HOPE SF MID-COURSE ASSESSMENT REPORT

SUMMARY VERSION

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Introduction

This report presents a summary of the findings and recommendations from a mid-course assessment of HOPE SF conducted between August 2016 and January 2017. We intend this to be an action-oriented document to help guide the planning and implementation of the next phase of HOPE SF.

Our findings and recommendations are based on interviews with over 60 individuals, including members of the HOPE SF team, senior representatives of several city departments and agencies, members of the site development teams, resident leaders, and non-profit and philanthropic partners. We also conducted a focus group with HOPE SF residents, observed several HOPE SF meetings and reviewed HOPE SF documents. We are grateful to everyone who made time to speak with us. We are particularly appreciative of the insights and materials provided by Nancy Latham at the LFA Group and Jessica Wolin of San Francisco State University based on their previous learning and evaluation work with this initiative.

The report is organized into the following sections:

1) Priority Imperatives
2) Strengths and Distinguishing Features Nationally
3) Major Accomplishments
4) Summary of Recommendations

Priority Imperatives

HOPE SF is a highly complex, multifaceted collective impact initiative and our recommendations in this report span the breadth of the effort. For strategic and tactical focus, we have selected the following five "priority imperatives" that we encourage HOPE SF leaders and partners to keep front and center in their next phase of work.

Strategic imperative:

HOPE SF leaders and partners must refocus attention on the desired end game of *inclusive* mixed-income communities that avoid the stigma and marginalization of previous efforts in other cities. This necessitates a greater strategic and operational collaboration between the HOPE SF backbone team,[1] MOHCD/OCII teams, residents, and development teams to align the place and people strategies. The development teams should be recognized and held accountable as the long-term owners (in partnership with original and new residents) of the sites with the lead and ultimate responsibility for achieving a physical *and social* transformation.

Operational imperative:

To be more effective and avoid burnout, the City team (through the HOPE SF backbone) must quickly get to full capacity, and clarify align roles and responsibilities. The collective impact tables[2] must be supported to have stronger alignment to the initiative and to each other, to establish clear lines of authority and to develop more effective communication strategies. The development teams should be supported to establish effective site-based tables, with strong engagement from property

[1] Currently this is defined as the HOPE SF city staff team housed in the Mayor's Office.

[2] See Partnership for HOPE SF Summative Report Appendix for diagram and participant lists.

management, service partners and resident leaders, to design and refine implementation of mixed-income community building.

Political and civic imperative:

The current priority attention by Mayor Lee on HOPE SF presents a time-limited window of opportunity to deploy political capital to secure greater contributions from under-committed city agencies, put more pressure on the SFHA regarding essential data about households and activation of work incentive programs, and gain greater civic support and investment for the initiative. Likewise, the San Francisco Foundation's completion of its restructuring with an equity frame presents an opportunity for renewed and vigorous leadership to galvanize and expand the civic commitment to HOPE SF.

Stewardship imperative:

Attendance and representation in HOPE SF meetings and strategies by a core group of resident leaders is very important. However, creating successful, inclusive mixed-income communities with high rates of return and long-term retention will require the general HOPE SF resident population to see themselves and be seen and treated by the development team and partners as the long-term "stewards" of this success, along with incoming residents and property staff. This will require a proactive and intentional process of capacity building and culture change (expectations, norms, behaviors) across the sites.

Research imperative:

Overwriting of data and unaligned data collection across HOPE SF sites and programs will prevent the initiative from achieving effective performance measurement, strategic course correction and long-term impact and evidence of success. A skilled and experienced data and evaluation staff member on the HOPE SF backbone team and sustained data collection coordination across agencies, development teams and researchers are essential.

Strengths and Distinguishing Features Nationally

From its inception, the leaders of HOPE SF set out to distinguish the initiative from other large-scale mixed-income public housing transformation efforts in several key ways. The initiative stands out for its strong commitment to racial equity and inclusion, its extensive collaboration with city departments and among the public, private and philanthropic sectors, and its efforts to invest in resident human capital development and engagement. We found that the initiative has maintained and in fact expanded many of its strengths and points of distinction, which have contributed to its areas of success and kept it at the forefront of place-based redevelopment efforts across the country.

The initiative's assets and unique features include:

- The deep and enduring mayoral commitment, with the particularly impressive "doubling-down" on the initiative over the last few years under Mayor Lee, the second mayor to champion the effort's implementation. This includes the financial commitment the city has made to each of the four sites, on both the resident services and real estate development sides.
- The bold, tireless and aspirational leadership of Theo Miller, the initiative director housed in the Mayor's office, who provides an effective channel for mayoral attention and authority and who oversees the growing scope and strength of a significantly staffed-up and passionate HOPE SF team.

- The affordable housing development and financing expertise at the Mayor's Office of Housing and Community Development and Office of Community Investment and Infrastructure and the nonprofit and private development teams in the city.
- The strong buy-in and increasing engagement of several city departments and agencies with experienced, knowledgeable, and dedicated leadership in many posts.
- The robust public-private partnership infrastructure that is a learning, evolving entity with dedicated and durable coordination from The San Francisco Foundation and Enterprise Community Partners and support from over twenty funders.
- The burgeoning collective impact effort with a fortified backbone operational team, consensus about general initiative goals, high-capacity membership, a strong collaborative spirit, a commitment to data-sharing, and a carefully-crafted Theory of Change and Results-Based Accountability framework.
- The shared sense among stakeholders at all levels about the core values of the effort, including a deep consensus and commitment to racial equity and a widely-shared critique of the unacceptable track record of this high-wealth city with respect to its most vulnerable households. The framing of HOPE SF as a "reparations" imperative has highlighted the importance of addressing both the past neglect and marginalization and the future risk of displacement and exclusion of African Americans in HOPE SF communities.
- The demonstrated commitment to seeking meaningful and consistent resident engagement and representation.
- The renewed effort to build evaluation, learning and data into decision-making and to develop creative means of data-sharing and integration.
- The emerging focus on critical substantive areas including health and wellness, school attendance and positive trajectories for "opportunity youth."
- Strong and enviable local assets that include one of the strongest local economies in the nation, political will, public will, civic and philanthropic capacity, and national visibility.

Major Accomplishments

These strengths have yielded numerous achievements in the first decade of the initiative, including:

- The durability of the initiative across two mayoral administrations and increased city agency investment of staff and resources over time.
- The Mayor's Office of Housing and Community Development, in partnership with the developers, has secured the long-term financing for the physical redevelopment of all four sites, a monumental achievement given the costs and complexity of HOPE SF redevelopment.
- The replacement public housing at Alice Griffith will be complete in early 2017 and all public housing residents will be re-housed on site. At Hunters View, public housing redevelopment will be completed in 2017, with a projected 60% return rate (compared to 27% in HOPE VI redevelopments nationwide).
- Redevelopment at Potrero broke ground in January 2017, and Sunnydale will also begin construction in 2017, making good on a long-term promise to these communities that HOPE SF is real.
- A deep integration between the physical redevelopment and the health of HOPE SF residents, including the establishment of a very successful Peer Health Leadership Program and the development of wellness centers at all four sites.

- Over $15 million pledged through the Partnership for HOPE SF, from both local and national funders, to help support innovation and learning. The value of HOPE SF's public/private model can be seen in the Peer Health Leadership program. Grants initially funded the community-based research to identify gaps and helped to pilot the initiative, but it evolved into a city funded program to ensure long term sustainability.
- The focus on children and youth has led to positive outcomes in school attendance, with chronic absences dropping from 53% of students across all four HOPE SF communities in 2011 to 27% in 2016. HOPE SF has also provided the opportunity for youth to build their leadership skills and become engaged in the redevelopment in their communities.
- Renewed efforts to build evaluation, learning, and data into decision-making has resulted in important non-disclosure data agreements among some city agencies. In addition, a staff member has been embedded within the SF Housing Authority to allow for data matching and analysis, and these data are now becoming an integral part of initiative discussion and decision-making.
- A change in the culture of city meetings related to HOPE SF, including an expectation of resident participation and engagement at key tables and a commitment to foregrounding issues of equity and race in decision-making.

Summary of Recommendations

The following represents an at-a-glance summary of our recommendations. We have provided the HOPE SF team with more details and proposed action steps for each of these recommendations.

Initiative Goals and Focus

- Refocus attention on ensuring that the "mixed-income" aspect of HOPE SF contributes to inclusive, diverse, and healthy communities, while maintaining the essential commitment to resident services and supports
- Make the "reparations" frame more clear, actionable and measurable
- Commit to implementing and tracking the core interventions that are associated with the HOPE SF Results Based Accountability (RBA) outcomes

Initiative Operations

- Prioritize getting the HOPE SF backbone team to full capacity and realigning roles
- Forge a greater strategic and operational collaboration between the HOPE SF team, MOHCD/OCII team and development teams on the place and people design and implementation
- Review HOPE SF governance structure to better leverage the strengths and improve the operational efficiency of the HOPE SF team, the Executive Leadership Board, and the collective impact tables
- Use the HOPE SF theory of change and RBA frameworks to establish initiative discipline and accountability for collective impact
- Develop collective training and orientation at all levels of the initiative, creating a culture around shared core values and principles that guide decision-making
- Improve communication across the initiative

Institutional and Organizational roles

- Continue to expand and maximize the engagement and contributions of city agencies to HOPE SF
- Elevate the responsibility and accountability of the developers as the long-term owners of the sites

- Consider ways to intentionally use the Phoenix Project as one pilot effort for stronger neighborhood CBO engagement throughout HOPE SF
- Rethink the respective leadership roles of the San Francisco Foundation, Enterprise Community Partners, and Partnership for HOPE SF to increase the visibility, funding, and strategic support for the initiative

Site Redevelopment
- Need more strategic focus on mixed-income integration in the site layout and within buildings
- Need more focus on establishing a continuum of housing affordability at each site, including exploring options for low-income homeownership
- Need a greater focus on how community heritage will be captured and honored in the new developments
- Need strategic conversations about the approach to safety in the current and future communities

Relocation and Re-occupancy
- Securing better information on current SFHA households should be made an even higher priority
- Design and implement training for property managers, including an orientation to the larger goals of the initiative and the principles of inclusive mixed-income development
- Need a more explicit and consistent strategy for non-leaseholders and squatters

Promoting Individual and Household Success for HOPE SF Residents
- Leverage BRIDGE progress on Trauma-Informed Community Building 2.0
- Conduct an early assessment of wellness centers
- Prioritize the piloting of a coordinated case management approach
- Increase the focus on promoting economic mobility among a high barrier population, including mechanisms to overcome the disincentive to work that is built into public housing rents

Resident Engagement
- Develop an explicit strategy for greater engagement of residents in strategic discussions and decision-making at the initiative and site level
- Intensify resident leadership building efforts
- Develop clear opportunities and processes for residents to “own” the long-term change process as stewards of their communities

Data and Evaluation
- Implement an aggressive process and timeline for hiring a Data and Evaluation Director
- Establish clear data protocols for tracking HOPE SF residents, using political capital to ensure that SFHA data is saved and tracked over time
- Leverage the research assets of the Bay Area
- Develop an asset map of HOPE SF programmatic activities and data tracking systems
- Redesign, fund and relaunch HOPE SF Evaluation
- Seek funding for the creation of a HOPE SF Policy Lab