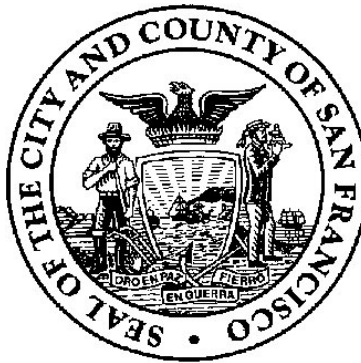# Communities of Opportunity
Pilot Phase Business Plan
2006-2010

Transformation around four pilot corners:
Fitzgerald & Griffith
Sunnydale & Santos
Middle Point & West Point
Oakdale & Griffith

May 2006

Table of Contents

Executive Summary

This is an historic moment in San Francisco. Long-neglected neighborhoods, like Bayview/Hunters Point and Visitacion Valley in the southeast sector of the City, are being transformed by unprecedented economic development and family mobility. With the right investment and support, strong communities of stable and self-sufficient families can emerge, a vibrant and strong African-American culture can be maintained, and the cycles of multi-generational poverty can be ended. But, if benign neglect continues, there is a genuine risk of further marginalization, displacement of residents, and permanent loss of the African-American culture.

Communities of Opportunity – a unique place-based strategy of renewal being developed by a partnership of leaders from the City of San Francisco and the private philanthropic community – offers new hope to transform San Francisco's most neglected neighborhoods. Communities of Opportunity seeks to build a covenant between the City and residents in long-neglected communities like those in the southeast sector, to achieve a shared vision of opportunity for the residents of San Francisco's most at-risk neighborhoods.

The vision of Communities of Opportunity is to create safe and healthy neighborhoods that provide opportunities for individuals and families to achieve self-sufficiency and, for children to realize their dreams.

Communities of Opportunity will transform the neighborhoods by changing the way the City, residents, community-based organizations, foundations, and the private sector do business. Communities of Opportunity will be built on five bedrock principles:

1. Focus on outcomes for people and the place, not delivering particular services and programs
2. Build the capacity of families, communities and local institutions to realize the benefits of the economic transformation of the surrounding area
3. Direct efforts toward places where people are in greatest need, yet where the scale of change is manageable
4. Create a shared strategic vision with high expectations and accountability among residents, the City, community-based organizations, and philanthropy
5. Manage change dynamically by quantifiable outcomes; expand successful approaches, stop failed ones, and introduce new evidence-based approaches

Initially, Communities of Opportunity will be focused on well-defined pilot nodes within the Southeast sector. These nodes represent the areas of greatest need and marginalization. The four pilot nodes surround the following corners: Fitzgerald & Griffith, Sunnydale & Santos, Oakdale & Griffith, and Middle Point & West Point.

By addressing the challenges these nodes face, Communities of Opportunity will strengthen the entire Southeast sector. Positive outcomes in the areas of highest need will reduce the negative impact in neighboring areas, create conditions for more effective neighborhood-wide community development, and facilitate the implementation of more effective programs and activities that serve all residents

Pilot nodes: The four pilot nodes comprise a population of 15,157 (2% of San Francisco) that is disadvantaged on many dimensions:

- *Demographics*: 2,600 families with 5,800 children under 18; 68% African-American, 12% Latino, 9% Pacific Islander, 8% Asian, 4% Other
- *Family structure*: 74% of node children live in single-parent (predominantly single mothers) households or with a non-parent relative
- *Income*: 67% of node families earn under 185% of Federal Poverty Line (FPL), compared to 24% of city families
- *Education*: 10 of 14 schools attended by node children have declining state rankings since 2000; 8 of 14 rank in the bottom 20% of the state's demographically similar schools; 3 of 4 local elementary schools have chronic truancy rates near 20%
- *Employment*: Only 40% of node residents 16 and older are working, compared to city average of 60%
- *Public safety*: ~40% of node residents feel unsafe whenever alone, compared to 16% city average; homicides increased significantly since 2000; positive trend as homicides declined from 2004 to 2005 by 31%
- *Youth*: 70% of African-American males from the nodes and 44% of females, at age 17, have at least one referral to the juvenile probation system
- *Out-migration:* Anecdotal evidence suggests that stronger families are migrating out of the neighborhoods due to the community conditions and high cost of living

These families and their children are often in-crisis and fragile. Of the ~2,600 families:
- 25% (650) are in chronic crisis (in systems of care and/or severe economic crisis)
- 42% (1,100) are economically fragile (on CALWorks or earning < 185% of FPL)
- 33% (850) are stable or self-sufficient (incomes > 185% FPL and not in systems of care)

Supportive services are not achieving desired outcomes. An examination of the services landscape for these nodes showed:
- The City spends at least $98M in the larger neighborhoods – the entire surrounding zip codes of 94124 (Bayview Hunters Point) and 94134 (Visitacion Valley) – on services and income support
- Of this amount, community-based organizations (CBOs) and other third parties receive over $30M in City funding annually to serve families and children from these two larger neighborhoods (the zip codes noted above), 41% of which flows to childcare subsidies
- Services often:
  - Are fragmented, duplicative, and subscale
  - Lack clear accountability for results
  - Neglect neighborhood dynamics (e.g., cultural sensitivity, safety issues)
- Residents either lack knowledge of programs available or do not have confidence in providers, particularly for children's services

Community voice: The engagement of community members is an integral part of Communities of Opportunity. In planning, community meetings were held in all of the nodes to ascertain community priorities and seek feedback on the strategy. Several important themes emerged from the meetings:
- Safety needs are urgent
- Skepticism of real change is high
- City presence in neighborhoods is fleeting, with limited persistent commitment
- High priority service needs relate to jobs, children and youth programs, and upgrade of physical environment
- Communication between the City and the community needs to be more consistent

- CBO and city agencies are often unaccountable for delivering results

Intended impact: This is a unique moment in which to transform the nodes. Unprecedented economic changes are beginning to take hold in the Southeast sector:
- Closure and redevelopment of the Hunters Point Power Plant
- Opening of the 3rd street light rail
- Redevelopment of the Hunters Point Shipyard and the Schlage Lock site
- Potential redevelopment of Candlestick Park
- Major new public works projects and Green Tech initiative provide the potential for new employment

While there are significant obstacles to overcome in the target nodes, the relatively small population involved and the strong commitment across the administration and the philanthropic community to change their way of doing business provides a basis for optimism. The progress at the Alice Griffith housing project over the past year is a positive early indicator of what the City can achieve in partnership with residents.

With Communities of Opportunity, Mayor Gavin Newsom's administration in partnership with residents and philanthropic partners will implement deep and aggressive change to support rapid transformation of the nodes. Communities of Opportunity intends to achieve genuine transformation of the nodes within five years. **The goals**, by 2010, are:
- A majority of families will be stable or self-sufficient (able to make ends meet)
- A majority of children will be flourishing (able to pursue their goals)
- Less than 10% of families and children will be in crisis
- Communities will provide a safe environment, sound physical infrastructure, connected social networks, and sustainable economic vitality

Theory of Change: The central strategic framework for managing Communities of Opportunity is its theory of change. Building on the bedrock principles noted above; it describes how the intended impact will be achieved and it provides the mechanism for aligning initiatives to that end.

To achieve the intended impact, Communities of Opportunity will establish five Engines of Transformation in each node. These Engines are the core building blocks of a thriving community and provide opportunities for current and future residents on a sustained basis:
1. Families have the motivation, capabilities and resources for stability and self-sufficiency
2. Children and youth have high expectations and are well-supported
3. Marginalized youth and adults engage in positive pathways
4. Community is safe and provides jobs, housing and services
5. Community social networks and leadership are effective

In order to build a basis for the Engines of Transformation, important pre-requisites must be established to address status quo conditions and community skepticism. Over the next 24 months, Communities of Opportunity will create a basis for transformation:
- Proof that positive change is occurring
- Alignment of purpose among residents, City, CBOs, the private sector, and philanthropy
- Growing desire by the community for participation in change

Eight catalyst outcomes are required to achieve the basis for transformation and power the Engines of Transformation. They enable the City to clearly demonstrate that Communities of Opportunity is different from initiatives that have come before:

1. Safety is established
2. Adults find employment
3. Social networks and institutions are strong and support transformation
4. Partnership between City, residents and other stakeholders is established
5. Chronic-crisis families and individuals receive integrated services
6. Children and youth access educational enrichment and employment programs
7. Physical infrastructure is improved
8. Economic development in the Southeast provides direct benefits

To achieve the catalyst outcomes over the next 24 months, activities of City agencies will be realigned and new programs launched. Each initiative has specific output goals that combine to meet outcome targets.

Organization and management: Successful transformation of the nodes requires strong leadership, from the Mayor's office, to align and coordinate the City's activities with the business plan and rally residents, and other stakeholders. Mayor Newsom has appointed Dwayne Jones, formerly the Director of the Mayor's Office of Community Development, to lead this effort. Mr. Jones is building the Mayor's office of Communities of Opportunity to:
- Execute the business plan
- Systematically track results over time
- Convene the community to engage on prioritization and seek feedback
- Make strategic decisions dynamically

The organization of Communities of Opportunity will be the fulcrum of change, coordinating implementation of the COO business plan in partnership with philanthropy and the private sector. Communities of Opportunity will be managed dynamically with data and community feedback. The Mayor will receive a dashboard that reports progress against key metrics, thereby ensuring accountability and enabling course corrections.

Resource requirements: A detailed resources plan has been developed to support the resource allocation process. The plan lays out the initiatives by funding area, identifies the funding allocated to the initiative, the gap to fill and the potential source of funds.

Communities of Opportunity initiatives are estimated to cost $6.2M during the remainder of FY 2006 (through June 30, 2006) with no gap. For FY 2007, initiatives are expected to require $23.0M with a gap of $5.2M. Preliminary estimates for FY 2008 require $43.2M with a gap of $13.5M.

The most critical areas for addressing near term funding gaps are the budget for the Mayor's Office of Communities of Opportunity (MCOO), social capital and job creation. MCOO requires additional monies in order to hire key personnel to coordinate implementation of COO.

One hundred and eighty day priorities: Communities of Opportunity is off to a fast start building on the momentum of the planning phase. There are four priorities for the first one hundred and eighty days, beginning June 1, 2006:
1. Build the Mayor's Office of Communities of Opportunity

2. Implement rapid changes in areas of highest need– safety and jobs
3. Facilitate community building and engagement in Communities of Opportunity
4. Invest in high quality community organizations to support increased performance against strategic priorities

A new future: Communities of Opportunity is a bold effort to reconnect San Francisco's most isolated nodes with the tremendous opportunities and resources of our vibrant city. As the Southeast sector changes, these pilot nodes can be transformed to provide families and children, particularly African-Americans, with the opportunity to stay in their neighborhoods and thrive!

Overview of Communities of Opportunity

Principles underlying Communities of Opportunity

For many, the City of San Francisco is a prosperous and compassionate city. But, there is another side of San Francisco. It is a city, in neighborhoods like those in the southeast sector of the City, of multi-generational poverty, violence, family disintegration, and lack of opportunity.

Mayor Gavin Newsom, his administration, and members of San Francisco's philanthropy community have decided that it is time to change the way the City and philanthropy does business in San Francisco's most disadvantaged neighborhoods. At the beginning of 2005, the Mayor mobilized his leadership team to rethink the way their departments and agencies set goals, coordinated activities, and measured success in improving outcomes for children, families, and communities in these neighborhoods. As a pilot, the Mayor and his team selected four very focused nodes in Bayview Hunters Point and Visitacion Valley. Together they set out to turn these nodes into "Communities of Opportunity".

At its core, Communities of Opportunity is focused on establishing brighter futures for children and better outcomes for their families. Accordingly, Communities of Opportunity is not a new program or funding stream, instead it is:

- *A covenant between the City and the community residents.* A partnership with mutual responsibilities and high expectations for both the City's performance and the residents' own actions to improve their own lives and their communities
- *An umbrella for multi-sector initiatives.* A way to organize, prioritize and evaluate the full range of initiatives required to support change in the nodes to ensure integration and alignment with the strategy for change
- *A mechanism for improved accountability and results.* A single system of measurement of results achieved and information base from which to evaluate the performance of the City, community-based organizations, and residents against their commitments

Communities of Opportunity is built on five bedrock principles:

1. Focus on outcomes for people and the place, not delivering particular services and programs
2. Build the capacity of families, communities and local institutions to realize the benefits of the economic transformation of the surrounding area
3. Direct efforts toward places where people are in greatest need, yet where the scale of change is manageable
4. Create a shared strategic vision with high expectations and accountability among residents, the City, community-based organizations, and philanthropy
5. Manage change dynamically by quantifiable outcomes; expand successful approaches, stop failed ones, and introduce new evidence-based approaches

The primary orientation of effort will be directed at well-defined nodes within the Southeast sector. But, Communities of Opportunities is not focused exclusively on these nodes. There are dynamics at the community, district, city and regional level that impact quality of life for families in these nodes. Accordingly, there is a need for action on both issues within the nodes and those in the surrounding environment.

In addressing the needs of these nodes, Communities of Opportunity will strengthen the entire Southeast sector by:
- Transforming the most troubled parts of the sector and changing broader community dynamics
- Implementing changes to programs and activities that have direct impact on all residents

The pilot nodes

Communities of Opportunity is focused, first and foremost, on places where the obstacles facing children and families are most pronounced and previous failures to meet community need are most visible. To define the priority nodes, the Human Services Agency (HSA) undertook a citywide analysis of children's involvement with City and County systems of care (see sidebar: "Seven Corners" study).

Of these seven street corners identified by the HSA study, the city has decided to pilot Communities of Opportunity in the nodes around the four corners in Bayview Hunters Point and Visitacion Valley. They are centered at Middle Point and West Point; Oakdale and Griffith; Fitzgerald and Griffith; and Sunnydale and Santos.

These communities share several traits that explain their selection:
- Proximity to one another (all are within the 94124 and 94134 ZIP codes)
- Relative geographical isolation from the rest of San Francisco
- Proximity to public housing developments (creating similar sets of challenges and opportunities)
- In neighborhoods with long-standing history of neglect, poverty, and violence

A map of these communities is shown below; in addition, the census tracts[1] surrounding each intersection are shown.

"Seven Corners" study

The HSA study, which came to be known as the "Seven Corners" analysis, assessed three key indicators of risk and crisis for children:
- Child welfare removals: Children and youth that have been removed from their homes into the foster care system due to abuse or neglect
- Children's mental health clients: Children and youth that have accessed city-provided or city-funded mental health services
- Juvenile probation clients: Children and youth that have been referred to the juvenile probation system

HSA mapped participation data from each of these three systems to the city, using each child's home address. When viewed visually, there is a startling concentration of children in one or more of these systems in and around seven street intersections in the city; these became the "Seven Corners" of the title. They are:
- Middle Point and West Point (Bayview Hunters Point)
- Oakdale and Griffith (Bayview Hunters Point)
- Fitzgerald and Griffith (Bayview Hunters Point)
- Sunnydale and Santos (Visitación Valley)
- Connecticut and 25th (Potrero Hill)
- Golden Gate and Laguna (Western Addition)
- Eddy and Jones (Tenderloin)

The study can be accessed online at http://www.dcyf.org/downloads/DCYF-dankelly.pdf.

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[1] Census tracts were used to delineate the focus areas for the Communities of Opportunity pilot and conduct analyses of conditions and services

In addition to the Seven Corners analysis, the nodes were selected because they are historical centers of the African-American community in San Francisco. San Francisco, in the years from 1990-2000, saw an exodus of black residents, reflected by a 45% decrease in the number of black children. Outcomes for African American children who live in San Francisco are worse than those of their non-black peers. Data from the Disproportionality Project[2] indicated that African American children constitute 70% of the children in foster care, though they are only 11% of San Francisco's child population.

An objective of Communities of Opportunity is that it will create opportunities for black families and neighborhoods to live and thrive within San Francisco, stemming the outward migration of the African-American community and establishing better outcomes for families that make these neighborhoods their home.

[2] Available online at http://www.f2f.ca.gov/res/DisprReport.pdf.

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Situation in the Pilot Nodes

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The four pilot nodes suffer from a status quo of isolation, poverty, and violence that contribute to a vicious cycle of negative outcomes for children and families. A deep understanding of this status quo is essential for Communities of Opportunity as it aims to replace that cycle with a virtuous one of opportunity and self-sufficiency.

These four nodes comprise a population of 15,157 (2% of San Francisco) with ~2,600 families with ~5,800 children under 18. This is a small population that is of sufficiently small scale that genuine near-term transformation is possible; though the situation requires immediate change for many of these families, the size of the node presents manageable absolute numbers of children and families for the city, with its resources, to transform outcomes.

Ethnic composition of four neighborhoods
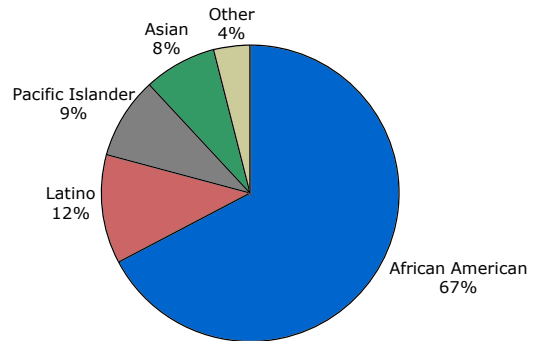
Current conditions

The four pilot nodes for Communities of Opportunity comprise a population that has accumulated disadvantage on many dimensions.

Struggling families
- *Family structure:* 74% of node children live in single-parent households, largely single mothers or with a non-parent relative.
- *Income*: 67% of node families earn less than 185% of the Federal Poverty Line (FPL)[3], compared to 24% city-wide.
- *Employment*: 40% of node residents 16 and older are working compared to the city average of 60%.
- *Educational attainment*: 10% of residents 25 and over have a bachelor's degree, compared to 45% of all city residents.
- *Out-migration*: Anecdotal evidence suggests that stronger families are migrating out of the nodes due to the community conditions and high cost of living in San Francisco.

At-risk children and youth
- *Education:* 10 of 14 node schools[4] have declining state ranking since 2000. 8 of 14 rank in the bottom 20% of the state's demographically similar schools. 3 of 4 local elementary schools have chronic truancy rates near 20%, compared to a citywide average of 3%.
- *Children's health:* 667 (11%) children are currently engaged in children's mental health system
- *Youth*: 70% of African American males and 44 of females from the nodes, at age 17, have at least one referral to the juvenile probation system.

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[3] 185% of FPL was chosen as marker of poverty due to high cost-of-living in SF compared to the country as a whole; it also signifies those children eligible for free or reduced meals in schools
[4] Neighborhood schools are defined as those schools serving neighborhood residents; they may not be physically located in the neighborhoods

Distressed community
- *Public safety*: ~40% of node residents feel unsafe whenever they are alone compared to a 16% city average. Homicides increased from 2000 to 2004 in the SFPD districts that encompass the nodes. In a positive trend, homicides decreased by 31% in 2005. Violence is the # 1 cause of lost life-years in Bayview Hunters Point.
- *Economic development*: No full-size grocery store is readily accessible to the nodes. Conversely, there is a preponderance of corner liquor stores, providing the bulk of on-site retail activity.
- *Housing*: 41% of all housing units in the nodes are subsidized, either as public units or via Section 8 vouchers. Public housing developments received no HOPE VI redevelopment resources and there is a significant gap in funds available for major maintenance upgrades.

Community assets

While the challenges for the community are numerous, there are important assets to build on. These include:
- *Strong cultural identity*: The nodes are strong historical centers of the African-American community in the Bay Area with the potential for strengthening of linkages to the resources and capabilities of Black professionals, former residents and religious institutions
- *History of activism*: There are success stories of community mobilization in favor of important issues that affect the welfare of the residents (e.g., movement to close the Hunters Point Power Plant)
- *Potential of new economic development*: The Southeast sector is undergoing unprecedented investment; presenting opportunities for residents to benefit from job creation, new housing development and increased connectedness with the rest of San Francisco

Current City and CBO services

An examination of the services landscape for these nodes identified:
- The City spends at least $98M in the surrounding zip codes 94124 (Bayview Hunters Point) and 94134 (Visitacion Valley) on services and income support to families
- CBOs and other third parties receive over $30M in City funding annually to serve families and children from these two ZIP codes, 41% of which flows to childcare subsidies
- Services often:
  - Are fragmented, duplicative, and subscale
  - Lack clear accountability for results
  - Neglect neighborhood dynamics (e.g., cultural sensitivity, safety issues)
- In particular, children and youth programs need increased outreach and improved quality

Community Voice

While planning for Communities of Opportunity was ongoing, the Mayor's Office for Community Development (MOCD) surveyed residents in San Francisco's neighborhoods via Project Connect. Project Connect highlighted the services and improvements that community members would most like to see in their neighborhoods. Results are shown in the graph below:

Project Connect:
Highest priorities by neighborhood

Bayview Hunters Point

Priority	Percent
Job placement	87%
Public safety	85%
Childcare	83%
Physical health	80%
Better housing	77%
Tutoring and ed. services	75%
New or better CBOs	74%

Percent of respondents

Visitacion Valley

Priority	Percent
Public safety	85%
Childcare	85%
Immigrant services	81%
Physical health	80%
Better housing	76%
Job placement	75%
Legal services	72%

Percent of respondents

The Project Connect data was useful as a starting point. However, given the targeted definitions of the four pilot nodes (smaller units than Bayview Hunters Point and Visitacion Valley), the Communities of Opportunity planning team sought more direct engagement with community residents. MOCD engaged the National Community Development Institute (NCDI) to facilitate a Community Voices process in each of the four nodes.

This engagement of community members is an integral part of the ongoing management of Communities of Opportunity. The initial set of meetings served as a launching point for engagement. An initial meeting was structured to solicit residents' views on near-term priorities for improvements. A follow up meeting sought feedback from residents on the initiatives developed by the City.

Several themes were emphasized throughout the meetings:
- **High level of skepticism that change will really happen**: Residents commented that they had seen the city talk about community improvement in these neighborhoods before; they are still waiting to see results from those efforts. Again and again, residents highlighted the need for substantive action.
- **Community improvement focused on increased safety and upgrade of physical environment**: The need to address the presence of violence in these communities was palpable. It is seen as a vital prerequisite. Additionally, physical upgrades to the neighborhood and housing were often mentioned (and their connection to a safer environment highlighted).
- **High priority service needs relate to jobs and children and youth programs**: When services were mentioned, jobs were of the highest priority. A specific and explicit distinction was made between jobs and job training; residents want access to more high-quality jobs, not only training that may not result in employment. In addition, residents highlighted the need for increased programs for youth to facilitate positive rather than negative outcomes (e.g., youth employment or educational engagement).
- **City presence in neighborhoods is fleeting, with limited persistent commitment**: The sentiment was expressed that the city comes in "from downtown" to do one-off things, but hasn't made a long-term commitment, indicated by a sustained presence in these

neighborhoods. Residents want to see members of the city (and of the Communities of Opportunity team in particular) out in the neighborhoods working with community members.
- **Communication between the city and the community needs to be more consistent**: Communication was cited as haphazard. To be effective, communication should take advantage of the natural networks that exist to transmit word-of-mouth information.
- **CBO and city agencies are unaccountable to delivering results**: Residents feel that some agencies continue to get money even though they are not delivering results. There was a strong desire to hold agencies accountable for delivering on their promises.

The challenge for Communities of Opportunity

This situation builds on itself to create a situation where a majority of families are fragile and often in-crisis. An examination of the data revealed that, of the ~2,600 families:
- 25% (650) are in chronic crisis
    - Families are experiencing deep crises (e.g., domestic violence, child neglect, victims of violence) and/or in severe economic crisis
    - Families are unable to fulfill their basic needs and strain to stay together as a functioning unit
    - Children and youth have very limited opportunities for educational success and healthy development; often becoming involved in the foster care system and/or the criminal justice system
- 42% (1,100) are fragile
    - Families are on CALWorks or otherwise earn less than 185% of the Federal Poverty Line
    - Families lack the resources to pursue opportunities and/or to remain resilient in the face of roadblocks and struggles
    - Children and youth have limited support systems and are at-risk of disengaging from education and/or getting involved in the criminal justice system
- 33% (850) are stable or self-sufficient
    - Families have incomes greater than 185% FPL and are not in systems of care
    - Families are resilient, able to pursue opportunities and withstand minor and major emergencies
    - Children flourish by accessing high quality educational opportunities and enrichment programs available to proactive families in San Francisco

Any community with such a concentration of fragility would strain to be a true Community of Opportunity. Thus is the challenge presented to all involved with Communities of Opportunity: how to transform these nodes, families, and children from a place of neglect, poverty, and violence to a place where families are self-sufficient, children flourish, and the neighborhood is vibrant and self-sustaining.

Strategy: Intended Impact and Theory of Change

Strategic planning process

During the second half of 2005, Mayor Newsom's senior leadership team developed a strategic framework for Communities of Opportunity that is appropriate to the needs of the nodes and the surrounding context in San Francisco.

The process was data-driven as well as collaborative. The team analyzed available data on the current conditions in the nodes and the state of the services landscape. In addition, they reviewed approaches taken to community revitalization as well as specific initiatives for change from across the country. The team also engaged community residents seeking direction on priorities and feedback on the initiatives proposed by City agencies.

The strategy outlined below has been developed by a Steering Committee of thirteen departmental and agency directors (see list in Appendix 1), who also led inter-departmental teams to develop the specific initiatives required to achieve the Intended Impact.

Vision and Intended Impact

> ***The vision of Communities of Opportunity is to create safe and healthy neighborhoods that provide opportunities for individuals and families to achieve self-sufficiency and for children to realize their dreams.***

The nodes should no longer be centers of accumulated disadvantage, no longer islands of isolation within a prosperous city. They should be centers for families to put down roots and seek a future of opportunity for their children.

The gap between the vision and the current quality of life in the pilot nodes demands fundamental, transformative change. Furthermore, the multidimensionality of challenges in these nodes requires change at multiple levels – individual, family, neighborhood and city.

A schematic of the Communities of Opportunities intended impact is laid out below.
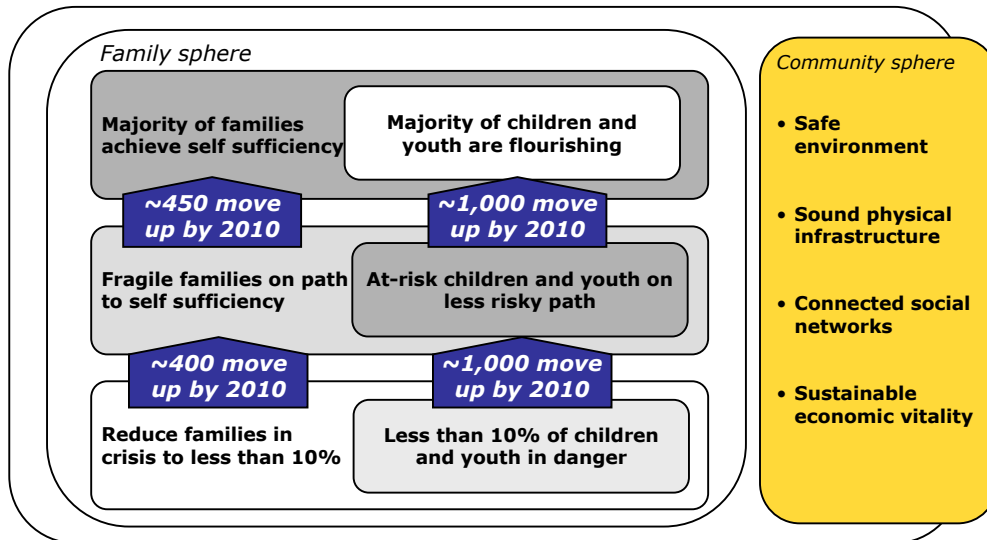
As shown, the goals are split into "family sphere" (people-based) and "community sphere" (place-based).

Family sphere: These goals concentrate on moving families and children up and out of chronic crisis and fragility. The creation of such pathways combined with a growing population of self-sufficient families is the manifestation of true Communities of Opportunity.

> **Stable and Self-Sufficient Families Defined**
>
> Target:
> - Earning >185% of Federal Poverty Line (Note: ultimately, families require ~$65K to be truly self-sufficient in San Francisco)
> - Stable housing costing <30% of income
> - Children and youth flourishing
> - Not engaged with major systems of care or criminal justice system; accessing benefits
>
> **Flourishing Children and Youth Defined**
>
> Target:
> - Meeting educational proficiency levels
> - Above threshold on composite health index (physical, behavioral, safety perception, positive expectations for the future)
> - Engaged in enrichment programs
> - Not involved with major systems of care

Numerically, the goals, when achieved in 2010, will shift the direction of family life in the nodes from one bordering on crisis to one flowing toward self-sufficiency. The stability and self-sufficiency goals call for 450 families and 1,000 children to move up to stability and self-sufficiency, increasing the proportion of the nodes at stability from ~33% to more than 50%. Similarly, the goal is to dramatically reduce families in chronic crisis from ~25% to less than 10%. By 2010, 400 families and 1,000 children will move out of crisis.

Community sphere: These goals focus on creating an effective context for sustained and vibrant community self-sufficiency. Four elements mark the presence of such a community: safe environment, sound physical infrastructure, connected social networks, and sustainable economic vitality. Specific metrics delineating these goals have been created to measure success; they are further explained in a subsequent section.

Theory of Change

The Theory of Change (schematic below) is the central strategic framework for managing Communities of Opportunity. It builds on the bedrock principles; it provides the mechanism for aligning initiatives with the intended impact; and it presents a point of view regarding how the intended impact will be achieved. All initiatives are connected to part of the Theory of Change and each will be assessed against outcome metrics linked directly to it.

Communities of Opportunity Theory of Change

Catalysts

| Safety is established |

| Adults find employment |

| Social networks are strong and institutions support transformation |

| Partnership between City, residents and other stakeholders is established |

| Chronic-crisis families and individuals receive integrated services |

| Children and youth access educational enrichment and employment |

| Physical infrastructure is improved |

| Economic development in the Southeast provides direct benefits |

Interim impact within 24 months

A basis for transformation
- Proof that positive change has happened
- Alignment of purpose among residents, City, CBOs, private sector, and philanthropy
- Growing desire for participation in change

Engines of Transformation

| Families have the motivation, capabilities and resources for stability and self-sufficiency |

| Children and youth have high expectations and are well-supported |

| Marginalized youth and adults engage in positive pathways, breaking the cycle of isolation |

| Community is safe and provides jobs, housing, and services |

| Community social networks and leadership are effective |

Intended impact within 5 years

Neighborhood transformation
- Majority of families become stable or self-sufficient and children flourish
- Less than 10% of families and children are in chronic crisis
- Community sphere supports self-sufficiency for the long term

The Theory of Change is anchored by the belief that to achieve the Intended Impact, five *Engines of Transformation* need to be started. Each Engine is a sustained set of conditions in the nodes that continually operate to support positive transformation. However, the reality in the pilot nodes is non-functional today and the basic conditions for transformation need to be built. *Catalysts* are needed to power up the Engines of Transformation. The Catalysts, achieved within 24 months, will create the *basis for transformation* by providing visible and tangible results in the nodes, aligning stakeholders and resources behind a common purpose, and, most importantly, generating a growing desire for more people and more parties to participate in the change.

Engines of Transformation

Each initiative of Communities of Opportunity will support the creation of the Engines, leveraging the ability of residents, the community, and the city to create lasting change.

1. *Families have the motivation, capabilities and resources for stability and self-sufficiency:* A strong neighborhood is built on stable families who see opportunities for social mobility and contribute to the social fabric of their community.
2. *Children and youth have high expectations and are well-supported:* The most important requirement for families is the desire for a better future for their children. The neighborhood needs to provide opportunities for children to flourish by accessing high quality schools, programs and services, while setting high expectations of future achievement.
3. *Marginalized youth and adults engage in positive pathways, breaking the cycle of isolation:* Marginalized residents, who see very limited opportunity, have a significant impact on the neighborhood. Services, programs and resident efforts are needed to alter
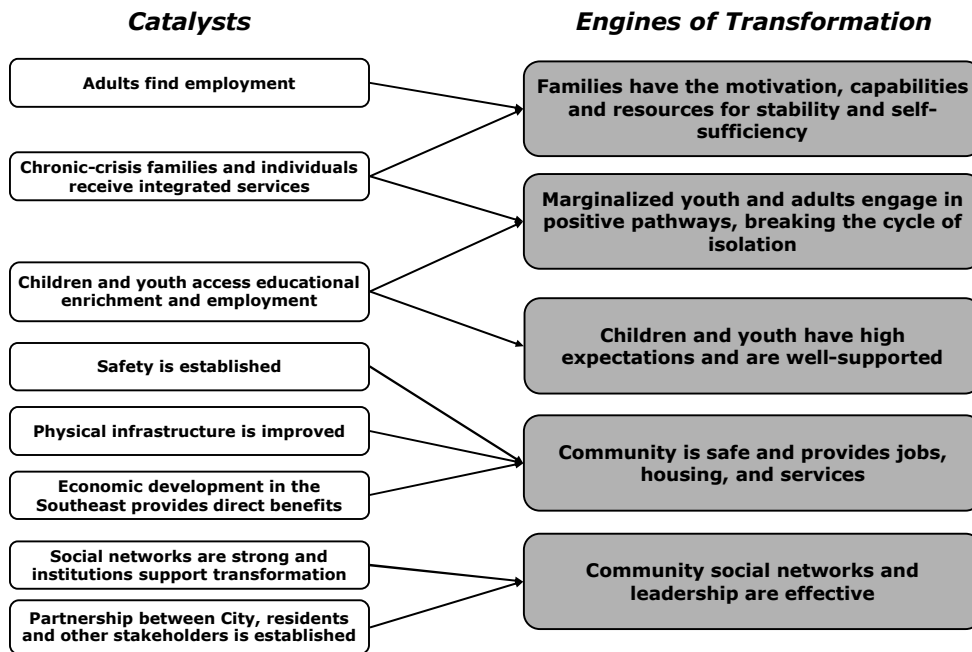
the course of life for these residents to provide opportunities for success and reverse the negative cycles that envelop the entire neighborhood.

4. *Community is safe and provides jobs, housing and services:* For families to commit to long term residence in the nodes, the community needs to provide critical infrastructure, resources and services. This requires action and investment to establish safety, create jobs and business opportunities, develop affordable housing, enable efficient transportation, and provide local commercial corridors to meet everyday needs.

5. *Community social networks and leadership are effective:* The scope of transformation for families and the nodes is large and requires long term commitment of all stakeholders. The nodes themselves need to establish strong social support networks and create new leadership that can organize residents, provide needed services and advocate for the node.

Catalysts

A set of eight Catalytic outcomes will signal progress of Communities of Opportunity toward the engines of transformation and intended impact. They represent the highest priority outcomes over the next 24 months as identified by community residents and the analysis of current community conditions. Each catalyst serves to power one or two Engines of Transformation. Catalysts, including success targets, are detailed in Appendix 2.

Catalysts   **Engines of Transformation**

| Adults find employment |

| Chronic-crisis families and individuals receive integrated services |

| Children and youth access educational enrichment and employment |

| Safety is established |

| Physical infrastructure is improved |

| Economic development in the Southeast provides direct benefits |

| Social networks are strong and institutions support transformation |

| Partnership between City, residents and other stakeholders is established |

Families have the motivation, capabilities and resources for stability and self-sufficiency

Marginalized youth and adults engage in positive pathways, breaking the cycle of isolation

Children and youth have high expectations and are well-supported

Community is safe and provides jobs, housing, and services

Community social networks and leadership are effective

With the implementation, by the end of 2007, of initiatives aligned with the Catalysts, Communities of Opportunity will have demonstrably improved conditions for residents in the nodes and created the basis for transformation through:

1. *Proof that positive change has happened:* The whole community and every family in the communities will be touched directly by Communities of Opportunity-linked initiatives.

2. *Alignment of purpose among residents, City, CBOs, private sector and philanthropy:* While the City will move first, Communities of Opportunity is a partnership among stakeholders. The City will seek continued leadership and involvement from the residents, the nonprofit and private sector. A coalition of foundations has already been closely involved in the planning phase.

3. *Growing desire for participation in change:* Communities of Opportunity will instill a new set of expectations among all stakeholders (children, youth, families, CBOs, City employees and leadership, the private sector, philanthropy and all San Franciscans) that a better future is a realistic option in these nodes and worth a sustained investment of effort.

Starting the Engines of Transformation

The implementation of Communities of Opportunity is focused on starting the Engines of Transformation over the next 24 months via Catalyst initiatives. There is a specific transformation strategy for each engine. The strategy summarizes the progress sought over the next five years and is measured by targets in 2007 and 2010. The implementation plan over the next 24 months will be to achieve the basis for transformation start up the five Engines of Transformation via Catalyst initiatives.

In addition, there are longer term requirements for change to achieve the transformation strategy under each Engine. In some areas, the requirements are in place or a plan is ready. In other areas, further work, often at a city-wide level, is required to fully implement the strategy. There are three large areas where further planning work is needed to meet longer term requirements: Education, Housing and Economic Development. The Communities of Opportunity Program Office, agency directors and appropriate third party agencies will define the action plan for closing the gaps.

In the table below, the plan for each Engine of Transformation is summarized.

Engine	Transformation strategy	Catalyst initiatives (24 months)	Longer term requirements	2007 targets	2010 targets
1. Families have the motivation, capabilities and resources for stability and self-sufficiency	• Families in chronic crisis are stabilized • Adults have incentives to move from CALWorks to work • Adults achieve sustained, living wage employment • Families begin accumulating assets • Families build mutually supportive bonds with other families	• Enhanced job pipeline with direct link to careers and support to retain jobs • Redesigned and effective Southeast One-Stop • Integrated wraparound programs for families in chronic crisis • Aggressive community-based family benefits outreach • Replication of Family Ambassador program	• CALWorks-to-work incentives and benefits alignment • Career ladder to self-sufficiency • Asset accumulation incentives and financial management capability building • Affordable home ownership/secure rental opportunities	• Enroll 300 families in wraparound • 100+ families to exit crisis • 400 residents in new jobs • 400 in Family Ambassadors • Every family visited by outreach worker	• 450 families achieve stability • 500 families exit CALWorks • 300 families exit systems of care
2. Children and youth have high expectations and are well-supported	• Children and parents access evidence-supported early childhood programs/childcare • Children and youth attend high performing schools; parent(s) ensure children come to school ready to learn • Children 6-12 access age-appropriate, year-round after-school programs • Youth 13-18 get employment experience; engage in enriching out-of-school activities (college clubs) • All children/ youth receive quality health care available through public programs	• Realign childcare funding toward evidence-supported programs • Increase capacity of high quality after-school programs in the nodes • Add truancy counselors in elementary schools • Expand youth employment programs • Launch new youth-targeted programs including college clubs	• New strategy for closing the educational achievement gap • New school and educational program options for disengaged youth • Strong neighborhood schools as anchor institutions	• Enroll 700 new 3-5 year olds in high quality childcare • Add 250 6-12 year olds to after-school • Enroll ~450 youth (50-50 boys/girls) in quality youth programs	• 1,000 more children and youth thriving (on Healthy Development Index) • 1,000 more children at grade level (math and reading) • School attendance >95% all ages

Engine	Transformation strategy	Catalyst initiatives (24 months)	Longer term requirements	2007 targets	2010 targets
3. Marginalized youth and adults engage in positive pathways, breaking the cycle of isolation	• Youth engaged in juvenile justice access needed supports and alternatives including employment • Youth disengaged from education get reengaged building skills for work and preparation for higher education • Youth establish positive adult relationships; kept out of situations that lead to "trouble" • Adults exiting incarceration successfully reenter ready to work with access to services • Adults dealing with substance addiction receive treatment and are linked to job pipeline • Repeatedly violent individuals and gang leadership are removed	• Target youth employment for juvenile probation • Replicate Community Response Network (youth outreach/gang prevention) • Launch integrated wraparound for youth in juvenile justice and other systems of care • Aggressively pursue persistent violent individuals	• New education programs (schools and supplemental) focused on disengaged youth • Linkage of substance abuse programs with selected job services • Pathway to work and stability for formerly incarcerated adults • Support for single parents/children with incarcerated parent	• ~250 youth aged 16-19 in youth employment programs. • Enroll 100 youth in wraparound program	• Absolute reduction of 600 children/ youth in systems of care • 35% decline in juvenile crime • Reduction in recidivism – TBD • Reduction in DV cases - TBD
4. Community is safe and provides jobs, housing and services	• Community and law enforcement agencies partner to establish safety • New economic development creates jobs that provide opportunities for residents • Public housing stock is improved without displacement and new affordable housing is accessible to residents • Nodes are well-maintained, clean and green • Services are a readily accessible in the neighborhood	• Pursue multi-pronged safety program • Improve maintenance of public spaces and homes • Incorporate direct benefits (jobs and resources for communities) from economic development projects in the Southeast • Attract new employers to the Southeast (Home Depot) • Open a grocery store in the Southeast • Encourage retail services upgrade around nodes including 3rd St./Leland Ave.	• HOPE VI-type public housing redevelopment without displacement • Affordable housing development with linkage of residents to mitigate against gentrification • Resident linkages to economic development aligning job services with opportunities	• Reduction in violent crime by 25% • New affordable units – TBD • Upgrades to homes – TBD • 10 new local businesses	• Reduction in violent crime – TBD • New affordable units - TBD • Upgrades to homes – TBD • 30 new local businesses

Engine	Transformation strategy	Catalyst initiatives (24 months)	Longer term requirements	2007 targets	2010 targets
5. Community social networks and leadership are effective	• Residents are capable of organizing in significant numbers for self-advocacy and support • Residents take advantage of available services and benefits • Resident leaders are legitimate representatives of the resident and are held accountable • CBO leaders are capable of implementing effective change in the nodes • Residents' mutual expectations are high • New norms of neighborhood behavior are established	• Work with resident associations on community building initiatives • Invest in creating high quality community organizations • Establish an Opportunity Center in each node • Develop a leadership institute to train residents in leadership and organizing skills	• Resident associations capable of self-advocacy, leadership of community initiatives • Sustainable CBOs with evidence-supported models	• Attendance at resident assoc. meetings – 30 • Resident leaders of node CBOs – TBD • Resident survey ratings of node's future - TBD	• Attendance at resident assoc. meetings – 45 • Resident leaders of node CBOs – TBD • Resident survey ratings of node's future - TBD

A bedrock principle of Communities of Opportunity is to *"manage change dynamically by quantifiable outcomes; expand successful approaches, stop failed ones and introduce new evidence-based approaches."* Measurement of outcomes and impact are the tools that will allow Communities of Opportunity to act on this principle and hold people accountable.

It is the nature of the task that some initiatives will succeed in achieving the goals laid out in the Intended Impact and Theory of Change, while others will fail to drive change. Diligent goal-setting and measurement will enable informed selection, design, and prioritization of initiatives as well as their ongoing management and evaluation.

There are two types of Communities of Opportunity performance metrics:
- **Outcome metrics** define the objectives for each element of the Intended Impact and Theory of Change measured by the change in status of children, families, and the community. For example, for children, an outcome metric would be the number of children who meet threshold levels on a composite "healthy development index"
- **Output metrics** define the objectives of each Communities of Opportunity initiative. For example, under a job creation initiative, the output metric is the number of residents placed in jobs

Dynamic monitoring and measurement

Communities of Opportunity will be managed via a dynamic process:
1. *Define target outputs for initiatives*: During the planning of each initiative, initiative owners must define target outputs for each initiative.
2. *Prioritize initiatives*: Communities of Opportunity leadership will assess initiative output targets against the theory of change to prioritize initiatives.
3. *Launch initiatives*: Launch initiatives and begin to generate results.
4. *Measurement and tracking:* Gather data on outputs generated by initiatives. Communicate that information to parties involved in Communities of Opportunity
5. *Initiative evaluation:* Use tracking data to assess initiative performance regularly.
6. *Initiative redesign:* When initiatives are under-performing, evaluate what changes should be made. Can changes be made to improve performance? Should the initiative be stopped and replaced with a new approach? How might successful initiatives be scaled up?

This performance management cycle creates an explicit linkage between strategic decision making on initiatives, implementation and quantitative results. The approach will consistently subject all activities to an impact test and will provide for accountability.

Performance metrics for Engines

The measurement of the Engines of Transformation will focus on two time horizons: 24 months and 5 years. The 24 month measurement will focus in on the Catalysts measuring the success of the initial seven strategic areas both in building the basis for transformation and contributing to the Engines of Transformation. The metrics are summarized in the Engine strategy tables earlier. Detailed targets are presented in Appendix 3.

Dashboard for performance management

The performance-based metrics form the basis for a measurement "dashboard" for tracking Communities of Opportunity progress in each node. It is a critical tool enabling accountability. The dashboard will be regularly updated and presented to the Mayor and published in each node, generating considerable visibility into the efficacy of individual initiatives.

Hunter's Point: Catalyst Dashboard — HYPOTHETICAL

Catalyst	Teams responsible	Outcome metrics	Current (Dec 2006)	Dec 06 target	Dec 07 target
Safety is established	Safety	• **% reduction: violent crime/homicide**	• **5%**	• 15%	• 25%
	Safety	• **% in Bayview/Vis Valley that feel safe**	• **20%**	• 25%	• 40%
Adults find employment	Jobs	• **# of residents in new jobs**	• 20	• 25	• 100
	Jobs	• **Upgraded Southeast One-stop**	• **Yes**	• Yes	• Yes
Children access educational and enrichment programs	Children	• **Inc. 4 yr olds in early literacy/pre-K**	• **85**	• 88	• 176
	Children	• Inc. children 6-12 in quality after-scl.	• 25	• 31	• 62
	Education	• # of new parent leaders	• 3	• 3	• 6
	Education	• **Parent advoc. org. affecting change**	• **Yes**	• Yes	• Yes
Crisis families receive integrated services	Crisis Services	• **# families in crisis service programs**	• **40**	• 38	• 75
Physical and economic environment is improved	Physical	• **Blocks meeting standard based on res. assoc. physical checklist results**	• 36%	• 40% (vs. 33%)	• 50%
	Physical	• New/upgraded playgrounds/parks	• 0	• 0	• 1
	Phy/Housing	• **Housing mold/mildew upgrades**	• **20**	• 50	• 125
	Econ. Dev.	• Grocery store opening	• No	• No	• Yes
	Housing	• HV redevelopment breaks ground	• No	• No	• Yes
Social capital is strong	Social Capital	• **Opportunity Centers completed**	• **1**	• 1	• 1
	Social Capital	• # of newly trained leaders	• 10	• 10	• 15
	Social Capital	• Average attendees at res./parents assoc. meeting per node	• 20	• 20	• 30
Partnership between City, philanthropy and residents established	Strategy Dev	• **Organized com. input from 4 nodes**	• **Yes**	• Yes	• Yes
	Strategy Dev	• Effective COO program office	• Yes	• Yes	• Yes
	Strategy Dev	• Private support for COO		• $XX	• $XX
	Strategy Dev	• % residents who feel the community is moving in right direction	• 35%	• 50%	• 75%

Evaluation and documentation of COO strategy, structure, and implementation

COO will also engage in a formalized evaluation; this is likely to occur as results of implementation become more apparent. The purpose of the evaluation will be to document the initiative as well as capture lessons for the field about both the system change elements of COO as well as the structure and functioning of the public-private partnership.

Mechanism for Managing Communities of Opportunity

Communities of Opportunity has been designed as a mechanism for managing and monitoring the transformation effort in the four pilot nodes (and others in the longer term). The proposed initiatives are the result of significant effort on the part of the City's leadership over the past six months, but they represent only the near term activities in a long term transformation. Communities of Opportunity needs organizing mechanisms that support stakeholders in:

- Building a shared and sustainable strategic vision for the nodes
- Setting goals and aligning the activities of many parties (including city leadership, community members, philanthropic partners, etc.)
- Systematically tracking the results of initiatives and measuring family and community status over time
- Convening the community to engage in their priorities and their feedback
- Making strategic decisions dynamically (accelerating successful initiatives, identifying and ending failed initiatives, and conceptualizing and launching new initiatives to fill gaps)

Organizational approach
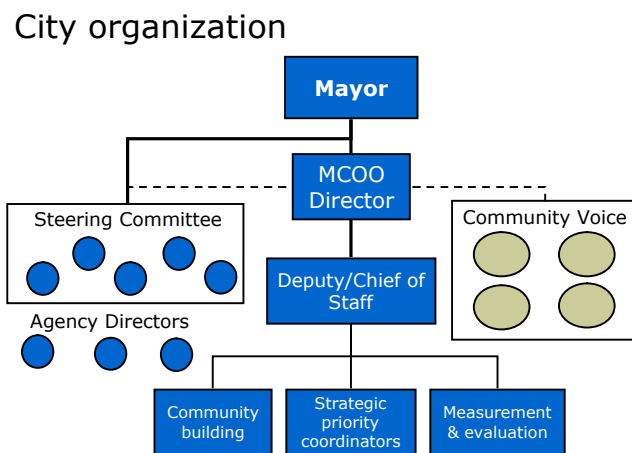The organization of Communities of Opportunity will comprise three important components:
1. Operating organization within the City
2. A public-private partnership
3. Sustainability and accountability mechanisms

1. Operating organization

The city has created a new office to drive implementation of Communities of Opportunity. Dwayne Jones has been appointed the Director and will continue to report directly to the Mayor. The key elements were created to support the planning phase and will continue.

The ultimate responsibility for and leadership of Communities of Opportunity needs to be the Mayor. The Mayor will:
- Champion transformation within the administration
- Provide leadership and moral support for the nodes
- Closely monitor progress ensuring accountability to the plan
- Help to secure required resources from within the City, other levels of government and from philanthropy
- Keep Communities of Opportunity high on the public agenda

Dwayne Jones, the Director of the Mayor's Office of Communities of Opportunity (MCOO) will lead implementation. He will work closely with the Directors of City Departments and other agencies and external groups (residents, coalition of foundations, CBOs, and private sector).

The Director will manage a small office to lay the ground work for the development phase. The role of the MCOO office will include:
- *Community building*: Establish a platform for communications and integrated services to the communities; facilitate community building and engagement in Communities of Opportunity (see 180-day priorities)
- *Strategic priority coordination*: Lead the implementation of priority initiatives, coordinating across the City, with philanthropy and community-based organizations. Initially, the office will seek coordinators for the Safety and Jobs initiatives (see 180-day priorities)
- *Measurement and evaluation*: Monitor and review initiatives; Collaborate with SF Stat and key City agencies to implement a family, child and community metrics tracking system
- *Partnership with foundations*: Build foundation support for the strategic direction of Communities of Opportunity and create and support a public-private partnership through which City and foundation investments can be aligned

The proposed job profiles for key positions in the Mayor's Office for Communities of Opportunity over the first 12-18 months are presented in Appendix 4.

A steering committee of agency directors met several times during the planning phase with individual members assuming responsibility for core elements of Communities of Opportunity. This committee will continue to meet periodically. Inter-departmental teams chartered to design transformation strategies and initiatives for the Engines and Catalysts will be regrouped as needed to assess progress and refine approaches to ensure sustained impact.

A Community Voice mechanism has been established by the City to continually engage residents in the process. This is part of the process of creating a covenant with residents. As stated above, MCOO will continue to invest in community building. In doing so, community residents will have an important voice in the implementation of Communities of Opportunity.

2. Public-private partnership

Communities of Opportunity is a major transformation that requires more than a City-led effort. There is an important role for philanthropy and the private sector to play in its implementation.

The planning phase of Communities of Opportunity was supported by a coalition of Bay-Area foundations. The City will solidify this partnership as an important organizational mechanism for Communities of Opportunity.

The City sees foundations playing several roles:
- Providing expert advice
- Jointly funding critical enabling elements of the strategy, including Mayor's Office of Communities of Opportunity program office, tracking and monitoring, evaluation, communications, and the launch of priority program strategies
- Aligning other funding with the strategy (e.g., wraparound services, education, safety)

- Providing support for Communities of Opportunity priorities in the San Francisco public debate
- Helping identify and raise other philanthropic support

While the exact structure of the public-private partnership is still under development, a concept has been discussed that would create three mechanisms: a Foundation Pooled Fund, an Advisory Board, and a coalition of supporting foundations.

Foundation Pooled Fund

Communities of Opportunity will benefit from a Foundation Pooled Fund of aggregated philanthropic resources to support the strategy. The Fund would be used to support the activities of the Program Office through an single annual proposal with budget from the Program Office. The Fund would remain outside of the City government with pre-agreed terms for grant making. Participation in the Pooled Fund will require a minimum donation of $100K per year with multi-year grants the norm. The group will meet twice each year.

In addition to pooling funds, this funders' group will play a role in:
- Helping align grantmaking, where appropriate, within respective foundations to COO goals
- Promoting joint learning and funding with a larger coalition of foundations to make grants directly to projects in alignment with COO
- Helping solicit major support from other foundations
- Contributing staff expertise as requested from COO

Advisory Board

An Advisory Board composed of public and private representatives would oversee the disbursement of Fund resources and provide advice to the Mayor and program office on the implementation of Communities of Opportunity. The Board would include representatives of the City and representatives of the foundations. Ideally, the Board would have 6-8 members.

The role of this public-private body would be to ensure accountability by:
- Monitoring COO and overseeing its progress
- Reviewing and approving quarterly financial and program progress reports
- Reporting to the larger group of pooled funders

This group would meet 4-6 times a year and would also advise the Mayor and COO Director and help create a private fund development strategy.

Coalition of supporting foundations

A larger coalition of supporting foundations will be established to facilitate alignment of individual funding with COO goals. Pooled Fund members will take the lead in convening this group. It will meet semi-annually to provide a forum for COO leadership and the Mayor's Advisory Board to update coalition foundations on COO progress, allow them to provide input, and discuss alignment of foundation activities with the Communities of Opportunity strategy.

3. Sustainability and accountability mechanism

Long term, it may be valuable for an independent organization to act as an accountability partner to Communities of Opportunity. It would be a lean organization, which serves as a watchdog and an advocate for Communities of Opportunity. Its core functions would include:

- Independent evaluation - assessing whether or not Communities of Opportunity is achieving its stated goals and intended impact
- Connection with the Community Voice Committees to provide an independent assessment of community priorities and views on Communities of Opportunity results
- Input to Communities of Opportunity leadership on programs and policy, supporting the dynamic management of Communities of Opportunity initiatives
- Serve as an advocate for the nodes and for Communities of Opportunity (where appropriate)
- Support of fundraising for community initiatives
- Help with building public awareness of Communities of Opportunities and its results

Ultimately, this accountability partner would play a number of roles that require an unbiased and external viewpoint; and through those roles, it would help to ensure the City, Board and other stakeholders are accountable and responsive to the community.

Resource Requirements

A detailed resources plan has been developed to support the implementation of COO. This resource plan lays out the initiatives by funding area, identifies the funding allocated to the initiative, the gap to fill and the potential source of funds. The Mayor's Office of Communities of Opportunity will continually update the resource plan. The information presented in this plan is as of May 5, 2006.

(Realigning and securing new resources is an ongoing process that has been integrated into the Mayor's budgeting process. The Director of Communities of Opportunity is working with the Mayor's Budget Director and agency Directors to align City resources behind the Communities of Opportunity plan.)

Identified resource needs for programs

Communities of Opportunity initiatives are estimated to cost $6.2M during FY 2006 (through June 30, 2006) with no gap. For FY 2007, initiatives are expected to require $23.0M with a gap of $5.2M. Preliminary estimates for FY 2008 require $43.2M with a gap of $13.5M. The resource estimates exclude capital for redevelopment of the Hunter's View housing development (~$75-100M) and other major new capital projects that would require redevelopment funds. A summary of the resource requirements is presented below under the appropriate general funding category. The detailed resource status is presented in Appendix 5.

A brief definition of terms used in the table below:
- *Total Cost*: Estimated total annual cost to implement initiatives within Funding Area
- *Funding secured as of Jan 2006*: Baseline funding dedicated to initiatives before MCOO Program Office actively began reallocating and acquiring new funds
- *Add'l funding secured since Jan 2006*: Funding that has been secured since the beginning of the calendar year via reallocation and supplemental allocations
- *Potential new funds (city and non-city)*: Sourced potential funding that may be available for specific initiatives; examples include:
  - Section 108 funding for Health Center expansion
  - Proposition 63 funding for wraparound services and school-based Wellness Centers
  - Community Development Block Grants (CDBG) for Opportunity Centers, Freedom Schools, and other initiatives
  - State grants for welfare-to-work incentive programs and for wraparound programs and child welfare reform
- *Gap*: Remainder of cost with as-yet-unidentified source; likely to be filled through philanthropic and/or corporate support (FY08 includes dollars likely to come from public sources)

Communities of Opportunity
Pilot Business Plan

Summary Budget by Funding Area (in $M)

May 5, 2006

Funding Area	Fiscal Year 2007 (June 2006 - July 2007)						Fiscal Year 2008 (June 2007 - July 2008)					
	Total Cost		Funding secured as of Jan 06		Add'l funding secured since Jan 06		Potential new funds (City & Non-City)		Gap		Total Cost		Funding secured as of Jan 06		Add'l funding secured since Jan 06		Potential new funds (City & Non-City)		Gap*

Funding Area	Total Cost	Funding secured as of Jan 06	Add'l funding secured since Jan 06	Potential new funds (City & Non-City)	Gap	Total Cost	Funding secured as of Jan 06	Add'l funding secured since Jan 06	Potential new funds (City & Non-City)	Gap*
COO Office	$ 1.73	$ -	$ 0.87	$ -	$ 0.86	$ 1.55	$ -	$ 0.73	$ -	$ 0.82
Jobs	$ 3.32	$ 1.30	$ 0.40	$ 1.42	$ 0.20	$ 8.62	$ -	$ -	$ 4.02	$ 4.60
Wealth	$ 0.94	$ 0.50	$ -	$ 0.10	$ 0.34	$ 1.01	$ -	$ -	$ 0.60	$ 0.41
Education	$ 0.78	$ -	$ -	$ 0.12	$ 0.66	$ 0.95	$ -	$ -	$ 0.42	$ 0.53
Integrated Crisis Services	$ 5.34	$ 0.14	$ -	$ 4.41	$ 0.80	$ 5.34	$ 0.14	$ -	$ 3.81	$ 1.40
Children's Services	$ 6.58	$ 2.70	$ 3.29	$ 0.08	$ 0.51	$ 11.46	$ 1.20	$ 0.50	$ 6.28	$ 3.48
Safety	$ 0.06	$ -	$ -	$ 0.02	$ 0.04	$ 0.06	$ -	$ -	$ 0.02	$ 0.04
Housing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Economic Development	$ 0.10	$ -	$ -	$ -	$ 0.10	$ 11.10	$ -	$ -	$ 11.00	$ 0.10
Physical Improvements	$ 0.77	$ -	$ -	$ 0.01	$ 0.76	$ 0.76	$ -	$ -	$ -	$ 0.76
Social Capital	$ 3.40	$ 0.02	$ 0.17	$ 2.18	$ 0.94	$ 2.40	$ -	$ -	$ 1.08	$ 1.33
Totals	**$ 23.00**	**$ 4.66**	**$ 4.73**	**$ 8.33**	**$ 5.19**	**$ 43.23**	**$ 1.34**	**$ 1.23**	**$ 27.22**	**$ 13.46**

Funding needed by July to build implementation capacity
Funding needed by October to prepare for and launch high-priority initiatives
*Gap in FY08 includes dollars likely to come from public sources (i.e., supplemental allocations, unidentified state and federal grants, etc.)

Rollout of funding needs

Fiscal year	FY gap	Needed by Jan		Needed by Jul	
		$M	%	$M	%
2007 (Jul 06 - Jun 07)	$ 5.2	$ 3.0	58%	$ 2.2	42%
2008 (Jul 07 - Jun 08)	$ 13.5	$ 8.0	59%	$ 5.5	41%

Planned launch timing for high-priority initiatives

	2006						2007				2008	
	July	August	September	October	November	December	January	July	September	December	July	September
Jobs	Job Fairs		Connection to jobs		CityBuild			City intern (9916) program				
Wealth						Funding Families (FII - SF)	Financial services connection	Benefits Bank				
Education	Freedom Schools		School-year supports to neighborhood schools						After school: College Track			New small schools
Integrated Crisis Services	Multi-Systemic Treatment		SB163 Wraparound									
Children's Services	Teen employment				Health services outreach		Parent University	CBO leadership development				
Safety			Safety-related physical and tech improvements; Community communication and policing				Community response network					
Housing			Hunters View resident engagement								SF HOPE/ Hunters View redevelopment	
Economic Development					Local business creation							Grocery store
Physical Improvements				Weekend trash removal			Quality of life teams					
Social capital				Leadership Summit	Time Banking		Opportunity Center #2	Opportunity Center #3		Opportunity Center #4		

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The rollout strategy for these initiatives defines a continuous rolling launch of initiatives in order to maintain and build momentum for change in the nodes. This serial strategy requires that portions of the funding within each fiscal year be obtained by certain milestones in those years. As shown in the table on the bottom of page 30, by January 2007 ~$3M of the gap will need to be secured to proceed with implementation of high-priority program initiatives. The remainder of the FY07 gap (~$2.2M) will be needed by June 2007. Similarly, in FY08, ~$8M will be needed by January 2008; the remainder, ~$5.5M, is needed by June 2008.

Resource needs for the Mayor's Office for Communities of Opportunity

The MCOO Office is essential to the implementation of this plan. A preliminary budget for the MCOO Office is presented in the table below.

Communities of Opportunity Program Office budget

	Total costs		Funding secured		Gap	
	FY 2007	FY 2008	FY 2007	FY 2008	FY 2007	FY 2008
PERSONNEL						
Director/Deputy Director	$ 311,285	$ 311,285	$ 311,285	$ 311,285	$ -	$ -
Program Analyst	$ 115,000	$ 115,000	$ 115,000	$ 115,000	$ -	$ -
Strategy Coordinators (1 FTE + (2) .5 FTE)	$ 162,500	$ 162,500	$ 81,250	$ 81,250	$ 81,250	$ 81,250
Program Assistant	$ 60,000	$ 60,000	$ -	$ -	$ 60,000	$ 60,000
Communications Manager (.8 FTE) *Start Sept. 2006*	$ 75,000	$ 93,750	$ -	$ -	$ 75,000	$ 93,750
Education program staff (.5 FTE) *Start Jan. 2007*	$ 46,875	$ 93,750	$ -	$ -	$ 46,875	$ 93,750
Early Childhood Engagement staff (.5 FTE) *Start Jan. 2007*	$ 46,875	$ 93,750	$ -	$ -	$ 46,875	$ 93,750
TOTAL Salary & Benefits	$ 817,535	$ 930,035	$ 507,535	$ 507,535	$ 310,000	$ 422,500
Overhead (facilities, HR, IT, other expenses)	$ 90,000	$ 100,000	$ 30,000	$ 40,000	$ 60,000	$ 60,000
TOTAL PERSONNEL	$ 907,535	$ 1,030,035	$ 537,535	$ 547,535	$ 370,000	$ 482,500
PROGRAM						
Ongoing Program Office Activities						
Direct community building expenses	$ 200,000	$ 200,000	$ 80,000	$ 80,000	$ 120,000	$ 120,000
Evaluation and data collection	$ 100,000	$ 100,000	$ -	$ -	$ 100,000	$ 100,000
TA/Conferences/other field research work	$ 40,000	$ 40,000	$ -	$ -	$ 40,000	$ 40,000
Communications, general advertising and outreach	$ 100,000	$ 100,000	$ 100,000	$ 100,000	$ -	$ -
TOTAL Ongoing program office activities	$ 440,000	$ 440,000	$ 180,000	$ 180,000	$ 260,000	$ 260,000
One-time Investments						
Data tracking and measurement system	$ 50,000	$ -	$ 50,000	$ -	$ -	$ -
Workforce Development Consultant	$ 50,000	$ -	$ 50,000	$ -	$ -	$ -
Social Capital Consultant	$ 50,000	$ -	$ 50,000	$ -	$ -	$ -
Education Program Consultant	$ 50,000	$ -	$ -	$ -	$ 50,000	$ -
Early Childhood Engagement Consultant	$ 50,000	$ -	$ -	$ -	$ 50,000	$ -
Communications Consultant	$ 50,000	$ -	$ -	$ -	$ 50,000	$ -
Community Change Agent (4 FTE)	$ 80,000	$ -	$ -	$ -	$ 80,000	$ -
Research and evaluation program design	$ -	$ 75,000	$ -	$ -	$ -	$ 75,000
TOTAL One-time Investments	$ 380,000	$ 75,000	$ 150,000	$ -	$ 230,000	$ 75,000
TOTAL PROGRAM	$ 820,000	$ 515,000	$ 330,000	$ 180,000	$ 490,000	$ 335,000
TOTAL Costs	$ 1,727,535	$ 1,545,035	$ 867,535	$ 727,535	$ 860,000	$ 817,500

The city has secured funding for core positions in MCOO. The gaps that remain for the next 24 months are for critical implementation support.

High priority resource gaps to address

The most critical areas for addressing near term funding gaps are the budget for the Mayor's Office of Communities of Opportunity (MCOO), social capital and job creation. MCOO requires additional monies in order to hire key personnel to coordinate implementation of COO. Some funding has been secured from the City and MCOO will prepare grant requests for foundation support of specific activities.

There are five ways to close the resource gap:
- Use existing departmental resources not yet analyzed
- Apply for state and federal grant funds
- Seek federal and state appropriations
- Partner with foundations for aligned grants and mutual support
- Selectively seek one-time general fund resources

For example, funding for the MCOO Office will likely be though a combination of CDBG funds, general fund resources and contributions from the Foundation Pooled Fund established by the coalition of foundations.

The Mayor's Budget Director and the Director of Communities of Opportunity will work with agency directors to identify the appropriate funding sources and secure the needed resources.

Funding philosophy with defined city and philanthropic roles

Conceptually, the roles that city funding and philanthropic funding will play are distinct. The city will be responsible for the bulk of funding; over the next 24 months, ~75-80% of funds will come through city-sourced avenues. Over time, this percentage will increase, likely to ~90%. In addition, it will assume responsibility for most ongoing programmatic funding, particularly as COO becomes more established within the city.

Philanthropic funding will always be required as a complement to city funding; it will fill gaps, providing crucial support to COO in specific areas. In the near-term, philanthropic funding will serve as a bridge, creating space by supporting city infrastructure for COO to have the staffing it needs to create early success. This function will transfer to the city over time. In the longer-term, philanthropic funding will support core direct service enhancements (i.e., aligned programmatic work) as well as COO knowledge capacity and learning.

Obstacles to Success

Communities of Opportunity is a high risk effort. It follows a long history of efforts that have failed to achieve results. It requires significant change in the way that the City and other stakeholders operate. The business plan has attempted to proactively address risks, however future actions will need to maintain focus on the goals and seek solutions that overcome obstacles as they are presented.

Five important obstacles to success need significant Mayoral and senior administration attention:

1. *Safety*: The Communities of Opportunity strategy places safety as its highest priority area for good reason. If safety cannot be established for families, they will continue to leave the nodes when the opportunity presents itself. Further, the efforts to enhance services and programs will have difficulty overcoming resident fear, not to mention cynicism.

2. *Resident buy-in and emergence of community leadership*: The strategy requires a covenant between the residents and the City to jointly engage in change. Residents are skeptical, have limited leadership capacity and, in many areas, lack neighborhood cohesion. As a result, Communities of Opportunity has prioritized community engagement. The City and philanthropic supporters need to sustain a high degree of engagement with the community and provide the resources to strengthen the capabilities of the nodes.

3. *Prioritization of Communities of Opportunity within the administration*: The administration has many priorities competing for senior attention. Communities of Opportunity will need to be a high priority on a sustained basis to ensure that the change required across the City agencies, in the bureaucracy and among CBOs builds strong roots.

4. *Displacement of residents and gentrification*: The Southeast sector presents the last large opportunity for redevelopment in San Francisco. Several projects have already begun with limited benefit to the nodes. If the planning efforts do not explicitly address the needs of (and provide benefits to) the Communities of Opportunity families and nodes, there is a likelihood that they will be displaced, continuing the out-migration of families from San Francisco.

5. *Educational opportunities:* The status quo in education for children and youth in the nodes cannot be maintained if these neighborhoods are to transform. The City needs to find approaches that can quickly and radically improve the status quo.

Two-year Implementation Overview with One Hundred and Eighty Day Priorities

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Implementation overview

Over the next 24-months, there will be sustained activities in each of the four pilot nodes. Residents will see significant effort on the part of the City to implement a new way of doing business across each of the Catalyst areas introduced above.

The rollout plan for initiatives has been determined based on the priorities expressed by community members in the Community Voices process and are aligned with the strategy. The plan will be managed by the Communities of Opportunity Program Office. They will ensure that initiatives are launched in a timely fashion, initiatives are balanced across the nodes and that promises to the residents are kept.

In order to achieve transformation, the Theory of Change requires a comprehensive effort across the full range of family and node needs. The City will therefore launch many initiatives over the next 24 months to catalyze the transformation.

One Hundred and Eighty Day Priorities

While all initiatives will be important to the success of Communities of Opportunity, four areas have been identified as immediate priorities for the first 180 days, beginning June 1, 2006:

1. *Establish an office to track progress, integrated services outreach and coordinate communications*
2. *Implement rapid changes in highest need areas – Safety and jobs*
3. *Facilitate community building and engagement in Communities of Opportunity*
4. *Invest in high quality community organizations to support increased performance against strategic priorities*

1. Establish an office to track progress, integrated services outreach and coordinate communications

The pilot nodes are among the most isolated in San Francisco. The Community Voice process and research into services show that residents do not access the services and supports made available in San Francisco. Further, the providing agencies (City and CBO) have limited data on community needs and gaps.

Communities of Opportunity brings together the full array of activities and opportunities available in San Francisco. The City alone has already identified a series of initiatives for families and the nodes. Communities of Opportunity needs to establish a platform for managing service delivery and communications in each node.

The Communities of Opportunity Program Office needs to deploy a team within 90 days to coordinate actions. The team needs to:
- Map the community to understand the current status of each family and the node conditions, and create a database for progress tracking
- Establish communications channels via resident associations and others within each node to disseminate information and build linkages between agencies and residents

- Conduct regular door-to-door outreach to enroll residents in needed services and build their trust and demonstrate on-the-ground action
- Complete development of an integrated activity plan for each node that aligns with the rollout of the initiatives proposed by the Communities of Opportunity teams

In addition, the City will open an Opportunity Center, akin to the Alice Griffith Opportunity Center, in each of the other three nodes over the next 18 months.

Dwayne Jones, the Director of the Mayor's Office of Communities of Opportunity, will lead the deployment of the program office to implement this priority of community development.

2. *Implement rapid changes in highest need areas – Safety and jobs*

The community has spoken clearly on their priority needs: safety and jobs. While there are seven catalysts, the City's success will first be measured against safety and jobs. It will be difficult to build momentum without action on these issues.

A range of initiatives have been developed in the business planning process and the City will begin implementation in early 2006 (Safety and Jobs approach summaries are presented below). To achieve success, the City needs to:
- Align key departments behind the initiatives
- Ensure that resources are appropriately allocated to node-specific change
- Enhance CBO capabilities in supporting the strategies through upgraded accountability for results and, possibly, the introduction of new providers (from other parts of the Bay Area or start-ups)
- Engage the community directly in the process

Chief of Police Heather Fong and Mayor's Office of Criminal Justice Acting-Director Allen Nance will assume responsibility for the Safety initiatives. The responsibility for the Jobs initiatives is currently being filled; in addition, MCOO will seek resources to retain project coordinators for these areas.

Establishing Safety in the Pilot Neighborhoods

The communities of the Bayview Hunters Point and Sunnydale consistently state that safety is their highest priority and a pre-condition for positive change. Only 19% (Bayview) to 26% (Ingleside) of residents surveyed in the 2004 City Survey feel safe both day and night versus a city average of 50%. The districts are both high violent crime areas. In several areas, residents report frequent shootings and gang activity. In 2004, there were 52 homicides. In a positive trend, they declined to 36 in 2005 (a 31% reduction).

The City has been implementing new initiatives over the past year to increase safety for residents. An inter-departmental leadership team has been chartered to address safety in the Communities of Opportunity pilot nodes. The effort to dramatically reduce crime and improve resident safety is the top priority. The City has set a goal of establishing safety by 2007, reducing murders and violent crimes in the districts by at least 25% and increase the proportion of residents that feel safe both day and night in each district by 50%.

What issues need to be addressed?
- *A lack of positive educational and employment options for youth, particularly young men*
- *A poorly maintained and unsafe physical environment*
- *High violent crime linked to gangs, turf and "feuds"*
- *Limited data capture to enable analytical problem solving within public safety agencies*
- *A lack of trust and cooperation between the communities and public safety agencies*

How will safety be established?
1. Public safety agencies will build partnerships with community residents and expand resources
   a) Establish a public safety fund for each neighborhood – Joint community-City plan for public safety with resources for priority needs, community insurance policies for victims of violent crime and reward funds for community development if crime is reduced.
   b) Strengthen neighborhood police resources – SFHA and SFPD will increase neighborhood police resources based on the needs of each housing development; officers will be accessible to and build relationships with residents

2. Break the cycle of youth engagement in violence by providing positive pathways
   a) Target programs to at-risk youth – Expand employment and enrichment programs with specific outreach to at-risk youth
   b) Pilot new approach to Juvenile Probation – Evening reporting programs that keep youth off the street at high crime times and engage them in productive evening activities
   c) Introduce Community Response Network – Replicate the successful Mission-based network of CBOs that provide alternatives to youth and take rapid preventive measures to reduce gang-related violence

3. Create a safer physical environment
   a) Improve physical environment - Improve lighting, remove abandoned cars, pick up garbage on weekends, create safe walking corridors with frequent City presence (DPW, SFPD, etc.)
   b) Install safety cameras – Pilot camera deployment at high crime locations with community support
   c) Install traffic calming devices and traffic cameras – Make the streets safer for families day and night
   d) Increase code enforcement - Target unsafe buildings and those used for illegal activities

4. Public safety agencies will engage in a sustained effort to analyze crime patterns and deter criminal activity
   a) Analyze and track crime patterns – Capture and analyze data from across agencies, identify patterns and develop targeted strategies for crime prevention, deterrence and enforcement
   b) Enhance enforcement of criminal and civil violations – Reduce activities that threaten resident safety and lead to a perception of lawlessness by focusing on crimes such as drug dealing, reckless driving and vandalism
   c) Strengthen deterrents of violent behavior – Work with the community and all agencies to proactively deter and prosecute the most violent individuals and gangs

Immediate next steps

The Mayor and his safety team have announced a Violent Reduction Initiative that incorporates most of the recommendations above. Dwayne Jones, Allen Nance, Chief Heather Fong and Chief William Siffermann are preparing implementation plans for roll-out in the Communities of Opportunity nodes as soon as the Initiative is endorsed by the Board of Supervisors.

Creating Jobs in the Pilot Neighborhoods

Bayview-Hunters Point and Sunnydale residents rate Jobs as their number two priority behind only safety. Only 40% of node residents 16 and older are working compared to a city average of 60%; a high proportion are completely out of the workforce. Further, residents lack the educational qualifications required for high employment growth sectors in San Francisco. Only 10% of residents 25 and over have a bachelor's degree, compared to 45% of all city residents. The result is that 67% of node families earn less than 185% of the Federal Poverty Line, compared to 24% city-wide.

The Communities of Opportunity team recognizes that a dramatic change in employment is vital to the achievement of the Intended Impact. Over the next 24 months, COO expects to directly link 400 residents to permanent jobs and lay the groundwork for achievement of employment parity (overall employment) with the rest of the City within 5 years.

How issues need to be addressed?
- *Employment opportunities in the Southeast are limited with pre-existing market for low-skill manufacturing in permanent decline*
- *Significant proportion of non-working residents face personal obstacles to work (no high school diploma, child care access, criminal records, health issues including alcohol or drug dependency) and many lack soft-skills for work-place success*
- *CALWorks and other benefit programs create disincentives to increasing family income*
- *Too few residents are aware of and/or successfully utilize City resources and workforce development programs*

How will residents secure employment?
1. *Establish mechanisms to link community residents with new jobs from Southeast economic development and City-wide*
   a) Job creation within COO initiatives: Explicitly source all job opportunities created through COO initiatives through residents in the nodes
   b) CityBuild: City-wide program that requires resident hiring for City-funded construction projects has set recruiting targets for the COO nodes
   c) CityBuild Academy: Program to train residents in building trades for CityBuild projects will reserve slots for residents of COO nodes
   d) On-the-ground job recruiting: Utilize COO community outreach team to support major employer (City of SF, SF Muni, retailers) and training program recruiting

2. *Provide the required services and incentives to prepare residents for work, job retention and career progression*
   a) Southeast One-Stop redesign and relocation: Replicate successful Mission One-Stop model in the Southeast to dramatically increase capacity and create better orchestration of services available across City agencies
   b) Workforce readiness providers: Require current providers to complete training and certification and encourage highly-effective Bay Area providers to expand in the Southeast
   c) Health services and child care capacity: Improve coordination between workforce development and other agencies to ensure families have access to services (e.g., child care centers, alcohol/drug rehab, Clean Slate) that facilitate employment

3. *Eliminate disincentives for CALWorks/benefit recipients to enter the workforce*
   a) CALWorks waiver: Seek state approval for a demonstration program to modify benefit phase out to enable families to increase income without immediate loss of benefits
   b) Other benefit adjustment: Adjust City benefit programs, particularly child care subsidies, to similarly enable families to increase income without loss of benefits

4. *Leverage economic development in the Southeast for job creation and create incentives for new employment creation*
   a) Direct job training and creation: Each major initiative has or will have a local hiring requirement that incorporates training (e.g., HP Shipyard remediation, Home Depot)
   b) New enterprise programs: MOCD and MOEWD will intensify outreach and provide support for new community enterprises including major new retailers (e.g., grocery store) as well as indigenous small business creation

Immediate next steps
- CityBuild and CityBuild Academy have already launched with outreach resources in the Southeast
- HSA, MOEWD and MCOO are working together to develop a plan of action for the One-Stop redesign
- MCOO is training its community outreach team and actively planning job recruiting campaigns with major employers
- MCOO is preparing to hire a consultant to coordinate the Jobs catalyst initiatives

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Rejuvenating Social Capital in the Pilot Neighborhoods

Bayview-Hunters Point and Sunnydale residents identify a strong cultural identity as a key community asset. The neighborhoods have historically been centers of the African American community within San Francisco. Moreover, activist victories (e.g., the closing of the Hunters Point Power Plant) demonstrate the power of a strong, aligned community. However, much of these neighborhoods' social capital remains latent and underdeveloped which significantly limits the capacity of residents to achieve action for the common good. Local CBOs struggle to find the next generation of leaders. Residents lack places and systems through which they can coordinate community activities and community connectedness. The re-establishment of mutual trust and shared expectations for intervening on behalf of common good in essential to the development of collective efficacy.

The Communities of Opportunity team recognizes that a dramatic increase in social capital and community connectedness is vital to the achievement of the Intended Impact. Over the next 24 months, COO expects to galvanize increased social capital through various initiatives, described below, that will create a growing desire for increased community involvement in Communities of Opportunity initiatives. A well-connected and engaged community is a key plank upon which the Engines of Transformation will run to enable COO to meet its five-year objectives.

What issues need to be addressed?
- *Social capital in the nodes is underdeveloped as community networks are ad-hoc and aren't geared to reinforce goals of employment and self-sufficiency*
- *Anecdotal evidence suggests that families with more assets are migrating out of the nodes, resulting in a loss of community capital*
- *High level of cynicism and disengagement from community meetings as residents are skeptical that city is committed to change and that it will occur*
- *Latent neighborhood leaders and networks remain untapped; next generation of community leaders is developing without much formal support*

How will social capital increase in the nodes?
5. *Create community gathering spaces that serve as the focal point for the community's connection to COO*
   a) Opportunity Centers: Within each node, launch Opportunity Centers that are conveniently located and provide easy access to workforce development services, child care services, public benefits, financial skills building, and other COO-linked services and supports. Opportunity Centers also provide a home base for outreach workers as they continue their efforts to engage residents. Finally, Opportunity Centers will serve as meeting places where members of working families can receive support and organically solidify reemerging social networks
   b) Opportunity Center launch process: Use the process of launching Opportunity Centers to reinvigorate the relationship between the City and the community by hiring locally to do the facilities development and Opportunity Center staffing and by incorporating community thoughts into the design of the space itself
   c) Quarterly community events: Conduct quarterly events that serve as a place for the community to come together and celebrate, with residents intimately involved in planning and execution of events

6. *Establish strong new social networks to connect residents and build community assets*
   a) San Francisco Time Exchange (time bank): Create a formalized system through which residents can contribute their time and skills (e.g., cooking, child care, or transportation) in return for similar services, goods, or incentives aligned with COO's educational and employment-focused goals
   b) Affinity groups: Foster the growth of affinity networks that emerge organically from the community; these networks will provide natural pathways for dissemination of COO activities as well as informal community supports (e.g., Jack and Jill, Boy Scouts, senior groups)

7. *Develop the current & next generation of community leaders, enabling the community's voice to be well-represented*
   a) Leadership Institute: Create a leadership development program for approximately 40 residents (10 from each node) that consist of a leadership retreat and ongoing leadership development. Resident leaders may then form part of COO's ongoing governance board

Immediate next steps
- MOCD work with the Center for Working Families (Casey Foundation) to adapt implementation model for Opportunity Centers
- MOCD and MCOO work with The National Economic Development & Law Center to design and launch the San Francisco Time Exchange
- MCOO, in collaboration with other city departments, continues planning process for three additional Opportunity Centers (similar to the already-open Alice Griffith Opportunity Center)
- MOCD and MCOO develop and launch Leadership Institute

3. Facilitate community building and engagement in Communities of Opportunity

Communities of Opportunity is intended to be a covenant between the City and residents. There is much work to be done to prepare both the City and each node to meet their commitments to change. The nodes are in different stages of readiness for active participation in Communities of Opportunity, but all require significant community building.

The goal is to create broad-based resident associations and organizations that have the capability to:
- Set goals and priorities for the node as a whole
- Create new norms and expectations for the node
- Hold the City and residents accountable to the covenant
- Advocate on behalf of the node

The Mayor's Office of Community Development has begun the process of community building over the past year. Their efforts have been effective and need to be broadened to encompass all four nodes. The core elements of the community building process involve:
- Demonstrating serious commitment on the City's part through regular engagement (acting, not just speaking) of senior leadership
- Working with resident associations to establish legitimacy with the community (possibly through an election process), strengthen their membership and spawn new organizations, where appropriate (e.g., youth or parent associations)
- Setting clear expectations of individual accountability for commitments (both the City and residents)
- Conducting regular community meetings to identify needs, set priorities and agree on commitments to action (both the City and the residents)
- Working jointly with associations and community groups on the agreed priority initiatives

The Director of Communities of Opportunity will assume overall responsibility for this strategic priority. He will manage a team of Community Builders ready, willing and able to engage deeply in each node. In addition, senior leadership of the City will commit time to the community on a regular basis. One element of community building, the social capital strategy, is presented in detail on the previous page.

4. Invest in high quality community organizations to support increased performance against strategic priorities

Community institutions and organizations are an important part of the node and will be vital to transformation. Today, the community infrastructure in the nodes is weak. Overall, there is a shortage of CBO capacity. Some CBOs are small and sub-scale, some have not demonstrated the ability to achieve results.

The nodes require organizations with the following characteristics:
- Strong leadership team with deep commitment to the community and high degree of personal integrity
- Clearly stated strategy for impact in the node with linkage to outcome targets
- Implementation of evidence-based program models and continuously incorporating learning from the field
- Commitment to employ and seek input from node residents

- Willingness to partner with other CBOs and city-wide or national programs to maximize effectiveness
- Efficient operations and well-managed finances

The emergence of strong organizations is not going to happen overnight and will require efforts from organizations themselves, the City, philanthropy and other organizations within San Francisco and beyond. Several City departments have begun to retool their grant-making processes to enable a greater focus on outcome targets and support for higher quality organizations. The core elements of investing in high quality community institutions include:

- Retool and align RFP requirements across the major grant-making agencies to set higher standards and increase focus on accountability
- Increase inter-departmental information sharing on and joint governance of organizations to ensure one City voice
- Require all organizations to define their strategy for impact and implementation plan to align programs with evidence-based models over the next 24 months
- Encourage partnerships between existing organizations and regional or national best practice providers (where required, support replication of programs by regional or national providers)
- Align City's priorities with the philanthropic community and seek support for organizational capacity building as well as the introduction of new programs

The Communities of Opportunity Director will coordinate an inter-departmental team to implement changes within the City. The team will also engage foundations to align their plans.

Appendix 1
Communities of Opportunity Steering Committee

Name	Title	Agency
Dwayne Jones	Director	Mayor's Office of Communities of Opportunity
Fred Blackwell	Director	Mayor's Office of Community Development
Jesse Blout	Director	Mayor's Office of Economic and Workforce Development
Margaret Brodkin	Director	Department of Children, Youth, and Their Families
Heather Fong	Chief of Police	San Francisco Police Department
Gregg Fortner	Executive Director	San Francisco Housing Authority
Matt Franklin	Director	Mayor's Office of Housing
Barbara Garcia	Deputy Director of Health	Department of Public Health
Hydra Mendoza	Education Advisor	Mayor's Office
Allen Nance	Director	Mayor's Office of Criminal Justice
Julian Potter	Director	Mayor's Office of Policy
Trent Rhorer	Director	Human Services Agency
William Siffermann	Chief Juvenile Probation Officer	Juvenile Probation Department

Appendix 2
Catalyst strategy and initiative overview

Catalyst	Strategy overview	Realigned Activities	New Initiatives	2007 targets
1. Safety is established	• Build safety partnerships within the community and with public safety • Break the cycle of youth engagement in violence by providing positive alternatives (see catalyst 5b) • Actively eliminate physical spaces that are conducive to crime • Upgrade law enforcement data systems and data-driven enforcement and deterrent capabilities	• Expand employment and education programs focused on at-risk/adjudicated youth • Pilot new Juvenile Probation evening reporting program • Conduct safety upgrade of physical environment (e.g., lighting) • Strengthen enforcement on full range of violations to eliminate criminal activity havens • Improve community policing teams	• Invest to improve data capture and analysis; redesign Operation Cease Fire • Create neighborhood-based safety fund and partnership with community outreach team • Replicate Community Response Network from Mission • Install safety cameras in high crime locations	• 25% reduction in violent crimes and homicides in each of the neighborhoods • 50% increase in proportion of residents that feel safe both day and night
2. Adults find employment	• Establish mechanisms to link community residents with new jobs from Southeast economic development and City-wide • Provide the required services and incentives to prepare residents for work, job retention and career progression • Eliminate disincentives for CALWorks/benefit recipients to enter the workforce	• Conduct monthly job and training program outreach fairs (City of SF careers, SF WORKS programs, City College, CityBuild) • Improve job development pipeline service provider via training and capacity development • Expand and relocate Southeast One-Stop based on the Mission model (or similar)	• Explicit commitments to community hiring in Southeast economic development projects • Link resident benefits programs and activities to job training and search participation • Introduce new workforce development CBOs and programs • City Build Academy – Trades-focused training and linkage to jobs • CALWorks transition to work incentive program	• By the end of 2006, 100 residents in new jobs. 400 by end of 2007

Catalyst	Strategy overview	Realigned Activities	New Initiatives	2007 targets
3. Resident social networks are strong and institutions support transformation	• Strengthen the bonds between residents encouraging mutual assistance • Revitalize resident participation in neighborhood improvement • Increase capacity and capabilities of leaders and associations • Create anchor institutions to support community life	• Support resident associations by working collaboratively on community building initiatives • Strengthen CBO capacity through coordination of city agency funding and training	• Train an outreach team of 8-10 residents per node to drive COO initiative implementation/ door-to-door outreach • Promote resident service exchange and mutual reliance through time banking program • Establish an Opportunity Center in each neighborhood • Replicate Family Ambassador program to improve program outreach	• 4 Opportunity Centers (2 by end of 2006) • Increase in attendance at resident and parent association meeting to 30 (from ~15) • 200 families actively using time banking system • 400 families will be reached by Family Ambassadors
4. Partnership between City, residents and other stakeholders established	• Demonstrate the City's ability to coordinate activities, work with residents and deliver results in the neighborhoods • Create channels through which the community can communicate with the City and COO • Create mechanisms that align public and private activities	• Continue Community Voices program with regular community meetings with COO and City leaders • Invest in high quality community organizations • Coordinate City and foundation funding to build 1-2 anchor institutions in each neighborhood	• Work with foundations and corporations to create an aligned public-private partnership • Facilitate volunteerism, particular among African-American organizations and associations	• TBD

5. Chronic-crisis families and individuals receive integrated services	• Utilize evidence-supported family-centered, strength-based planning process to design individualized and integrated services for children and families
	• Increase flexibility and coordination of service provision
	• Seek out solutions that enable family reunification and transition to long-term stability by building capabilities and assets
		• Enhanced tracking and coordination of families and children across systems of care
		• Provide early identification and response through Differential Response (to child abuse reports), Promoting Safe and Stable Families programs
			• Introduce wraparound programs targeted at major need groups:
			  o Multi-Systemic Treatment Pilot Project (focused on juvenile offenders)
			  o Full Service Partnerships (focused on mental health clients)
			  o SB163 Wraparound services (focused on child welfare clients)
				• Enroll 300 families by end of 2007
				• 100+ families to exit crisis via these programs by end of 2007

Catalyst	Strategy overview	Realigned Activities	New Initiatives	2007 targets
6. a) Children and youth access educational enrichment and employment programs - **Child-focused initiatives**	• Maximize participation in evidence-supported Early Childhood and after-school programs • Ensure children attend school and come ready to learn through parent education • Ensure children are accessing health resources • Improve integration of education and wraparound programs	• Strengthen center-based childcare offering and conduct on-the-ground outreach to families • Increase capacity of high quality after-school programs and conduct outreach to maximize enrollment • Expand the Southeast Health Center and School-based wellness centers	• Partner with principals at local elementary and middle schools to reduce truancy, improve school readiness and better integrate wraparound programs (e.g., after-school) • Introduce community shuttles to enable children and parents to safely attend programs • Launch early literacy initiative	• Reach 700 children aged 3-5 by the end of 2007 • 250 children aged 6-12 by the end of 2007
(b) Children and youth access educational enrichment and employment programs - **Youth-focused initiatives**	• Create positive pathways for at-risk youth through enrichment, educational and social programs • Create positive peer and adult relationship • Assist youth to re-engage with education, develop work experience and jobs skills • Keep youth out of situations that may lead to "anti-social" behavior	• Realign after-school programming (sports, arts, social, educational) for 10-16 year olds to increase relevance, sustain engagement • Expand capacity of teen employment programs with focus on at-risk and adjudicated youth (e.g, Conservation Corps, Youth-Build, Rubicon) • Expand college-focused clubs and programs (e.g., Omega Boys Club, AVID)	• Create a youth leadership development program for young adults to develop the next generation of youth leadership • Pilot new Juvenile Probation evening reporting program • Create new high school program options for students in the Southeast	• Serve ~450 youth (50-50 boys/girls) age 10-14 • ~250 youth aged 16-19 in youth employment programs. • 20 leaders, 5 per neighborhood, will complete leadership development
7. Physical infrastructure is improved	• Provide spaces for family leisure activities and foster a greater public safety • Improve home maintenance • Increase neighborhood pride and respect for the physical space • Create opportunities for youth employment and community-wide projects	• Improve communications with residents on SFHA maintenance programs • Utilize greening and community development resources to "green" neighborhoods • Close Hunter's Point power plant and remediate site for public use • Utilize Healthy Homes resources for mildew and mold remediation	• Improve lighting • Create Quality of Life team to identify needs; work with City agencies to improve public space maintenance • Organize home repair and clean-up volunteer days (partner with private sector) • Introduce weekend public garbage removal	• 25% improvement in City Survey results for public spaces • 200 homes are improved

Catalyst	Strategy overview	Realigned Activities	New Initiatives	2007 targets
8. Economic development in the Southeast provides direct benefits	• Incorporate community voice from COO neighborhoods into economic development planning • Align investments in resident workforce development with planned economic development projects • Ensure explicit commitments to resident employment, new affordable housing and public use facilities and space in new projects	• Seek COO neighborhood input into Hunters Point Shipyard community fund development • Support families to qualify for new affordable housing units in the Southeast	• Seek mechanisms to combine economic development projects with redevelopment of public housing (with displacement prevention measures) • Incorporate resident job training and recruiting programs into existing and new economic development initiatives • Provide incentives for development of affordable housing , retail and public spaces, • Create new sector employment zones for home improvement and GreenTech	TBD

<u>**Appendix 3**</u>
Detailed Engine and Catalyst targets – 24 months and 5 years

Specific targets for Engines and Catalysts have been developed to measure initiative performance. They are detailed below.

24 month targets for each Engine based on Catalysts

	Engine	Catalysts	Metric	2006	2007
1	Families have the motivation, capabilities and resources for stability and self-sufficiency	Adults find employment	• # of residents in new jobs • Upgraded Southeast One-stop • Housing mold/mildew upgrades	• 100 • Yes • 200	• 400 • Yes • 500
2	Children and youth have high expectations and are well-supported	Children and youth access educational and enrichment programs	• Inc. children 6-12 in quality after-scl. • Inc. 4 yr olds in early literacy/pre-K • # of new parent leaders • Parent advoc. org. effecting change	• 125 • 350 • 10 • 4	• 250 • 700 • 20 • 4
3	Marginalized youth and adults engage in positive pathways, breaking the cycle of isolation	Chronic-crisis families receive integrated services	• # families in crisis service programs	• 150 (vs. 75)	• 300
4	Community is safe and provides jobs, housing, and services	Safety is established	• % reduction: violent crime/homicide • % in Bayview/Vis Valley that feel safe	• 15% • 25% (vs 20%)	• 25% • 30%
		Physical and economic infrastructure is improved	• Blocks meeting quality standards • New/upgraded playgrounds/parks • Grocery store opening • HV redevelopment breaks ground	• TBD • 1	• TBD • 4 • Yes • Yes
5	Community social networks and leadership are effective	Partnership between City, residents, and other stakeholders is established	• Effective COO program office • Private support for COO • % residents who feel the community is moving in right direction	• Yes • $xxx • 50%	• Yes • $xxx • 75%
		Social networks are strong and institutions support transformation	• Opportunity Centers completed • # of newly trained leaders • Average attendees at res. assoc. meeting	• 2 (vs. 1) • 40 • 20 (vs. 15)	• 4 • 60 • 30

5 year targets for each Engine

	Engine	Outcome metrics	2007 est.	2010 target	2010 Penetration
1	Families have the motivation, capabilities and resources for stability and self-sufficiency	• # of families move up/earn >200% FPL • # of families developing savings >$10K • # of families in stable housing • # of families exiting CALWorks • # of families exiting family crisis	• 150 • 50 • TBD • 100 • 100	• 450 • 450 • 450 • 500 • 200	• 40% of fragile • 40% of fragile • 40% of fragile • 50% of CALWorks • 60% of family crisis
2	Children and youth have high expectations and are well-supported	• Over threshold on healthy development index • Attending school >95% • At grade level - math and reading • # of children exiting crisis systems	• 250 more • 250 more • 250 more • 250	• 1000 more • 1000 more • 1000 more • 600	• 45% of fragile • 45% of fragile • 45% of fragile • 60% of family crisis
3	Marginalized youth and adults engage in positive pathways, breaking the cycle of isolation	• % reduction in juvenile crimes • % reduction in emergency admissions for overdoses • % reduction in recidivism • % reduction in DV cases	• 25% • TBD • TBD • TBD	• 35% • TBD • TBD • TBD	
4	Community is safe and provides jobs, housing, and services	• % reduction in violent crime • % Blocks meeting physical quality "standard" • New affordable housing units • New local job creation • New local businesses	• *25%* • *TBD* • 260 • 100 • 10	• TBD • TBD • 775 • 300 • 30	 • 25% of non-subsid. • 20% increase
5	Community social networks and leadership are effective	• Ave. attendees at res./ parent association meetings per node • # of residents in CBO leadership roles	• *30* • TBD	• 45 • TBD	• 200% increase

Appendix 4
Short term Mayor's Office for Communities of Opportunity Staffing Requirements

Position	Core responsibilities	Short-term source of funding
Director	- Champion and leader of COO within the City and externally, particularly with the communities - Set priorities for implementation and secure needed resources - Ensure COO principles are embedded in all City activities in the neighborhoods - Provide leadership on innovation within the City - Manage the Public-Private Partnership - Work with CBO leadership to strengthen capacity - Build a national network of support for COO and bring innovators to the neighborhood - Track results and report progress to the Mayor	Internal City resources
Deputy Director/Chief of Staff	- Own/update the COO strategy and implementation plans - Coordinate implementation of COO across City - Manage the Community Voice process - Manage MCOO involvement in the City budget process; support the Public-Private Partnership mutual fund and manage fund raising for specific initiatives - Coordinate the activities of consultants and temporary coordinators of major initiatives - Lead the development of data tracking and ongoing results monitoring - Manage the day-to-day operations of MCOO	Will require a mix of City and Public-Private Partnership resources
Program Analyst	- Provide analytical and logistical support the MCOO leadership - Conduct budget analysis for programs - Support grant-writing and external communications - Develop and manage data tracking system - Coordinate preparations for community meetings, briefings with key constituents	Part-time resources from MOCD in the short term
Community Outreach Coordinator	- Manage all aspects of the community outreach process - Train and manage a team of youth community leaders/ outreach worker from each neighborhood - Work with City departments to implement monthly outreach programs for key services - Lead capacity building efforts with resident and parent associations in each neighborhood	Seek short-term funding externally
Program Assistant	Provide administrative support to the MCOO team	
Strategy coordinators (1) - *Neighborhood safety strategy coordinator (2 days/week)*	The coordinator will work with the Safety team (H. Fong, A. Nance, W. Siffermann, K. Harris, M. Nuru, Bayview and Ingleside Police Captains) and community safety groups to implement all aspects of the Safety strategy including the Mayor's newly announced Violence Prevention program	Seek internal resource within the City
Strategy coordinators (2) - *Jobs strategy coordinator (2 days/week)*	The Coordinator will work with the Jobs team (D. Jones, J. Blout, T. Rhorer or J. Buick, P. McGuire, W. Dixon) to further detail and implement the Jobs strategy	Seek funding externally

Appendix 5
Communities of Opportunity Resource Plan status report at May 5, 2006

Detailed Budget by Funding Area and Initiative
May 5, 2006

Initiative	Funding Area	Fiscal Year 2007 (June 2006 - July 2007)					Fiscal Year 2008 (June 2007 - July 2008)				
		Total Cost	Funding secured as of Jan 06	Add'l funding secured since Jan 06	Potential new funds (City & Non-City)	Gap	Total Cost	Funding secured as of Jan 06	Add'l funding secured since Jan 06	Potential new funds (City & Non-City)	Gap
Early Literacy Initiative	Children's Services	$ 0.30	$ -	$ 0.30	$ -	$ -	$ 0.30	$ -	$ 0.30	$ -	$ -
Afterschool for All	Children's Services	$ 1.55	$ 1.20	$ -	$ -	$ 0.35	$ 1.55	$ 1.20	$ -	$ -	$ 0.35
Childcare/Pre-K quality improvement	Children's Services	$ 0.28	$ -	$ 0.20	$ -	$ 0.08	$ 0.28	$ -	$ 0.20	$ -	$ 0.08
Family Ambassadors	Children's Services	$ 0.29	$ -	$ 0.20	$ -	$ 0.09	$ 0.29	$ -	$ -	$ 0.20	$ 0.09
Truancy Reduction	Children's Services	$ 0.50	$ -	$ 0.20	$ -	$ 0.30	$ 0.50	$ -	$ -	$ -	$ 0.50
Wellness expansion	Children's Services	$ 0.50	$ -	$ 0.80	$ 0.08	$ (0.38)	$ 0.50	$ -	$ -	$ 0.08	$ 0.42
Expansion of SE Health Center	Children's Services	$ -	$ -	$ -	$ -	$ -	$ 4.50	$ -	$ -	$ 4.50	$ -
Health services outreach	Children's Services	$ 0.03	$ -	$ -	$ -	$ 0.03	$ 0.05	$ -	$ -	$ -	$ 0.05
SafeStart	Children's Services	$ 1.50	$ 1.50	$ -	$ -	$ -	$ 1.50	$ -	$ -	$ 1.50	$ -
JPD Pilot	Children's Services	$ 0.29	$ -	$ 0.29	$ -	$ -	$ 0.29	$ -	$ -	$ -	$ 0.29
Teen employment program strengthening	Children's Services	$ 1.30	$ -	$ 1.30	$ -	$ -	$ 1.60	$ -	$ -	$ -	$ 1.60
CBO & community leadership development	Children's Services	$ 0.05	$ -	$ -	$ -	$ 0.05	$ 0.10	$ -	$ -	$ -	$ 0.10
Multi-Systemic Treatment	Crisis Services	$ 1.20	$ -	$ -	$ 1.20	$ -	$ 1.20	$ -	$ -	$ 0.60	$ 0.60
Full Service Partnership	Crisis Services	$ 0.60	$ -	$ -	$ 0.60	$ -	$ 0.60	$ -	$ -	$ 0.60	$ -
SB163 Wraparound	Crisis Services	$ 2.00	$ -	$ -	$ 1.40	$ 0.60	$ 2.00	$ -	$ -	$ 1.40	$ 0.60
Differential response	Crisis Services	$ 0.41	$ -	$ -	$ 0.41	$ -	$ 0.41	$ -	$ -	$ 0.41	$ -
PSSF - Team Decision Making	Crisis Services	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
PSSF - Enhanced Visitation	Crisis Services	$ 0.14	$ 0.14	$ -	$ -	$ -	$ 0.14	$ 0.14	$ -	$ -	$ -
Community response network	Crisis Services	$ 0.80	$ -	$ -	$ 0.80	$ -	$ 0.80	$ -	$ -	$ 0.80	$ -
Critical incident response	Crisis Services	$ 0.20	$ -	$ -	$ -	$ 0.20	$ 0.20	$ -	$ -	$ -	$ 0.20
Liquor store revamp	Economic Development	$ 0.10	$ -	$ -	$ -	$ 0.10	$ 0.10	$ -	$ -	$ -	$ 0.10
Local business creation	Economic Development	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Grocery store	Economic Development	$ -	$ -	$ -	$ -	$ -	$ 11.00	$ -	$ -	$ 11.00	$ -
Anchor employers	Economic Development	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Link to revitalization of 3rd St. and Leland Ave.	Economic Development	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Link to HP Shipyards and other development	Economic Development	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Parent leadership development	Education	$ 0.15	$ -	$ -	$ -	$ 0.15	$ 0.15	$ -	$ -	$ -	$ 0.15
Parent University	Education	$ 0.30	$ -	$ -	$ -	$ 0.30	$ 0.30	$ -	$ -	$ 0.30	$ -
College clubs	Education	$ 0.10	$ -	$ -	$ -	$ 0.10	$ 0.20	$ -	$ -	$ -	$ 0.20
Freedom Schools	Education	$ 0.23	$ -	$ -	$ 0.12	$ 0.11	$ 0.30	$ -	$ -	$ 0.12	$ 0.18

Detailed Budget by Funding Area and Initiative
May 5, 2006

Initiative	Funding Area	Fiscal Year 2007 (June 2006 - July 2007)					Fiscal Year 2008 (June 2007 - July 2008)				
		Total Cost	Funding secured as of Jan 06	Add'l funding secured since Jan 06	Potential new funds (City & Non-City)	Gap	Total Cost	Funding secured as of Jan 06	Add'l funding secured since Jan 06	Potential new funds (City & Non-City)	Gap
Healthy Homes	Housing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Affordable housing counseling	Housing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Affordable housing development	Housing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Hunters View redevelopment	Housing	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
One stop operating	Jobs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CityBuild Academy	Jobs	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
CityBuild	Jobs	$ 1.30	$ 1.30	$ -	$ -	$ -	$ 1.30	$ -	$ -	$ 1.30	$ -
Job Fairs	Jobs	$ 0.04	$ -	$ -	$ 0.04	$ -	$ 0.04	$ -	$ -	$ 0.04	$ -
Sector specific training	Jobs	$ 0.50	$ -	$ 0.40	$ -	$ 0.10	$ 0.50	$ -	$ -	$ -	$ 0.50
Pipeline development	Jobs	$ 0.08	$ -	$ -	$ 0.08	$ -	$ 0.08	$ -	$ -	$ 0.08	$ -
Welfare incentives	Jobs	$ 1.30	$ -	$ -	$ 1.30	$ -	$ 2.60	$ -	$ -	$ 2.60	$ -
Individuals in recovery	Jobs	$ 0.10	$ -	$ -	$ -	$ 0.10	$ 0.10	$ -	$ -	$ -	$ 0.10
One stop reloaction	Jobs	$ -	$ -	$ -	$ -	$ -	$ 4.00	$ -	$ -	$ -	$ 4.00
Quality of life teams	Physical Improvements	$ 0.28	$ -	$ -	$ -	$ 0.28	$ 0.28	$ -	$ -	$ -	$ 0.28
Greening/tree planting	Physical Improvements	$ 0.24	$ -	$ -	$ -	$ 0.24	$ 0.24	$ -	$ -	$ -	$ 0.24
Weekend trash removal	Physical Improvements	$ 0.24	$ -	$ -	$ -	$ 0.24	$ 0.24	$ -	$ -	$ -	$ 0.24
Lighting	Physical Improvements	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
HP Power Plant closure celebration	Physical Improvements	$ 0.01	$ -	$ -	$ 0.01	$ -	$ -	$ -	$ -	$ -	$ -
Community communication	Safety	$ 0.02	$ -	$ -	$ 0.02	$ 0.00	$ 0.02	$ -	$ -	$ 0.02	$ 0.00
Community policing	Safety	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Beat health/criminal and civil enforcement	Safety	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Operation Ceasefire	Safety	$ 0.04	$ -	$ -	$ -	$ 0.04	$ 0.04	$ -	$ -	$ -	$ 0.04
Safe physical environment	Safety	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Safety cameras	Safety	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Leadership institute	Social Capital	$ 0.10	$ 0.02	$ -	$ -	$ 0.08	$ 0.10	$ -	$ -	$ -	$ 0.10
Association development	Social Capital	$ 0.12	$ -	$ 0.12	$ -	$ -	$ 0.12	$ -	$ -	$ -	$ 0.12
Services outreach	Social Capital	$ 0.20	$ -	$ 0.05	$ -	$ 0.15	$ 0.20	$ -	$ -	$ -	$ 0.20
Time banking	Social Capital	$ 0.50	$ -	$ -	$ 0.10	$ 0.30	$ 0.50	$ -	$ -	$ -	$ 0.50
Quarterly community events	Social Capital	$ 0.02	$ -	$ -	$ -	$ 0.02	$ 0.02	$ -	$ -	$ -	$ 0.02
Social club/faith-based membership drives	Social Capital	$ 0.06	$ -	$ -	$ -	$ 0.06	$ 0.06	$ -	$ -	$ -	$ 0.06
CBO capacity building	Social Capital	$ 0.40	$ -	$ -	$ 0.08	$ 0.33	$ 0.40	$ -	$ -	$ 0.08	$ 0.33
Opportunity centers	Social Capital	$ 2.00	$ -	$ -	$ 2.00	$ -	$ 1.00	$ -	$ -	$ 1.00	$ -
Connect to Bank on SF	Wealth	$ 0.05	$ -	$ -	$ 0.05	$ -	$ 0.10	$ -	$ -	$ 0.10	$ -
Financial literacy, marketing, counseling	Wealth	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Youth Investment Clusters	Wealth	$ 0.30	$ -	$ -	$ -	$ 0.30	$ 0.30	$ -	$ -	$ -	$ 0.30
Expansion of FSS program	Wealth	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
IDAs to youth	Wealth	$ 0.03	$ -	$ -	$ -	$ 0.03	$ 0.05	$ -	$ -	$ -	$ 0.05
Benefits Bank	Wealth	$ 0.06	$ -	$ -	$ 0.05	$ 0.01	$ 0.06	$ -	$ -	$ -	$ 0.06
Funding Families (FII - SF)	Wealth	$ 0.50	$ 0.50	$ -	$ -	$ -	$ 0.50	$ -	$ -	$ 0.50	$ -