

Campaign for HOPE SF

Task Forces in Economic Mobility, Education and Health

Recommendations to the Campaign for HOPE SF Steering Committee

Report compiled March 2012



HOPE SF seeks to transform eight of San Francisco's most distressed public housing sites into vibrant, thriving communities.

Table of Contents

HOPE SF Overview and Campaign for HOPE SF.....	2-3
Current Status of HOPE SF Communities.....	4-5
Recommendations: Economic Mobility, Education, Health.....	5-11
Conclusion.....	12
Task Force Members.....	13-15

HOPE SF Task Force Report

HOPE SF Vision:

Rebuild our most distressed public housing sites, while increasing affordable housing and ownership opportunities, and improving the quality of life for existing residents and the surrounding communities.

HOPE SF Principles:

- ❖ Ensure there is no loss of public housing, minimize displacement of existing residents
- ❖ Create communities that integrate a mix of household incomes
- ❖ Maximize the creation of new affordable housing
- ❖ Involve residents at all levels of the planning and implementation process
- ❖ Provide economic opportunities for residents
- ❖ Integrate new development with existing neighborhood plans
- ❖ Create environmentally sustainable, accessible communities
- ❖ Build a strong sense of community

HOPE SF Goals:

- ❖ Replace obsolete public housing within mixed-income developments.
- ❖ Improve social and economic outcomes for existing public housing residents.
- ❖ Create neighborhoods desirable to both low and middle-income individuals and families.

This consolidated report is a compilation of three longer reports on Economic Mobility, Education and Health written in late 2011. For more detailed information on the three Task Forces' recommendations, please review the full reports.

HOPE SF is the nation's first large-scale public housing revitalization project to invest in high-quality, sustainable housing and broad scale community development *without* displacing current residents. HOPE SF will transform eight highly distressed public housing sites in San Francisco into vibrant neighborhoods by rebuilding the existing 2,500 public housing units one-for-one and building an additional 4,200 units of affordable and market-rate homes. The first five sites to begin predevelopment are Hunters View (began construction in 2009), Alice Griffith (will start construction next), Potrero, Sunnydale, and Westside Courts. Hunters View and Alice Griffith are located in the Bayview Hunters Point neighborhood.

In 2007 an initial HOPE SF convening of business, community, and residents leaders drafted a set of overarching HOPE SF Principles, and over time, HOPE SF leadership also determined three complimentary goals for HOPE SF for individuals, communities, and neighborhoods.



HOPE SF is led by the San Francisco Mayor's Office of Housing – with a developer at each site – with dozens of

public and private sector partners including the San Francisco Housing Authority. Enterprise Community Partners, The San Francisco Foundation and the Mayor's Office launched the Campaign for HOPE SF with a goal to raise \$25 million for HOPE SF programs and services as well as an evaluation over the next five years. Governed by a Steering Committee that sets strategic direction for the campaign fundraising and grant-making, and a national Leadership Committee that brings expertise and insight, local and national credibility, fundraising connections, direct financial support and political influence, the Campaign is mobilizing local and national philanthropic investment to leverage public dollars and ensure that HOPE SF has the resources necessary to create diverse, thriving communities for all residents.

The Campaign for HOPE SF Task Forces are cross-sector coalitions each consisting of 20 Bay Area community leaders, subject experts and HOPE SF resident leaders that each met four times in the Fall of 2011 to identify areas of opportunity for the Campaign to improve the economic mobility, education and health outcomes for HOPE SF residents in the next five years. The Task Force's recommendations will guide Campaign fundraising and grant-making decisions. They were reviewed by other groups including residents.

Based on their research, experiences and discussions, the Task Forces identified a vision, goals, and strategic priorities for the Campaign for the next five years. This consolidated report includes the overarching visions, goals, and strategic priorities without the detailed explanations or menus of possible investments, which can be found in each focus area's complete Task Force report.

Steering Committee

Rich Gross, Chair of the Steering Committee, Vice President and Market Leader, *Enterprise Community Partners*

Georgette Bhatena, Relationship Manager, Northern CA, Global Philanthropy, *JP Morgan Chase & Co.*

Pamela David, Executive Director, *Walter and Elise Haas Sr. Fund*

Ximena Delgado, Sr. Vice President, *Bank of America*

James Head, Vice President, Programs, *The San Francisco Foundation*

Nick Hodges, Vice President, Philanthropic Services, *The San Francisco Foundation*

Kate Howard, Budget Director, *City of San Francisco*

Olson Lee, Director of Housing, *City of San Francisco*

Leadership Committee

David Friedman, Chair of the Leadership Committee, President, *The San Francisco Foundation Board of Trustees*

Steve Falk, President and CEO, *San Francisco Chamber of Commerce*

Michael Billeci, Regional President, Bay Area Region, *Wells Fargo Bank*

Carlos Garcia, Superintendent, *San Francisco Unified School District*

Bob Giloth, Vice President, Center for Family Economic Success & Community Change, *Annie E. Casey Foundation*

Ben Hecht, President & CEO, *Living Cities*

Sandra R. Hernández, M.D. Chief Executive Officer, *The San Francisco Foundation*

Mary Huss, Publisher, *San Francisco Business Times*

Talmadge King, Jr., M.D. Professor and Chair, Department of Medicine, *University of California at San Francisco*

Mayor Ed Lee, *City of San Francisco*

Daniel Lurie, CEO & Founder, *Tipping Point Community*

Antonio Manning, West/Southwest Region Executive, Global Philanthropy, *JP Morgan Chase & Co.*

George (Mac) McCarthy, Director, Metropolitan Opportunity, *Ford Foundation*

Martin Richards, San Francisco Market President, *Bank of America*

Anne Wilson, Chief Executive Officer, *United Way of the Bay Area*

Current Situation

While all HOPE SF sites are distinct communities with their own strengths and challenges, some community strengths are common to each neighborhood, including:

- Tight-knit families and strong cultural traditions, with a diversity of cultural backgrounds (the most common languages are English, Spanish, Samoan, Cantonese, and Vietnamese).
- A high representation of African American residents (48%-63%) in HOPE SF sites (alongside a decline in the overall African American population citywide, which is now at 4.9%).
- A desire by many residents to be engaged as community leaders in the planning process, primarily through their participation in HOPE SF developer-led site planning meetings, the HOPE SF Leadership Academy (led by the Housing Authority and Enterprise), and tenant association boards.

Some significant statistics reflect the conditions across all HOPE SF communities, including:

- High poverty: Families who live in in HOPE SF sites face more than six-times the citywide rate of child and family poverty, with many households experiencing multiple generations living in poverty.
- High unemployment: Unemployment is five-times the citywide rate and the average annual income is \$13,000.
- Single parent households: 70% of households are headed by single, female parents.
- Relative number of youth: More than half the children living in HOPE SF sites are under 18, as compared to the citywide average of 14%.
- High child welfare rates: A large number of families (20 to 40 per site) are engaged with child welfare cases, a proxy for “at risk youth” or vulnerable families.
- High juvenile probation rates: 70% and 44% of the African American males and females, respectively are involved with juvenile probation.
- Poor housing quality: Run-down, geographically isolated housing.
- Social isolation: Socially isolated communities with a lack of retail outlets, healthy food, and safe parks.
- Overcrowded homes: Many residents live in the community but are not on San Francisco Housing Authority leases.

Economic Mobility obstacles in HOPE SF communities:

- High unemployment and under-employment: An employment rate of less than one-third of residents and a very low average income.
- High rates of public assistance: Over half of residents receive cash from public assistance and one-third have earned income. Many residents have timed out of receiving public assistance.
- Low rates of mainstream banking: One-third of residents have a checking account or savings account.
- High need for childcare: Many households have young children and require childcare, and many households are led by a single parent.
- A large mismatch between HOPE SF residents’ levels of education, work experience, and job readiness and San Francisco’s labor market needs. Occupations with the most job growth in the Bay Area require significant training or higher education.

Education obstacles in HOPE SF communities:

- Low levels of education: A majority of the youth is growing up in households where the adult does not have a high school education.

- Low participation in early (pre-kindergarten) education: Participation rate in formal, quality early education programs is low, from 12% to 40% depending on HOPE SF site. 20% of children entering schools are not prepared for kindergarten, compared to 11% citywide.
- Academic obstacles: 20% of youth report having had trouble at school, and over 30% report needing academic support and tutoring to graduate from high school and be on track for college and career.
- Low middle and high school completion rate: Students living in HOPE SF sites are under-represented among high school graduates and among those continuing to post-secondary education. Slightly over one-half of residents have a high school diploma or degree.
- Achievement gap: African American students across the city continue to perform lower than white and Asian students.

Health obstacles in HOPE SF communities:

- High rates of violence: High rates of community violence, gang activity and incarceration.
- Pervasive trauma: High rates of trauma, depression and other behavioral health conditions, as well as substance abuse.
- High rates of chronic disease: High rates of diabetes, asthma, hypertension, and heart disease, and low levels of connection to prevention activities and access to healthy food.
- Pre-natal and primary care challenges: Limited participation in pre-natal and post-natal care, as well as primary care, and high infant mortality and developmental disability rates
- Relatively low health coverage rate: 80% of HOPE SF residents have health coverage, despite the city’s universal coverage efforts.
- Toxic health concerns: A foundation of serpentine rock which has naturally-occurring asbestos when agitated, nearby sites that contain toxic waste, and contaminated land scheduled for mitigation (including a Superfund site at the Hunters Point shipyard).

Recommendations to the Campaign for HOPE SF Steering Committee

In determining strategic priorities for the Campaign, each of the Task Forces researched a range of place-based interventions in the social, service and built environments, and they drew from a wide body of public literature as well as from their own experiences leading community programs. They reviewed community feedback and data from a number of sources to understand the leading issues of concern and areas of opportunity for residents.

The Task Forces determined strategic priorities that would leverage and build on the work already begun by the HOPE SF developers, Service Provider Network, HOPE SF Community Building and Service Connection Program, and the HOPE SF Leadership Academy graduates. The HOPE SF Task Forces focused on priorities *within the next five years*, which at most sites involves preparing residents for the revitalization and transitions associated with this process. The strategic priorities seek to align with the broader HOPE SF goals and principles, to leverage resources already in place, and to be feasible to implement, evidence-based, and sustainable for the long term.

Through the **HOPE SF Community Building and Service Connection Program**, HOPE SF developers put a “Community Builder” on-site during predevelopment who maps community assets and challenges, and engages residents in meaningful community development activities. One year before reconstruction, HOPE SF developers then begin “Service Connection” by placing case managers (Service Connectors) on-site to work with individual residents and families (one case manager to 50 households). They build relationships, develop family plans, conduct needs assessments, and link residents to opportunities to help them achieve their goals.

The strategic priorities are presented below in the order of priority for each task force; however, they are not in the order of how investments will necessarily be made. The Campaign is now determining the investment and implementation priorities and plans, by gaining a better understanding of existing capacity, resources and potential synergies, and collaborating with existing structures to maximize effectiveness and efficiency.

Economic Mobility

Vision for Economic Mobility

Increase the earned income and assets of HOPE SF residents.

Goals for Economic Mobility

- *HOPE SF residents of all ages who want to work – or participate in workforce development programs – are able to do so.*
- *Residents succeed in competitive employment, increase their earned income, and build assets.*
- *Residents build assets through smart money management.*
- *Residents who work and save will be better off financially.*

Strategic Priority #1: Connect HOPE SF residents to work through subsidized, supported transitional, or social enterprise employment opportunities in addition to competitive jobs.

Recommended Activities:

- Educate and connect residents to paid subsidized, supported transitional, or social enterprise employment opportunities, and encourage employers to increase the number of these types of slots available for residents and to minimize prerequisites.
- Increase the number of “competitive” jobs accessible to residents through targeted job development, partnering with OEWD to develop employer champions, working with HOPE SF contractors, providing hiring incentives such as time-limited wage subsidies, and creating an employer advisory group.
- Facilitate the transition from subsidized, supported transitional, or social enterprise jobs to competitive employment through ongoing competitive job search assistance for residents.

Strategic Priority #2: Support successful employment so that residents build assets. Achieve this through barrier removal, case management and wraparound services, and training during subsidized employment.

Recommended Activities:

- Provide training and flexible funds to service connectors to provide quality wraparound supports and barrier removal to residents during transitional employment (i.e.: in public benefit access, substance abuse, workplace behavior, career counseling).
- Expand availability of high quality job training programs, and educate service connectors to better connect residents to these programs and to encourage their participation.
- Provide long-term, on-site case management to residents by building the workforce knowledge and skills of service connectors, providing flexible funds, and investing in on-site, on-call job retention specialists.

Strategic Priority #3: Support smart money management by ensuring residents have timely access to the information, financial products and services, and other support necessary to increase their financial capabilities and build assets.

Recommended Activities:

- Build the capacity of a high quality nonprofit money management program to build resident financial capabilities through education and services.
- Support service connectors to educate and connect residents with mainstream financial products immediately upon beginning paid work experience (or as soon as possible), and to ensure ongoing financial education and coaching.

Strategic Priority #4: Improve the Housing Authority policies and communications with residents so that residents are incentivized to work and save.

Recommended Activities:

- Support the SFHA to explore ways to incentivize work and saving (i.e.: more user-friendly implementation of earnings disregard, extending Family Self-Sufficiency to public housing, offering Individual Savings Accounts, and making flat rents more reflective of market realities).
- Ensure SFHA policies are better understood by staff and residents by supporting SFHA to improve communications materials and methods and providing training on policies for SFHA and property management staff, service connectors, resident leaders, and the broader community.
- Explore resident advocacy as a means to increase resident access to public benefits including housing.

Education

Vision for Education

Children enter kindergarten ready to succeed in school; youth are prepared for success in college and career.

Goals for Education

- *HOPE SF Residents aged 0 – 5 are ready for kindergarten.*
- *HOPE SF residents are reading at grade level by 4th grade.*
- *HOPE SF residents successfully transition from 5th to 6th grade, 8th grade to high school, and from high school to college or career.*
- *HOPE SF residents graduate from high school college- and career-ready.*
- *HOPE SF neighborhoods have high performing vibrant community schools with a range of programs and curricular opportunities that educate the whole child.*
- *Families and community members are informed about and engaged in the schools.*

Strategic Priority #1: Support programs and systems that ensure that all children enter kindergarten ready for school.

Recommended Activities:

- Develop and implement a kindergarten readiness program model at one site with plans to expand implementation after three years.
- Build on existing, high quality, early childcare programs such as preschools, health centers, or family resource centers to ensure continued provision of quality services.
- Educate and connect residents to maternal and infant health services (pre-natal and preventative pediatric care), and universal developmental screenings.
- Link residents to Family Resource Centers for peer-reinforced activities to nurture parent-child bonds, peer to peer parent support, and parent education.
- Educate and connect residents to high quality child care programs.
- Support the School District and community based organizations to give information about school enrollment so families understand the range of educational and afterschool options and have equitable access to quality programs.
- Encourage developers to plan for and construct early learning centers in the revitalized sites.

Strategic Priority #2: Support efforts to increase educational quality at schools near HOPE SF sites. In the next five years, focus on schools near HOPE SF sites: Malcolm X Elementary School (Hunters Point); and Carver Elementary School, Bret Harte Elementary School, Willie Brown Middle School (being reconstructed), Thurgood Marshall High School (Bayview).

Recommended Activities:

- Based on the findings in the School District needs assessments, leverage and build on programs that improve educational outcomes for schools near HOPE SF sites and align with HOPE SF goals.
- Build capacity for becoming full-service community schools, also providing mental and emotional health support programs to students.
- Support quality in-school programs that educate the whole child (i.e.: independent projects, arts education, field trips, music, language, etc).
- Host regular, on-site or nearby information workshops and trainings for residents on educational issues (i.e.: discipline, truancy, special education, enrollment, school preparedness, and academic requirements).
- Provide training to residents to ensure that parents and guardians have a shared role with school staff in ensuring quality education for their children.
- Engage residents in designing and constructing the Willie Brown Middle School.

Strategic Priority #3: Increase access to quality summertime, and before and after-school educational programs and other learning opportunities for youth.

Recommended Activities:

- Provide professional development to community based organization staff to improve their communication, effectiveness, and ability to address the challenges faced by HOPE SF youth.
- Prioritize spaces for HOPE SF students in quality afterschool, summer and employment programs.

- Use existing HOPE SF communication channels for coordinated marketing and information sharing on summer and after-school programming and transportation to increase participation.
- Train service connection and community building teams about out-of-school time educational enrichment programs in which more residents could participate.
- Invest in expanding and improving the capacity of a few quality providers of youth programming.
- Consider providing scholarships for youth participation in programming.

Health

Vision for Health

HOPE SF will help create communities and homes in which individuals and families reach and maintain health and wellness.

Goals for Health

- *Residents live in socially-cohesive communities that support meaningful community engagement, and resident leadership.*
- *Residents are safe from violence and unintended injuries, and the resulting emotional trauma in their homes and in the community, and healed from intergenerational trauma.*
- *Residents live in communities free from substance use and the impact of untreated mental health conditions.*
- *Residents have health coverage and are well-connected to preventative and primary healthcare services.*
- *Residents engage in increasingly healthy behaviors, and participate in self-management of their chronic diseases and other health conditions.*
- *Children and youth develop in healthy and resilient ways, supported by their families and their neighbors to become the next generation of hope.*
- *Residents live in homes that are healthy and built or maintained with safe materials.*

Strategic Priority #1: Organize and empower residents to lead and participate actively in community activities that build a strong and cohesive neighborhood.

Recommended Activities:

- Identify and support engagement of independent organizing groups to negotiate relationships, build trust, and engage with existing power structures to improve residents' lives.
- Continue and expand the annual HOPE SF Leadership Academy and reconvene the HOPE SF Youth Academy (including new components on health).
- Provide flexible funds to improve existing service connection and community building efforts to organize positive, consistent community activities.
- Develop a program that encourages and recognizes engaged residents, in order to create an environment that supports long-term involvement and continually reflects residents' priorities and needs.
- Identify and learn from existing residents who are positive role models.

Strategic Priority #2: Create opportunities to decrease exposure to stress and emotional trauma through a reduction in violence and unintended injuries.

Recommended Activities:

- Facilitate safe passage and transportation options within and outside of sites, and consider a shuttle service organized or staffed by trained residents.
- Create new, effective supports for community builders and service connectors who are vulnerable to vicarious trauma, drawing from social work or case management models.
- Support Housing Authority and developers to engage residents around development transitions, such as relocation and construction, and to have a rapid-response plan for unexpected incidents.
- Create a safety strategy including a visible, on-going systematic response to violent incidents and drug dealing activities in close coordination with law enforcement.
- Build the capacity of existing local service providers to better address trauma recovery.
- Support community builders and service connectors to collaborate with local schools, churches, mental health facilities, and community based organizations to expand positive stress-reduction events.

Strategic Priority #3: Create community-wide support for an environment that encourages early intervention and treatment of addiction and mental health conditions, and reduces the impact of both on individual, family, and community health.

Recommended Activities:

- Support and expand the role of existing on-site community centers to host regular and consistent positive activities and to be trusted and welcoming ‘safe hubs’ of community activity.
- Integrate mental health and substance abuse treatment strategies with other services and programs in an interdisciplinary way, so they are seamlessly woven in.
- Research ways for an organization or City agency to provide financial incentives for resident participation in health (i.e.: doctor visits, parenting classes, health education, physical activity programs, school attendance).
- Increase opportunities for residents to be employed in community health and change.
- Expand community builder-led events and programming that can help to build trust and promote substance-free and violence-free communities.
- Bring in effective, on-site parenting groups and educational programs for parents.
- Develop policies at the Housing Authority level to promote age-appropriate programs and activities that enforce substance-free and violence-free communities.

Strategic Priority #4: Promote healthy living habits and behaviors (including access to healthy food and physical activity) to improve rates of chronic disease, access to health care and prevention services, and healthy child development and family relationships.

Recommended Activities:

- Expand the capacity of community builders and community based organizations to provide on-site programming that promotes healthy living habits, including food, physical activity, and stress reduction.
- Develop a program to employ residents as “Promotores de Salud”, who provide health education, services and support to their neighbors and community members.

- Bring local pediatric health care providers on-site to meetings and events.
- Build the capacity of service connectors to connect infants and children with doctors and medical homes, and eventually to connect all adults to a medical home.
- Determine and invest in the most appropriate way to increase healthy food access and choices (i.e.: grocery stores, mobile and farmers markets, transportation and shuttles, healthy food at corner stores, common kitchen, food banks, gardens).
- Support community builders to organize consistent weekly dinner events with healthy food, music and opportunities for residents to gather and build social relationships.
- Increase opportunities for regular on-site physical activity through exercise programs or sporting events.
- Enhance the capacity of HOPE SF schools to provide programming on health as well as child and community development.
- Consider joint-use agreements with on- or near-site schools for recreational use in off-hours.

Strategic Priority #5: Ensure safety and health standards are maintained in the demolition and reconstruction of HOPE SF sites so that the physical environment before and during construction is healthy.

Recommended Activities:

- Improve developer and Housing Authority communications with residents around construction timelines and also about their extensive hazard mitigation efforts throughout the construction process.
- Provide education to residents on how to prevent childhood exposure to toxic chemicals, smoking, household pesticides, lead paint and other products.
- Explore the creation of a Citizens Health Advisory Group to advocate for, monitor and organize around government policies and programs that ensure resident health through the revitalization process.
- Connect organized residents with the Housing Authority to enforce the use of 'green' materials inside and outside the home, prior to and during construction.

Implementation Principles

The Economic Mobility, Education and Health Task Forces believe that investments in the strategic priorities will be maximized if implementation is rolled out in accordance with the following principles:

- Focus on the children, especially the youngest of them, and make every step taken toward youth and adulthood a healthy one.
- Build on existing opportunity windows including transition moments from revitalization efforts and other community incidents and events to reach and motivate residents.
- The work of the Economic Mobility, Education and Health Mobility Task Forces are completely interwoven and must be achieved together in order to build truly healthy communities.
- Acknowledge the constant challenges faced by HOPE SF residents, including emotional trauma and violence, which may impact their participation and engagement in activities. Ensure consistency and predictability over time with the implementation of any strategies.
- Organize and engage community members in planning and implementation. Seek to have investments that are responsive to resident needs and concerns.
- Build on assets and strengths that currently exist in HOPE SF communities, including what's working with existing programs and what can be learned from lapsed or unsuccessful programs.
- Allow for flexibility in implementation at each HOPE SF site and over time. Ensure that all efforts are regular, consistent, positive activities that encourage and incentivize residents to contribute to their building a strong and proud community. Promote resident-led activities wherever feasible. Engage in ongoing evaluation and learning to change course if necessary.
- Promote the long-term retention of service connection and community building staff as an important community asset.

Conclusion

Over the next few years, the Campaign for HOPE SF will begin to implement the HOPE SF Task Force strategic priorities. Successful implementation will require altering community norms on a range of issues, attitudes, and behaviors over time, and it will call upon those funding and implementing these strategies to take risks. Both existing approaches as well as new pilot programs will “test out” and sustain effective activities, and investments will scale-up what is working and alter those programs that can be improved. At the same time, the government agencies involved in HOPE SF must continue to expand efforts to work together in new ways to ensure the improved health of HOPE SF communities over a long period of time. The City must continue to achieve better organization of its agencies, services and programs that work in or near HOPE SF neighborhoods. In partnership with the City, community based organization, residents, developers, funders and others, the Campaign for HOPE SF will lead this collaborative effort to successfully implement these strategic priorities in economic mobility, education and health, in order to have a significant impact on HOPE SF communities.

As of April 2012, the Campaign seeks to better understand the community and city-wide assets that currently exist in HOPE SF communities or for HOPE SF residents. Having this knowledge will support the implementation of these recommendations, the type of investment that is needed to make them happen, and help the team undertake additional activities that could provide

more information, such as asset mapping or capacity analysis. Please direct any ideas, comments or questions to Ellie Rossiter, Campaign Director, HOPE SF at 415-733-8578 or erossiter@sff.org.

Task Force Members

Economic Mobility Task Force Members

- Amy Wallace, Co-Chair, Deputy Director, Workforce Development, Office of Economic Workforce Development
- Amanda Feinstein, Co-Chair, Senior Program Officer, Walter and Elise Haas Fund

- Steve Arcelona, Deputy Director, Human Services Agency of San Francisco
- Tonja Boykin, Director of Neighborhood Initiatives, Mercy Housing California
- Ophelia Clark, Professor, Business Department, City College of San Francisco
- Juliett Ellis, Assistant General Manager for External Affairs, San Francisco Public Utilities Commission
- Christina Garcia, Contract Compliance Supervisor, San Francisco Redevelopment Agency
- Erin Hirsch, Chief of People Services, Goodwill Industries of San Francisco
- Carla Javits, President, REDF
- Donna Kotake, Workforce Development Director, San Francisco Department of Human Resources
- Linda Martin, Ombudsperson, San Francisco Housing Authority
- David Mauroff, Northern California Area Manager, McCormack Baron Ragan
- Lorne Needle, Deputy Chief Community Investment Officer, United Way of the Bay Area
- Uzuri Pease-Greene, Potrero Terrace Resident and Junior Community Builder, BRIDGE Housing
- Jessica Pitt, Program Director, Bay Area Workforce Funding Collaborative
- Max Rocha, Deputy Director, San Francisco Department of Children, Youth, and their Families
- Shamann Walton, Executive Director, Young Community Developers

Staff

- Terri Feeley, Workforce Development Consultant
- Jenny Fogarty, Program Director, Enterprise Community Partners
- September Jarrett, Mayor's Office of Housing
- Amy Tharpe, Director Policy & Planning, Mayor's Office of Housing

Education Task Force Members

- Lisa Villarreal, Co-Chair, Program Officer, Education, The San Francisco Foundation
- Nancy Waymack, Co-Chair, Executive Director of Policy & Operations, San Francisco Unified School District

Providers Advisory Subgroup

- Margaret Brodtkin, Initiative Director, New Day for Learning
- Margaret Campbell, Senior Project Manager, The John Stewart Company
- Renee Espinoza, Interim Executive Director, San Francisco Education Fund
- Gina Fromer, Executive Director, Bayview YMCA
- Diane Gray, Executive Director, Bayview Association for Youth - 100% College Prep Institute

- Dominica Henderson, Management Analyst, Housing Development & Modernization, San Francisco Housing Authority
- Hydra Mendoza, Education & Family Services Advisor, Office of Mayor Edwin Lee; President, Board of Education, SFUSD
- Ellie Rossiter, Executive Director, Parents for Public Schools of San Francisco (former); Director of Campaign for HOPE SF (current)
- Lisa Spinali, Executive Director, San Francisco Education Fund
- Lottie Titus, Resident, Hunters View; Community Liaison, City of Dreams
- Emily Wade-Thompson, Director, Family and Community Outreach, San Francisco Unified School District, Bayview Zone
- Kimberly Wicoff, Director, San Francisco Interagency Council (former)

Funders Advisory Subgroup

- Georgette Bhatena, Northern California Relationship Manager, Global Philanthropy, JPMorgan Chase & Co.
- Anu Greenlee Cairo, Senior Program Officer, Education, Walter & Elise Haas Sr. Fund
- Phil Halperin, Founder, Silver Giving Foundation
- Susan Hirsch, CEO, Hirsch & Associates
- Lin Ishihara, Senior Program Officer, W. Clement & Jessie V. Stone Foundation
- Laurel Kloomok, Executive Director, First 5 San Francisco
- Eric McDonnell, Executive Vice President, United Way of the Bay Area
- Sandra Naughton, Senior Planner & Policy Analyst, San Francisco Department of Children, Youth and Their Families
- Cheryl Polk, Executive Director, John and Lisa Pritzker Family Fund

Staff

- Jenny Fogarty, Enterprise Community Partners
- September Jarrett, Mayor's Office of Housing

Health Task Force Members

- Mark Cloutier, Co-Chair, Program Director, Public Policy, Community Health and Civic Engagement, The San Francisco Foundation
- Maria X Martinez, Co-Chair, Senior Staff to the Director of Health, San Francisco Department of Public Health
- Marcia Argyris, Program Officer, S.D. Bechtel, Jr. Foundation and Stephen Bechtel Fund
- Rajiv Bhatia, MD, Director, Environmental Health, San Francisco Department of Public Health
- Pablo Bravo, Director, Community Grants and Investments, Catholic HealthCare West
- Nadine Burke Harris, MD, CEO, Center for Youth Wellness
- Curtis Chan, MD, Medical Director, Maternal, Child and Adolescent Health, San Francisco Department of Public Health
- Sophia Chang, MD, Director, Better Chronic Disease Care, California Health Care Foundation
- Ray Colmenar, Program Manager, Health and Human Services, The California Endowment
- Kelly Dearman, Former Senior Project Manager, Urban Strategies, Inc.
- Ellen Goldstein, Director, Program Manager, UCSF Community Engagement and Health Policy Program

- Kevin Grumbach, MD, Chair, UCSF Department of Family and Community Medicine
- Jamal Harris, MD, Director, Southeast Health Center
- Dominica Henderson, Manager, Development & Modernization Department, San Francisco Housing Authority
- Clifton Hicks, Psychiatric Social Worker, Southeast Child/Family Therapy Center
- Anne Hinton, Executive Director, San Francisco Department of Aging and Adult Services
- Tevi Killiona, HOPE SF resident leader, Potrero Annex
- Talmadge E. King, Jr., MD, Professor and Chair, Department of Medicine, University of San Francisco, California
- Perry Lang, Executive Director, Black Coalition on AIDS
- Shannon Thyne, MD, Medical Director, Children's Health Center and Pediatric Asthma Clinic, San Francisco General Hospital
- Francesca Vietor, Program Officer, Environment, The San Francisco Foundation
- Emily Weinstein, Rebuild Potrero Community Builder, Bridge Housing

Staff

- Bobbie Wunsch, Pacific Health Consulting Group
- Jenny Fogarty, Enterprise Community Partners
- September Jarrett, Mayor's Office of Housing
- Shally Iyer, The San Francisco Foundation