulties in the lives of the families they serve. However, it is possible to have reasonable expectations of participation especially if there are different types of opportunities with varying levels of time commitment. While there are some families/community members that do not have the resources, time, or capability to participate, many others will have the ability to become involved at some level.
f. Outreach with community involvement opportunities regularly	• If the involvement opportunities are clear and known, it is more likely that community members will become involved that if they are not.

Best Practice #9	
PLAN AND IMPLEMENT ONGOING OR ONE-TIME COMMUNITY EVENTS	
Specific Strategies	Notes
a. Build or participate in annual events in your community.	• Annual events provide consistent visibility and build an appearance of reliability over time. • Annual events also solidify relationships between returning planning organizations.
b. Include community volunteers in planning and implementation.	• As ongoing events grow, community members come to expect it and know that it will happen at the same time each year/month/week.

Best Practice #10	
PROVIDE CONSISTENT, HIGH-QUALITY PROGRAMMING	
Specific Strategies	Notes
a. Consistent and reliable high-quality programs build trust amongst community members.	

Best Practice #11	
CREATE A COMMUNITY-IDENTIFIED SPACE	
Specific Strategies	Notes
a. Make the community center an accessible space for community members.	
b. Open up the space for use by other community groups.	• Be sure to advertise this well, so that other groups know about it. It is not enough to simply make it available. The community must also know about it! • It is important for the community to feel ownership of the space. • The community needs to feel, not just welcomed, but that the space is theirs to use.

Best Practice #12	
SHOW APPRECIATION FOR COMMUNITY INVOLVEMENT	
Specific Strategies	Notes
a. Throw appreciation events for community members that have been involved with the Beacon.	• Appreciation events not only show appreciation to those that have been involved, but also create publicity to others that have not been involved yet. These events build relationships and goodwill.

CURRENT EXAMPLES IN PRACTICE

Best Practice #1: Be Visible and Engaged in Your Community

Schools
- Collaborate with and support school-day activities
- Be a constant presence in the school…be very visible to school staff – attend faculty meetings, do lunch time outreach, work with administration, counseling department, faculty, etc.
- Being located in the school helps to build relationship and engage the school.
- When doing outreach, make sure to outreach to entire school. Make sure that it is comprehensive to all school staff.
- Support school functions by providing staff support/volunteers for school events

Community Based Organizations
- Open the Beacon space to the community for other organizations to use – this leads to being able to do outreach to people from this new organization.
- Supporting endeavors by other partners
- Keeping partners informed of Beacon activities

Volunteers
- Have one point person for volunteers to contact
- Talk to staff and sub-contractors about volunteer opportunities and ask them if they have contacts.

Youth
- Beginning of the school year BBQ's to recruit students to program
- Communicate programs for different age groups to parents, so they know there are opportunities for younger or older youth at the Beacon.
- Back to School night
- Meet parents
- Circulate flyers all over the community for events
  - When you have an event
    - Have a target audience for your event and focus your outreach to that target
    - Have all the staff participate in doing the outreach

Parents
- Quarterly parent newsletter
- Participate in school newsletter

General SF Community
- Send out donation letters to sports teams for contributions
- Ask staff for personal contacts to different SF resources/organizations

- Be a part of general networking opportunities to find out about resources – like YNPN
- Have Beacon representation at city-wide meetings
- Inviting or inform partners from outside of the neighborhood about Beacon events, etc.
- Remain politically active

Best Practices #2: Build Community-Minded Collaborative Programming with Community Partners

Schools
- Case managers work with school by going into the classrooms
- Case managers work with the counseling office closely.
- Offer quality programs that make the school look better
- Provide a service to school that teachers need/want but don't have – like a Book Fair
- School band is funded through the Beacon

Community Based Organizations
- Program collaborations
  - Receive in-kind services from other CBOs
    - Staff from YMCA
  - Subcontract to other CBOs
- Offer frequent collaborations
- Form a Community Care Team to address need for direct services for specific youth. The team also problem solves. Community Care Team is made up of different youth serving organizations

Faith-based Organizations
- Share each others' spaces for different events.
- Provide volunteers for community service projects/events at the organization

Youth
- Offer programming that is not offered by the school
- Have a good relationship with school programs, so that they don't think that you're competing with them for youth.
- Provide ellness/support services that go out to other schools to reach different populations

Health Organizations
- Write grants together
- Plan collaborative programming
- Provide opportunities for health related interns at the Beacon
- Develop relationship with SF Health Plan
- Work with Healthy Kids

Best Practice #3: Dedicate Infrastructure Support and Resources to Community Engagement

Organizational Practices
- Community engagement is considered a priority
- Historical presence in the neighborhood – Beacon Center and director have been established for a long enough time to be recognized and well regarded.
- One staff person devoted to community outreach (Community Organizer)
- Strong relationships with credible community figures (elected officials, police station, etc.)

Best Practice #4: Provide Meaningful Involvement Opportunities

Schools
- Pay school staff to work with the Beacon
- Hire teachers in the after school program
- Beacon staff are on school site council
- Beacon is part of the site team – attend SAP meetings

Community-based Organizations
- Have other CBO directors/staff on the Beacon's advisory council
- Involve key partners in strategic planning or focus group sessions

Youth
- Soccer – offer sports that are popular with the particular demographic
- Sports – offer to youth that don't make the school teams
- Offer community services opportunities to fulfill requirements for eighth grade and high school students
- Involve youth as volunteers instead of just program participants
- Offer leadership opportunities

Older Adults
- Provide programs that empower older adults
- Provide older adults with the opportunity to be more than the recipients of services
- Provide structure and clearly defined, yet flexible options

Best Practice #5: Provide Formal Input Mechanisms for the Community

School examples
- Put teachers and administration are on the community council
- Include the administration in strategic planning and hiring of Beacon staff
- Get support from school administrations

Parents
- Have a parent advisory council
  - Provide childcare
  - Must be consistent
  - Need a consistent staff person/volunteer to provide support

Best Practice #6: Provide Community-Minded Leadership

Organizational Practices
- Beacon Community Council helped build the Beacon program in a very hands-on way
- Beacon director provides leadership by example through involving the community council with all major decisions, and by working in community collaborations with the entire community in mind, not just the Beacon Center.
- Beacon director sets the tone of community engagement in viewing the Beacon staff as having the privilege of acting as stewards of a community resource.

Best Practice #7: Be Culturally Competent

Organizational Practices
- Have staff members at the Beacon Center that are bilingual
- Prioritize hiring from the community

Best Practice #8: Remove Barriers to Participation

Youth
- Offer a variety of programs that allow for choice and the ability to make changes
- Free fieldtrips/free services

Parents
- Provide food and childcare

Best Practice #9: Plan and Implement Ongoing or One-time Community Events

School examples
- Collaborate with school on planning events like cultural or ethnic events.

Community-based Organizations
- Have annual events that are collaborative efforts between various CBOs in the community
  - Annual May Fest - Chinatown

- Community Day – every CBO in Visitacion Valley gets together and plans for this event. It is lead by the community and different CBOs provide different things for the event.
- OMI/Family Fest
- Game Day – brings together other CBOs and different Beacons

Youth
- Summer Jam Fest – participation from community and families
- Back to School BBQ

General SF community
- Have a monthly themed Saturday event
  - For example, "Grandparents Day" – offered lunch, bingo, food baskets, and other senior activities
  - Open to the entire community, not just grandparents of Beacon youth
  - Targeted outreach to senior centers, contact senior housing/activities directors

Health Organizations
- Host an annual health fair for your community

Parents
- Hold monthly parent nights that are recognition events like "Mother's Day", "Youth performances", etc.

Businesses
- Host a career day and invite businesses to participate
  - Annual event
  - Bring in businesses to talk to youth
  - During school day
  - Collaborate with school
  - For example, Pathways for School

Best Practice #10: Provide Consistent, High-Quality Programming

Youth
- Offer free, high-quality programs
- Youth are the biggest recruiters – word of mouth brings in a lot of youth.

Parents
- Offer free, high-quality and safe programs for their kids
- Word of mouth between parents

Best Practice #11: Create a Community Identified Space

Youth
- Youth decorate the Beacon Center with their art work and displays.

Community Based Organizations
- Space is available for other community organizations to use.

Best Practice #12: Show Appreciation for Community Involvement

School examples
- Throw events for the teachers like a "Welcome Back Teachers" breakfast/lunch
- Show appreciation to school staff

Volunteers
- Consistent volunteer recognition events

SPECIFIC BARRIERS TO COMMUNITY ENGAGEMENT LISTED BY BEACON STAFF

- Space use/site use needs to be more flexible and cheaper to be able to open it up to the community on a more regular basis.
- The Beacon and school needs to be more open to sharing the space.
- Community engagement is not always high priority at the Beacon, so there is not a commitment to it
- The program staff members are not able to attend community meetings as part of their jobs…only the Beacon director.
- Need more community funds to have resources to support community work
- It is not always a funding priority. If our budget is cut, it is usually the first thing to go. (ex. Community events)
- Because of other programming demands, there is not enough time to do the community piece well and thoroughly.
- In general, we have never formally asked our community to help sustain and support the Beacon financially or through in-kind resources. We need to change this and diversify our funding/how we acquire resources and services. However much of the community has taken our existence for granted, so this is a major culture shift…both within the organization and outside.
- Not all staff is linguistically competent (esp. Cantonese and Mandarin.) and able to communicate with all residents and families in these languages.
- It's hard to engage great numbers of older youth because our programming is primarily geared towards elementary/middle school youth.
- Difficult to engage members of the community who are not directly affiliated with the school/programs we operate there.
- Current program staff is so busy with maintaining and improving these high-quality programs, it is difficult to build in additional roles and responsibilities that would greater engage the community.

APPENDIX O

BEACON DIRECTORS MEETING
6/16/04
Summary of comments

Where would you like to see the conversation around community engagement go?   What would you like to do with the best practices list? How can Community Focus support this process?

- Develop standards for short term and long term
- Define what it means for Beacons to be community centers
    - Deal with the complexities of differences in neighborhoods/communities
    - Definition needs to be a function of the community
- Some Beacons are not considered "community" centers by the community because there are already pre-existing "community" centers
- Best practices list should help inform the standards
- Best practices are good, but we should not develop "standards"
- Should NOT develop standards because they are counter to community development
    - They impose outside values onto a community
- Need to explore what is the function of the Beacon Center in the community
- Standards set up Beacons/community for a fall and increases competition with other community centers
    - If outside standards dictate the standards for community engagement and Beacons try to fulfill them, it doesn't necessarily fit into the landscape of the existing community.
- Trying to fulfill standards makes Beacons look like they are imposing "downtown" expectations on the community
- Bayview – lots of small CBO's
    - Community Focus needs to include them into the discussion
- Funders are only one aspect of the community
    - We need to balance the voices of different parts of the community – funders, residents, school, etc.
- Community Focus can help with supporting an ongoing dialogue of what community means to Beacons
- Community Focus can help establish a conversation between funders, Beacon Steering Committee, residents and Beacons to dialogue about the meaning of community in order to promote understanding that it is a myriad of voices
- Incorporate differences and similarities of communities in dialogue
- Self definition is important!
- The definition of success must be defined by the individual community and the individual Beacon
- Standards must be driven by the community

Next Steps
Ginny will contact the directors about identifying staff to attend a Beacon-wide staff meeting to share best practices for community engagement and to identify key challenges. Ginny will also contact directors individually for community partners to speak with about community engagement.

Beacon Director comments about community partner meeting:
- Community members are too busy and won't come
- Need to report back to community members because they have gone through too many feedback sessions without follow-up
- It would be better to attend an already existing community meeting to get feedback about community engagement.
- Would like to hear from people in the community that aren't engaged to hear what isn't working or what are the barriers
- It is better to go into the different communities

Ginny stated that it may be possible to integrate that into the next contract, but that there wasn't enough time in the current contract to go into each community for a community meeting and feedback session around the Beacons and community engagement.

A Beacon-wide staff meeting to share best practices for community engagement will be set for July.

Meeting summary prepared by Ginny Fang.

APPENDIX P

COMMUNITY ENGAGEMENT – BEST PRACTICES
San Francisco Beacon Initiative
Beacon Staff Feedback
July 26, 2004

In attendance:

Chana Kennedy	Visitacion Valley Community Beacon
Veli Williams	Visitacion Valley Community Beacon
Wendy Calimag	OMI//Excelsior Beacon Center
Kiyomi Noguchi	Chinatown Beacon Center
Ruben Vazquez	Richmond Village Beacon
Gina Guitron	Bayview Hunters Point Beacon Center
Annette Hughes	Western Addition Beacon Center

The following were not in attendance, but gave written feedback. This feedback is included in this summary.

Megan Agee   Sunset Neighborhood Beacon Center

I. Introduction
Ginny welcomed the group and reviewed the goals for the meeting. Ginny described the community engagement work that Community Focus has been doing with the Beacon Initiative. Community Focus has been providing direct technical assistance to 4 Beacon sites around community engagement and, specifically, their community councils. In addition, Community Focus is working with the Beacon Initiative to help identify and collect their best practices around community engagement.

II. Who is Your Community?
Ginny asked the group to identify the parts of the community that they actively engage and that they would like to have more success at engaging.

Note: The items listed do not necessarily hold true for every Beacon Center. If it is listed, it true for at least one Beacon Center.

Active engagement
- Schools – teachers, support staff and administrators**
- Faith-based organizations**
- Other CBOs /Neighborhood partners – e.g. Sunset Youth Services; Rec & Park Department; Supervisor's office; neighborhood coalition**
- Youth**
- SFSU, City College, USF**
- General San Francisco community**

- Health/mental health organizations in neighborhood**
- Parents
- Parents – limited communication with parents via flyers, notes, etc. Some parents volunteer to engage with our afterschool programs
- Residents
- Public Housing
- Public Institutions (i.e. libraries, police station – relationship with the captain)
- Local Media
- Volunteer Organizations – SF School Volunteers, Volunteer Center
- Corporate America/businesses
- Youth and families at 3 elementary schools and 1 middle school
- Older adults – through technology classes and experience Corps (aged 55+) volunteer/mentoring program
- Technology community
- Networks outside of the local community – SFBI, Safety Network program, Experience Corps, Mayor's Office, Coleman Advocates, fiscal agency

**More success at engaging these community sectors.

Would like to increase engagement in these community sectors:

- Parents
- Businesses
- Adult residents
- Teachers, principals
- Local media/local CBO's
- Youth outside of school site
- Local faith community
- Local merchants
- Many of the ones listed in the "Active Engagement" list can also be included here because we can always increase the engagement level.

III. Community Engagement Best Practices by Community Sector

Schools
- Being located in the school helps to build relationship and engage the school.
- Paying school staff to work with the Beacon
- Throw events for the teachers like a "Welcome Back Teachers" breakfast/lunch
- Be a constant presence in the school…be very visible to school staff.
- When doing outreach, make sure to outreach to entire school. Make sure that it is comprehensive to all school staff.
- Allow teachers to come up with their own class to teach that is based on their interests.
- Teachers teach classes that are within their expertise areas.
- Collaborate with school on planning events like cultural or ethnic events.

- Provide a service to school that teachers need/want but don't have – like a Book Fair
- Include the administration in strategic planning and hiring of Beacon staff
- The teachers and administration are on the Beacon Council
- Beacon staff are on school site council
- Beacon is part of the site team – attend SAP meetings
- Case managers work with school by going into the classrooms
- Case managers work with the counseling office closely.
- Provide staff support/volunteers for school events
- Hire teachers in the after school program
- Show appreciation to school staff
- Offer quality programs that make the school look better
- Collaborating with and supporting school-day activities
- Maintaining very professional relationships with schools

Community Based Organizations
- Have annual events that are collaborative efforts between various CBOs in the community
    - Annual May Fest - Chinatown
    - Community Day – every CBO in Visitacion Valley gets together and plans for this event. It is lead by the community and different CBOs provide different things for the event.
    - OMI/Family Fest
    - Game Day – brings together other CBOs and different Beacons
- Program collaborations
    - Receive in-kind services from other CBOs
        - Staff from YMCA
    - Subcontract to other CBOs
- Have other CBO directors/staff on the Beacon's advisory council
- Formed a Community Care Team to address need for direct services for specific youth. The team also problem solves. Community Care Team is made up of different youth serving organizations
- Open the Beacon space to the community for other organizations to use – this leads to being able to do outreach to people from this new organization.
- Offering frequent collaborations
- Supporting endeavors by other partners
- Keeping partners informed of Beacon activities

Faith-based Organizations
- Share each other spaces for different events.
- Provide volunteers for community service projects/events at the organization

Volunteers
- Involve youth as volunteers instead of just program participants
- There is a lack of volunteers
- No volunteer coordinator to support volunteers
- Consistent volunteer recognition events

Youth
- Soccer – offer sports that are popular with the particular demographic
- Sports – offer to youth that don't make the school teams
- Offer community services opportunities to fulfill requirements for eighth grade and high school students
- Offer leadership opportunities
- Beginning of the school year BBQ's to recruit students to program
- Communicate programs for different age groups to parents, so they know there are opportunities for younger or older youth at the Beacon.
- Back to School night
- Meet parents
- Offer a variety of programs that allow for choice and the ability to make changes
- Have a good relationship with school programs, so that they don't think that you're competing with them for youth.
- Offer programs that the school doesn't offer.
- Free fieldtrips/free services
- Youth are the biggest recruiters – word of mouth brings in a lot of youth.
- Wellness/support services that go out to other schools to reach different populations
- Circulate flyers all over the community for events
    - When you have an event
        - Have a target audience for your event and focus your outreach to that target
        - Have all the staff participate in doing the outreach
- Summer Jam Fest – participation from community and families
- Back to School BBQ
- Offering free, quality programs
- Get support from school administrations

General SF Community
- Have a volunteer coordinator to provide consistent support
- Talk to staff and sub-contractors about volunteer opportunities and ask them if they have contacts.
- Have a monthly themed Saturday event
    - For example, "Grandparents Day" – offered lunch, bingo, food baskets, and other senior activities
    - Open to the entire community, not just grandparents of Beacon youth
    - Targeted outreach to senior centers, contact senior housing/activities directors
- Send out donation letters to sports teams for contributions
- Ask staff for personal contacts to different SF resources/organizations
- Be a part of general networking opportunities to find out about resources – like YNPN
- Have Beacon representation at city-wide meetings
- Inviting or inform partners from outside of the neighborhood about Beacon events, ec.
- Remain politically active

Health Organizations
- Host an annual health fair for your community
- Write grants together
- Plan collaborative programming
- Provide opportunities for health related interns at the Beacon
- Develop relationship with SF Health Plan
- Work with Healthy Kids

Parents
- Hold monthly parent nights that are recognition events like "Mother's Day", "Youth performances", etc.
- Provide food and childcare
- School band is funded through the Beacon
- Have a parent advisory council
  - o Provide childcare
  - o Must be consistent
  - o Need a consistent staff person/volunteer to provide support
- Quarterly parent newsletter
- Participate in school newsletter
- Offer free, quality and safe programs for their kids
- Word of mouth between parents

Businesses
- Host a career day and invite businesses to participate
  - o Annual event
  - o Bring in businesses to talk to youth
  - o During school day
  - o Collaborate with school
  - o For example, Pathways for School

Technology Community
- Making great use of technology across various programs
- The Beacon's interest in remaining digitally savvy and progressive, and becoming established as an agency that embraces technology

Older Adults
- Providing programs that empower older adults
- Providing older adults with the opportunity to be more than the recipients of services
- Providing structure and clearly defined, yet flexible options

IV. What supports or barriers exist at your Beacon that make it easier or more difficult to engage the community?

Supports
- It is considered a priority

- Historical presence in the neighborhood – Beacon and director have been established for a long enough time to be recognized and well regarded.
- One staff person devoted to community outreach (Community Organizer)
- Strong relationships with credible community figures (elected officials, police station, etc.)
- There are few youth-serving agencies in this neighborhood, so there is not much competition.
- Many youth, families and seniors living in the neighborhood – which constitutes a large part of the population.
- Custodial staff make it easier to take care of the site in order to engage the community

V. Where would you like to see the discussion around community engagement go for the Beacon Initiative?

- Would like to hear more about what other Beacon Centers are doing around their community councils
- Continue sharing and learning from other Beacons
  - Should have built in time to visit each other's Beacons
- Need to address funding issue – need pure community funding so that you could have a volunteer/community coordinator
- If this is going to be measured, be sure to streamline evaluations into one
  - Need to have a schedule that is coordinated with other Beacon events
  - Don't repeat the same type of evaluation
  - There have been too many so far

Meeting Summary prepared by Ginny Fang