

THE PARTNERSHIP FOR HOPE SF
Reflections on Accomplishments, Impact and Lessons Learned
since 2010

Prepared by The San Francisco Foundation



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EXPERTS DISCUSS THE HISTORY OF INCLUSIVE MIXED-INCOME DEVELOPMENT AND SAN FRANCISCO'S UNPRECEDENTED COMMITMENT

“Historically, mixed-income transformation has proven far more effective at physical revitalization than at using economically-integrated housing as a platform for changing the social and economic trajectories of the urban poor. In hot market cities like San Francisco there is a challenging confluence of an imperative to produce more affordable housing, an opportunity to reduce racial and economic segregation, and a concern over facilitating and expanding gentrification and displacement. Furthermore, the complexity of these public-private partnerships increases the risk, cost and duration of these transformation efforts and exacerbates the uncertainty and disruption experienced by families already traumatized by decades of economic and social isolation.

This is the societal context in which HOPE SF enters its second decade. While much has been accomplished and a tremendous amount has been learned, the initiative remains in the early stages of construction and re-occupancy with many years of neighborhood revitalization, resident support and community building ahead. Unlike earlier HOPE VI efforts which directed focus largely on the physical housing stock, HOPE SF has emphasized the importance of addressing the precarious life circumstances of many public housing residents and the deep trauma and sense of disconnection and distrust that characterizes their everyday realities. Accordingly, HOPE SF has intensified and expanded its services and strategies to meet resident needs, stabilize their circumstances, and connect them to greater opportunity.”

– Mark Joseph, Case Western Reserve University and Carolina Reid, University of California, Berkeley

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I. INTRODUCTION

“I knew something was going to change. [It was 2007, and] Mayor Gavin Newsom sat in my living room after playing basketball with my son. No one had ever bothered to come to Hunters View before, and then one day, the mayor was on my couch!” Rosemarie Sims has lived in Hunters View her whole life. She now works in the community as a Senior Resident Service Connector and Team Leader, managing other staff and ensuring that residents are supported—their health is maintained, their rent is paid on time and they know how to access City resources. Before HOPE SF, Rosemarie and her neighbors lived in an isolated dilapidated public housing project with no nearby grocery stores, no convenient buses, not even a neighborhood fire station. Families lived cut off from the City’s prosperity and opportunity until HOPE SF changed her life and transformed her neighborhood.



Rosemarie Sims

This report tells the story of San Francisco’s HOPE SF Initiative—**transforming distressed public housing developments into integrated mixed-income neighborhoods without mass displacement of current residents.** Our focus is on the role of the Partnership for HOPE SF (“The Partnership”), a “table” comprised of public and philanthropic partners, under the larger umbrella of the overall initiative, established to integrate philanthropy into a bold initiative run by a local municipality. This report summarizes how the Partnership has helped complement, catalyze, accelerate, and institutionalize the work across the HOPE SF initiative – by seeding new programs, measuring results, using influence and expertise, and raising up lessons learned.

Thanks to the work of the Partnership, local and national philanthropic leaders have brought their expertise, vision, leadership to the table (see Appendix A for list of funders). They have also generously pooled their funding—the kind of flexible funding that supports innovation and lifts up residents as change agents in their communities. The impact of the Partnership expands far beyond the \$15,000,000 raised. The Partnership has been critical to helping position the City to organize itself across sectors and agencies, to use data to inform decision making, and ensure that effective programs and practices are scaled, sustained and integrated into the City’s social services systems. Most critically, the Partnership has helped to ensure that HOPE SF is a lasting priority in San Francisco. We encouraged Mayor Lee to hire a director of HOPE SF and build a staff to support the initiative’s backbone functions, ensure multi-agency support and buy in, and create a connection to the City’s larger equity priority of shared prosperity. We are excited to share our successes and learnings in this report.

II. HOPE SF – ROLE AND IMPACT OF THE PARTNERSHIP

HOPE SF seeks to transform public housing communities in San Francisco and the lives of those who call them home. Unlike prior redevelopment efforts that have largely displaced the existing population, HOPE SF is committed to the current residents and to preserving the racial and economic diversity of San Francisco. This commitment necessitates structural shifts and deep investments in services and supports to address the issues of concentrated poverty, including education, employment and economic mobility, health and community cohesion that will ultimately benefit both existing residents as well as all future residents in these neighborhoods. The leaders formed the Partnership because they realized that the success of the initiative will involve collaboration from all sectors —public, private, and philanthropic—to leverage the skills and resources of each sector to have meaningful and lasting impact on current residents and to ensure these new communities are places of opportunity for all.

The Partnership for HOPE SF is a public-philanthropic partnership that has taken on the unique role of both supporting the public sector’s multi-billion neighborhood effort while also identifying the kinds of systemic changes that are difficult for the public sector to undertake but that are critical to the ongoing success of the initiative. In taking on these challenges, the Partnership has maintained day-to-day connections to the work and deep connections in the community, while also navigating the philanthropic and public sectors and staying focused on the core results of HOPE SF. As a funding collaborative, the Partnership has leveraged both public and private dollars to seed economic, education and health programs, as well as a large-scale evaluation of these efforts. By being both “inside the tent” of government and outside it through the involvement of numerous public and philanthropic partners, the Partnership is able to leverage resources and funding from multiple angles toward its key priority of providing opportunities to those who have struggled with multi-generational poverty, isolation and trauma. Over the past several years, the Partnership has taken on challenges related to the programmatic approach as well as challenges related to the overall structure of the system. The need to structurally shift the entire system is a huge lift. Our progress to this end has been incremental; however, we are proud of what we have accomplished to date.

Below we provide some highlights of our impact as it relates to our different roles: (a) initiative leader, (b) funder, intermediary and convener of key stakeholders and sectors, (c) expert and strategic partner; and (d) data and evaluation support.

A. The Partnership for HOPE SF as Leader: Developing the HOPE SF Mission, Goals & Principles

In 2007, San Francisco joined Atlanta and Chicago as the third U.S. city to launch a high profile mixed-income transformation of a large portion of its public housing stock. HOPE SF is the nation’s first large-scale public housing transformation effort aimed at de-concentrating poverty, reducing social isolation, and creating vibrant mixed-income communities without mass displacement. Managed as a collective impact initiative and run out of the Mayor’s Office, HOPE SF serves over 5,000 individuals residing in four of the most historically isolated and dilapidated public housing communities in the nation. HOPE SF is San Francisco’s signature public-private initiative that aims to break generational cycles of poverty, violence and isolation and advance power and well-being for extremely low-income families of color.

HOPE SF has three main goals:

- 1) Replace obsolete public housing with mixed-income developments;**
- 2) Improve social and economic outcomes for existing public housing residents;**
- 3) Create neighborhoods desirable to low- and middle-income families alike.**

The cross-cutting goal is to generate the systems change necessary to promote and sustain the desired outcomes.



HOPE SF is comprised of four housing developments in San Francisco's southeast neighborhoods, including (Hunters View and Alice Griffith in the Bayview, Potrero Hill and Sunnydale in the Visitacion Valley neighborhood). By increasing density three times, the City will replace public housing units one for one and add an equal number of low income and market rate units, increasing the total density by three. Construction is phased, so residents can remain on site and take part in the transformation of their community.

The HOPE SF Principles established in collaboration with the community in 2007:

1. Ensure No Loss of Public Housing
2. Create an Economically Integrated Community
3. Maximize the Creation of New Affordable Housing
4. Involve Residents in the Highest Levels of Participation in Entire Project
5. Provide Economic Opportunities Through the Rebuilding Process
6. Integrate Process with Neighborhood Improvement Revitalization Plans
7. Create Environmentally Sustainable and Accessible Communities
8. Build a Strong Sense of Community

Recognizing that housing is necessary but not sufficient, HOPE SF launched with a set of principles developed collaboratively with residents. More than just a set of ideas, these principles have set in motion a culture change for how the City partners with the community. All partners—whether they are developers, funders, service providers, or residents—are aligned to a shared set of resident-centered principles. By building opportunity and economic mobility in place, we preserve community history, assets, and cultural connectivity.

This vision of resident-driven change is what attracted the philanthropic sector to establish the Partnership for HOPE SF, viewing HOPE SF as an opportunity to both implement an approach that has not been tried at this scale and also learn how resident-driven community transformation can become a national model. Partners also realized that HOPE SF's ambitious agenda was far beyond the current

infrastructure to achieve its goals—this had never been done before here or in any other City. Moreover, the Housing Authority was not at capacity to be a change agent, and the City, by virtue of its structure, wasn't organized to address a set of seemingly insurmountable and complex circumstances. In order for San Francisco to achieve its aspirations, the City would have to design and create new structures and practices that previously hadn't been supported, and it would require all hands on deck.

The Partnership quickly organized itself to support an initiative that was attempting to transform the very systems that by virtue of their infrastructure were creating this current dynamic. One of the key roles of the Partnership has been to influence necessary internal changes. Over time, the Partnership has illuminated what's needed, including a leader—someone with the responsibility to oversee the change and make the vision a reality.

B. The Partnership as Funder, Intermediary and Convener: Bringing Resources and Stakeholders to the Table

HOPE SF began in 2007 under the administration of Mayor Gavin Newsom, responding to the fact that approximately 1,500 families across four public housing developments in San Francisco's under-developed southeast were living in dilapidated conditions surrounded by blight. They were living geographically, socially and economically cut off from San Francisco's prosperity. Previous public housing revitalization efforts in San Francisco and across the country had resulted in displacement—so the City leadership was committed to neighborhood transformation without mass displacement of families and to creating inclusive neighborhoods where families of all income levels thrive.

The City's unique approach to public housing revitalization also gained the attention of the philanthropic community, and the Partnership for HOPE SF was formed to develop a human and social services infrastructure to complement and support the physical transformation of the properties.

Founded by Enterprise Community Partners in 2010, the Partnership shifted to The San Francisco Foundation in 2011. Also in 2011, the City was awarded a five year, \$30 million federal Choice Neighborhood Implementation grant for the transformation of HOPE SF's Alice Griffith neighborhood, which broke ground in 2015. San Francisco was in the first cohort of five grants awarded nationwide, intended to promote collaboration and data-driven decision making.

The Partnership, led by The San Francisco Foundation, Enterprise Community Partners, and the City and County of San Francisco, is a funding collaborative that leverages donations from individuals and the private and philanthropic sectors. Over the past five years, philanthropic partners have committed over \$15,000,000 to the initiative. Yet the Partnership's role is much more than simply a funder – it is an intermediary that convenes key partners, brings its community expertise and access to best practices nationwide to the table, and provides technical assistance, such as organizational capacity building, professional development for staff at all levels, strategic planning and design, and support around data analysis, to support the work. **It is one of the driving forces leading HOPE SF—bringing together public, private, and non-profit sector leaders and using the power of collective impact to ensure the work continues to be a city priority.** The Partnership helps ensure that HOPE SF is continually striving to achieve large-scale and lasting results. We lift up what works and translate these lessons and insights into the systems and policy change needed to have big, measurable and lasting impact.



Mayor Lee with PJ Iulio and Aitulagi Evans at the celebration of Hunters View in 2014.

Thanks in large measure to the work of the Partnership, HOPE SF has grown and matured over the past several years. In 2014, Mayor Lee, established the initiative as the City’s central anti-poverty and equity initiative. The Mayor hired a HOPE SF Director, staffed up the initiative, invested additional general fund dollars towards the human services, and created a long term financing plan that ensures all four sites will be developed. Thanks to these additional resources, **the initiative today is much more structurally robust than when it started and has the capacity to make an even greater impact on the long standing problems of poverty and isolation in San Francisco.**

C. The Partnership as Expert: Developing HOPE SF’s Interlocking Strategies

In 2005, the Human Services Agency released a study of at-risk families, known as the “Seven Street Corners Study”. **It revealed that the majority of San Francisco’s children that are involved in public systems, such as child welfare and juvenile justice, lived within walking distance of just seven street corners in the city. Six of those seven corners were in, or adjacent to, public housing developments.** Mayor Gavin Newsom decided he would make public housing reform a signature priority of his administration, and so launched HOPE SF in 2007 with lofty goals and a desire to address everything at once—construction, human development and systems change. Years later, with the benefit of hindsight, we now know that while ambitious goals were strong motivators, it is challenging to tackle all these things at once. Success requires figuring out where to start programmatically AND how to build the infrastructure to support and sustain those programs. Therefore, a key role of the Partnership has been

to serve as an expert and a strategic partner in two ways: structural and programmatic. **We believe that it is because we established this foundation of a systems-plus-programmatic approach that change will continue to occur.**

The Partnership began the process of engaging partners and learning together by sponsoring a multi-city tour of public housing transformation efforts, including Atlanta, Chicago, St. Louis, Seattle and Portland. Although each visit demonstrated innovation of some kind; the partners agree that the tour solidified San Francisco's unique commitment to the resident-centered principles. Chicago's \$10,000,000 Partnership for New Communities¹ was the inspiration for The Partnership for HOPE SF.

Soon after the cross-country site visit, the Partnership convened three task forces (economic mobility, education and health), each co-chaired by content experts from the philanthropic and the public sectors. Approximately 20 task force members per subject matter represented multiple sectors, including community, academic, philanthropic and government stakeholders. Each task force developed a set of holistic and tailored strategies to address the inter-related challenges faced by the people living in HOPE SF communities. Task Force members recommended a set of strategic priorities that leveraged and built on resident feedback, their own experience, field expertise and work already begun by the HOPE SF developers and community organizations serving the residents.

The task force recommendations led to four overarching strategies:

1. **Equitable mixed-income development:** advance sustainable mixed-income housing and ensure low-income communities participate in and benefit from the mixed-income redevelopment of their neighborhoods.
2. **Trauma-informed community building:** Increase social cohesion, personal transformation, and "readiness" towards service utilization, community organizing and civic engagement, advancing a cooperative model of regular engagement and decision making where the long term vibrancy of revitalized communities is sustained by a shared ownership of place..
3. **Neighborhood-based health and wellness supports:** Embed physical and behavioral health nurses and community health workers in onsite Wellness Centers, thereby increasing healthy behavior, connecting residents to medical homes, and decreasing stress and chronic disease.
4. **Economic mobility pathways tied to education supports:** Increase household wealth and intergenerational mobility by creating durable, protected pathways with enhanced wraparound support for disconnected young adults. Early education supports are anchored by a network of eight HOPE SF neighborhood elementary schools and four community-based Education Liaisons, working to improve student attendance and academic achievement through family engagement and culturally relevant responses in the classroom.

The recommendations from the Task Forces taken together with a Baseline Evaluation (see next section) provided the roadmap for HOPE SF's strategic framework and also established funding priorities for the private funds, which today, are the foundation of the initiative's human development strategies.

The Partnership ensures that there is a sustainability plan in place for programs that are developed and seeded by the Partnership. Working in concert with an anchor public agency, such as the school district, the health department, and the community, the strategies, whether they are health-, education-, or workforce-related, share two key components:

¹ <http://cctfiles.cct.org/impact/partnerships-initiatives/strengthening-communities/partnership-for-new-communities>

1. **"Onsite peer support models"**—resident leadership programs that build a sense of trust and ownership as well as leadership capacity are anchored in site-based supportive programmatic models (wellness centers, education liaisons, mobility mentors) to facilitate a bridge to the broader system of services (medical homes, academic success, living wage jobs)
2. **A demonstration pilot and evaluation** to lift up what works in communities and provide proof of concept so that the City can take it scale. Examples of these pilots are described in the next section and include: the Health and Wellness Center, HOPE SF Schools, and the youth employment program.

Sustainability is key not only to leverage and scale private funds, but also to build community trust. For generations, residents have come to expect programs to come and go. Programs seem to arrive out of nowhere and happen to them, rather than with them or by them. Residents don't have meaningful input, and providers that gained community trust end up leaving. One resident commented, "She was one of us, even though she didn't live here. She loved her work. Everyone knew her. There was a kind of depression when she left. We were so connected to her. That is what always happens. It's a let-down."

HOPE SF has developed a set of system-wide values that build on the original principles:

- **Results-Based Accountability.** We use data to advance racial equity, address disproportionality, and inform decision making.
- **Resident-Led.** We invest in the voice, vision and mobilization of inclusive community leadership.
- **Trusted Community Collaboration.** We build neighborhood capacity through partnerships that leverage trusted relationships, center power in community, and durably serve residents.
- **Public System Transformation for Families.** We advance a coordinated and trauma-informed system of care that is organized around the needs of families first.

D. The Partnership as Support for Data and Evaluation

A key role of the Partnership has been to bring a research and evaluation lens to the work of HOPE SF. From its inception, the Partnership worked to ensure that there is an ongoing process of reflection on what works, what is not working, and how to make mid-course corrections. The initiative is designed to be data-driven and to include a robust, collectively-defined research and evaluation agenda. A key objective was to establish data systems capable of tracking a set of long term outcome measures that connect to the four interlocking strategies, including indicators relating to life expectancy and chronic disease, child maltreatment, high school graduation rates, whether residents are attaining self-sufficiency, and percentage of African Americans living in low-poverty neighborhoods. (See attached RBA Framework for a complete summary of measures). The commitment to invest in research and data from the beginning has set HOPE SF up to be one of the first mixed-income initiatives in the country to seek to track and measure the impact of place-based investments on educational and economic outcomes for low-income residents.

In 2012 and 2013, HOPE SF's evaluation partner, Learning for Action, informed by national advisors, Mark Joseph and Rachel Kleit of Case Western Reserve University and Ohio State University respectively, produced a baseline evaluation report, three reports on specific priority topics, as well as a report for the national evaluation of the Choice Neighborhoods Initiative. **The baseline report required in-depth analysis of previously uncharted data—individual-level data that went beyond census tract and zip code data, matching records from 12 city departments to the San Francisco Housing Authority data.**

The report proved invaluable for decision-makers and policy-setters. Before the baseline analysis, leaders of a City with the nation's fast rates of job growth and economic expansion were aware of income inequality, but not aware of the state of crisis for some of San Francisco's families. The baseline report showed that HOPE SF household's average annual household income was \$14,000 compared to \$423,000 for the top five percent of the City's households in 2013². Student chronic absenteeism was 53%, compared to 8% Citywide; and chronic disease was six times higher than the City's average.

The baseline report was a sensitive document when it was released five years ago. Some stakeholders felt that it too strongly illuminated what wasn't working among City services that were otherwise successfully serving clients and were even raised up as national examples. **However, years later, the Baseline is regarded as a tool—a comprehensive starting point uniquely targeting public housing residents that HOPE SF partners can reflect and build upon.** As part of the baseline, the researchers also conducted several rounds of household surveys and community based participatory assessments at the public housing sites. Survey efforts included hiring residents to support the work and building relationships with the residents themselves. Each site's survey culminated with community events where the results were shared.

Extensive data collection and analysis efforts have continued since the baseline report. However, while our commitment to tracking data and implementing systems and practices that support the use of data for continuous improvement and quality assurance remains a priority, we have encountered challenges in our efforts to collect the same level of data and analyze it every year. Part of the reason for this is that data sharing across the different City agencies and departments (including the Housing Authority, Office of Economic and Workforce Development, Human Services Agency, Health Department, School District and others) is very complex—each subject to different information sharing regulations and having limited data support staff. This is an area where the initiative has struggled structurally. Creating an effective data-sharing system has required a sea change among the entire City infrastructure, which not surprisingly, has been time and labor intensive. This makes it difficult to complete any analysis requiring data matching and has foiled our original goal of producing an annual dashboard of HOPE SF results.

Despite the challenges noted above, significant progress is being made on data infrastructure.

- **Building Data Infrastructure:** HOPE SF's current director is interested in embedding staff and institutionalizing data collection, analysis and utilization within the City structure. The City has hired an analyst within the Housing Authority to focus on HOPE SF, and the Mayor's Chief Data Officer regularly convenes a group of departmental data experts to work on data sharing.
- **Changing Culture:** Years of attention to data and the influence of the Partnership has resulted in a culture change around data. Partners from all levels and across all sectors are shifting from collecting data for compliance reasons to using data for continuous improvement.
- **Focusing on Results:** The Partnership is also driving a shift towards using data to measure results—outcomes rather than outputs. Rather than asking for numbers of residents who enroll in job skills training programs, we are all flexing new muscles and beginning to track residents' advancement along a continuum of success measures, such as enrollment in training,

² <http://www.brookings.edu/research/reports2/2015/03/city-inequality-berube-holmes>

² http://sfmohcd.org/sites/default/files/FileCenter/Documents/7645-3-HOPE%20SF%20Baseline%20Data%20Report_Final_7%203%2012.pdf

completion of training, retention of jobs, earning and savings. This has required capacity building and discipline among all partners and at all levels, including the system level as well as the program and case management levels.

- **Using a Framework to Stay Focused:** With support from the Living Cities Integration Initiative since 2015, the HOPE SF team has developed and implemented a Results-Based Accountability (RBA) framework (see attached) and is tracking performance related to the strategies, goals, and the short- and long-term outcomes identified for the HOPE SF initiative. The RBA framework has become a project management tool that keeps the many partners focused on and aligned with a common set of outcomes that they can directly relate to their own work. RBA has also provided the Partnership with a set of consistent measures that we apply whether we are applying for funding or making a grant.

All told, the Partnership has played a very strong role in working to ensure that HOPE SF partners have the information they need to assess what is working, what is not working, continuously improve and make mid-course corrections.

III. ACTIVITIES AND ACCOMPLISHMENTS



Thanks to the strategic partnership between philanthropy, the public sector and the community, the HOPE SF initiative has grown more robust, more focused and more impactful over the course of the past five years. The Partnership has helped develop a strategic framework, brought data and evidence to bear, lifted up best practices, convened the needed players and sectors, and helped seed the beginning of a public sector system re-design.

The growth and strengthening of the initiative is also matched by a steady growth and progress in improving the lives of the HOPE SF residents. This section summarizes our key activities and accomplishments that have resulted from the joint efforts of the City, the philanthropic community and the HOPE SF residents themselves.

EQUITABLE MIXED-INCOME DEVELOPMENT: New Construction and Unprecedented Resident Retention

Because the Partnership has contributed funding in direct support of human development strategies, this report is not focused on the impressive accomplishments that have taken place in housing construction. That said, we recognize that the physical transformation is necessary and even catalytic for individual transformation. Therefore, we are excited to share the tremendous progress:



• Hunters View Before – Lacy Atkins, The Chronicle



Hunters View After – Natalie Orenstein and Build Healthv Places Network

New Construction:

- By February 2017 San Francisco will have constructed 114 (Hunters View)—a move that will accommodate all of the public housing residents—and 184 (Alice Griffith) new homes, including tax credit affordable units and public housing replacement units.
- Construction will begin at Potrero and Sunnyside in 2017, starting with immediately adjacent offsite parcels so that new homes will be created before any units are demolished. With the voter approved funding of \$80 million, the City was able to expedite the start time and overall construction process.

Resident Retention:

- At Hunters View, 60% of residents (compared to 8% in Atlanta and Chicago) stayed onsite and moved into newly constructed homes, now part of a mixed-income community.
- 100% of the Alice Griffith residents will remain in their community since no relocation was required to construct new homes.

A. Powerful, Informed Resident Leaders Building the Community



“As a peer leader, a lot of my friends [are] proud of me, saying oh my god, I want to be like you one day because, instead of me being a leader, as in a shooter, robber, or drug dealer, I’m a leader in a positive way—as a healthy, community person.”

In response to challenges presented by the historic isolation of HOPE SF communities, the Partnership has focused extensively on resident leadership at the grass roots level to improve trust and social cohesion in the communities. In 2011, HOPE SF began educating residents about community development through a 15-week Resident Leadership Academy, co-facilitated by Enterprise Community Partners and the Housing Authority. Here, residents gained knowledge of affordable housing development and design concepts, built professional and leadership skills, gained confidence and trust, and learned about resources to benefit themselves and their community. More than 40 residents have

graduated from this Academy over five years. Residents currently working in their community, are building their skills, gaining confidence, changing their outlook, and advocating for their peers. Many have gone on to school, certification programs, such as the City College community health worker certification program (more than 6 of the 22 Peer Health Leaders) and San Francisco's Citybuild construction academy. Approximately 50 residents per year across the four HOPE SF communities have been hired in construction jobs.

HOPE SF has supported the direct employment of resident leaders as onsite resources for information to help residents navigate services, advocate for community needs, and organize community activities. By identifying resident leadership as a key value and providing resources to this effort, the Partnership has begun to shift the culture from "top-down, City led" to community driven. Resident leaders have become sources of information, support and role models for other community members. They are relatable, accessible and trustworthy.

We have found resident leadership to be a critical component of successful programming across all domains (health, education, economic mobility).

UZURI

Uzuri used to cope with life's challenges by abusing drugs and alcohol. Today things have changed. Uzuri is a recent college graduate and is inspired to rebuild her life as well as her community. As a resident of HOPE SF for more than 15 years, Uzuri loves her neighborhood and envisions a brighter future where her neighbors will not be afraid to walk down the street.

Uzuri credits the HOPE SF Leadership Academy and her job as a community builder with helping her stay clean and sober. She started the walking school bus and now leads the community's walking club. This work gave her a new sense of self-worth and inspired her to go back to school and embrace the charge to lead by example for HOPE SF residents. Her work as a community builder combats chronic disease and social isolation. "We call it healthy living," says Uzuri. "When there is trauma because of violence, like gun shots, adults may not openly react out of fear. The children are more open, sometimes acting out in school, which leads to being reprimanded, which continues the cycle. By having programs like Zumba, New Beginnings, Walking Club and meditation, we provide an hour of safe space where residents are peaceful, interacting in a positive way and getting to know each other. Consistency is key," she says. "We take people where they are in their lives and welcome them. People check in and care about each other."

"A lot of people around here, they have trust issues with people from outside of the community, so having residents be a part of the peer leadership team—it's an awesome thing." – HOPE SF Resident

B. Youth Seizing New Opportunities

The Youth Development Program within HOPE SF responds to persistent and disparate opportunity gaps for public housing youth. HOPE SF's youth program provides a critical group of underserved youth with: (a) leadership development and skill building, (b) team building and network building, (c) coaching and mentoring, and (d) access and exposure to a network of educational, professional and social supports.

This strategy was piloted over two summers, 2015 and 2016, through the HOPE SF Summer Achiever cohorts. The 2016 cohort consisted of 80 young people age 13-24. Participants were recruited through CBOs, high schools and public housing sites. They convened after work hours, collaborating on project based experiences in communities, non-profit organizations, and businesses. The program leveraged the youth workforce resources and provided the Summer Achievers with access to career pathways as well as supports, community power and leadership opportunities. By the end of the summer, young participants expressed a gain in their knowledge and understanding of the HOPE SF initiative, leadership skills, a desire to continue the program and appreciation for access and connection to City leaders and resources for young people.

TERRY JONES

Terry Jones is just one example of how the HOPE SF youth development programs have helped young people achieve more than they had ever imagined. Terry is 24 years-old and has lived in Potrero his entire life. His whole family (grandmother, mother, older and younger brothers) all live there, as have many cousins who stayed with the family on and off. His dad was in and out of jail. Across all grades at all of the HOPE SF sites, 68% of students struggle academically, and many of Terry's friends and relatives "got off track" but he managed to stay in school and graduated. Along the way, he was recruited into the Summer Achievers



Program, where he learned more about HOPE SF and the opportunities it offers. He received a Mayoral Fellowship and is now responsible for organizing and managing a variety of HOPE SF youth development programs.

"My hope for other young people is that through HOPE SF, once they see the change, they will have a different perspective—that there is more out there. We are more than our community. We can be successful. I want to see others go to college and finish. There are people who care about our well-being. We have to support our kids, so they will finish school. We didn't have the kind of support that HOPE SF is bringing to our neighborhoods, like Education Liaisons and programs that help kids. HOPE SF is here to help. Once people know others care, they do try harder."

C. HEALTH AND WELLNESS SUPPORT: A Wellness Center in Every Neighborhood



Health assessments conducted in the HOPE SF neighborhoods in 2012-2013 shined a light on the need for culturally relevant and trusted health services. It spotlighted that residents used the emergency room instead of accessing regular medical services. Baseline data collected by HOPE SF documented poor health conditions, low utilization of the local clinics, and a desire for non-stigmatized mental health support. Residents indicated that they did not have adequate access to health and wellness services and did not perceive available services as culturally relevant.

HOPE SF partners responded by devising a strategic path forward for a community health initiative.

The Partnership convened key stakeholders, including the Department of Public Health (DPH), community organizations, and experts from San Francisco State’s Health Equity Institute to devise and implement a pilot program. Mercy Housing, together with DPH, opened a pilot health and wellness center in a vacant housing unit at Sunnydale in January 2015. The City’s Department of Public Health staffed the Sunnydale clinic—the pilot wellness center—with nurses and therapists who partnered with the peer health leaders, and the results were immediate. In the first six months, the wellness clinic received 290 nursing visits, 109 mental health visits and 153 participants at its post-crisis sessions.

The center also integrated the Peer Health Leadership Program, started in 2013 by the Partnership at all four sites, which employed residents as community health workers to promote healthier living, provide support, information and health advocacy, and to serve the critical role of connecting residents to health services—in 2016, 22 Peer Health Leaders organized and led activities, such as Zumba, walking clubs, nutrition classes and more, reaching 1,475 residents, twice as many as the first year of the pilot.

The Sunnydale Wellness Clinic and the Peer Health Leadership Program have now transitioned from pilot to a permanent strategy that is fully integrated into the City’s health system. Nurses from DPH serve the four communities, and over the next 18 months, Wellness Centers will be built at the remaining three HOPE SF sites to be integrated with the existing Peer Health Leadership Programs. **The course of this strategy has become a prototype of how we leverage private resources to innovate and pilot, demonstrate what works, and then institutionalize it within the City’s publicly funded system to ensure long term sustainability.**

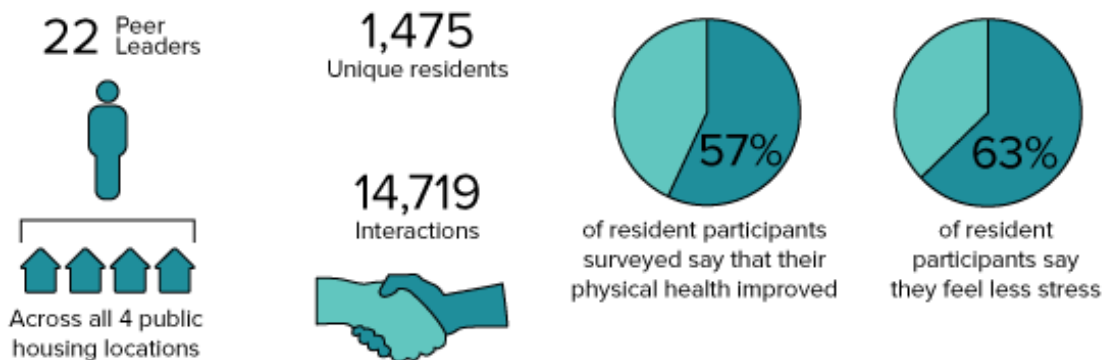


PEER HEALTH LEADERS



Peer health leaders are community health workers—residents who help their peers navigate and link to services, advocate for their needs and organize healthy activities to improve the health and wellness of residents and the social cohesion of the community. “I am connected to the community. I can be open and relate to residents better than someone they don’t trust. I tell them what’s going on. They believe me,” said James Lewis, who organizes and leads activities, like nutrition and exercise classes. “I lead a class every week where I cook and serve a nutritious meal. People here have high blood pressure and diabetes. I teach them to eat more vegetables. It feels good to help people do better in life!”

Almost 1,500 residents (unduplicated) across all four public housing locations participated in the HOPE SF Peer Health Leadership Program. The Peer Health Leaders had 14,719 interactions. 57% of resident participants surveyed say that their physical health improved, and 63% say that they feel less stress³.



³ 2016 data

D. EDUCATION SUPPORTS: Stronger Connections between Schools and Communities



DEANDRE

“DeAndre” is 15 years-old and the eldest of three brothers living with his single mom in Hunters View public housing. He is responsible for getting his two younger brothers (ages 7 and 9) up, dressed, and fed, then walking them to school before catches two buses to get to his high school. He hopes he will be allowed to leave his little brothers at school that early, as it’s barely light by that time. He is also responsible for picking them up and getting them home after school, but since his school ends at the same time, he’s not sure what to do. DeAndre has no help with these tasks because his mom recently started a job at a fast food restaurant at the airport and must leave at 6 am to walk to a different bus stop to get to her new job. She MUST keep this job. She has been looking for work for a year and she risk losing her job. DeAndre’s story exemplifies the challenges many HOPE SF youth face just to get to school each day. Once in school, they are often tired, overwhelmed and hungry.

There are over 1,200 students (all grades) from HOPE SF communities enrolled in San Francisco Unified School District (SFUSD) schools; the need to improve kindergarten readiness, school attendance, academic attainment and high school graduation rates are key priorities for the initiative. In 2012, the HOPE SF baseline report examined data across City agencies and the Housing Authority. The data match revealed that 53% of students living in HOPE SF were chronically absent from school. **Recognizing that chronic absence is a powerful proxy for families in crisis, like DeAndre’s, we saw this as an opportunity break down silos and better understand the environment in public housing.** We developed strategies with residents, school and City agencies that focused on strengthening families, and we focused the strategies below on elementary school students because chronic absenteeism, especially in the early years, is a strong predictor of academic struggles later on.

One of the four interlocking strategies of HOPE SF is economic mobility tied to education supports. For families to thrive, these needs have to be addressed holistically. The HOPE SF elementary education strategy includes three core elements designed to create a bridge between schools and families:

1. **School-based supports:** The Partnership for HOPE SF identified eight elementary schools known as the “HOPE SF schools” that serve large numbers of children from the four housing sites. The Partnership provided them with funding for additional student support activities, such as family engagement and school attendance training. The HOPE SF school staff and the community-based education liaisons work as teams to analyze data, engage parents, message the importance of attendance and address the needs of chronically absent students. We also hired a data analyst to work with SFUSD to design and provide regular data reports to inform the work.
2. **Community-based supports:** The Partnership invested in embedding Education Liaisons—professionals who are based in the community, not the schools, within all four HOPE SF housing

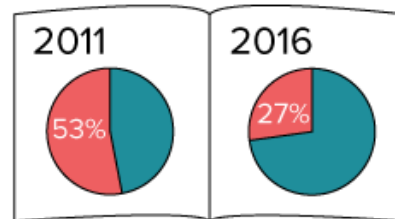
developments. Their role is to link families with the schools. Education liaisons know the families and the environment they live in. They understand the challenges, help bridge relationships and advocate for students, and they are regarded as a useful resource by schools and families.

3. **Resident-led supports:** The Partnership for HOPE SF provides funding for the resident-led supports, such as the Walking School Bus, Family Reading Night, and a peer-to-peer program where resident leaders whose children attend schools become advocates and sources of information for other parents.

Since 2011, the rate of chronic absence among HOPE SF students was cut in half.

Whereas 53% of students across all four HOPE SF communities were chronically absent in 2011, 27% were chronically absent at the end of the school year in 2016. Additionally, 75% of HOPE SF 4-5 year-olds attend a high-quality pre-school compared to 25%-50% (depending on the site) at baseline. Working with Education Liaisons and other community resources, families have gained more trust of the system, have more support in navigating the system and have a greater understanding of the value of attending school, even in the early years (preschool and elementary school).

Chronically Absent Youth
Across All Four HOPE SF
Communities



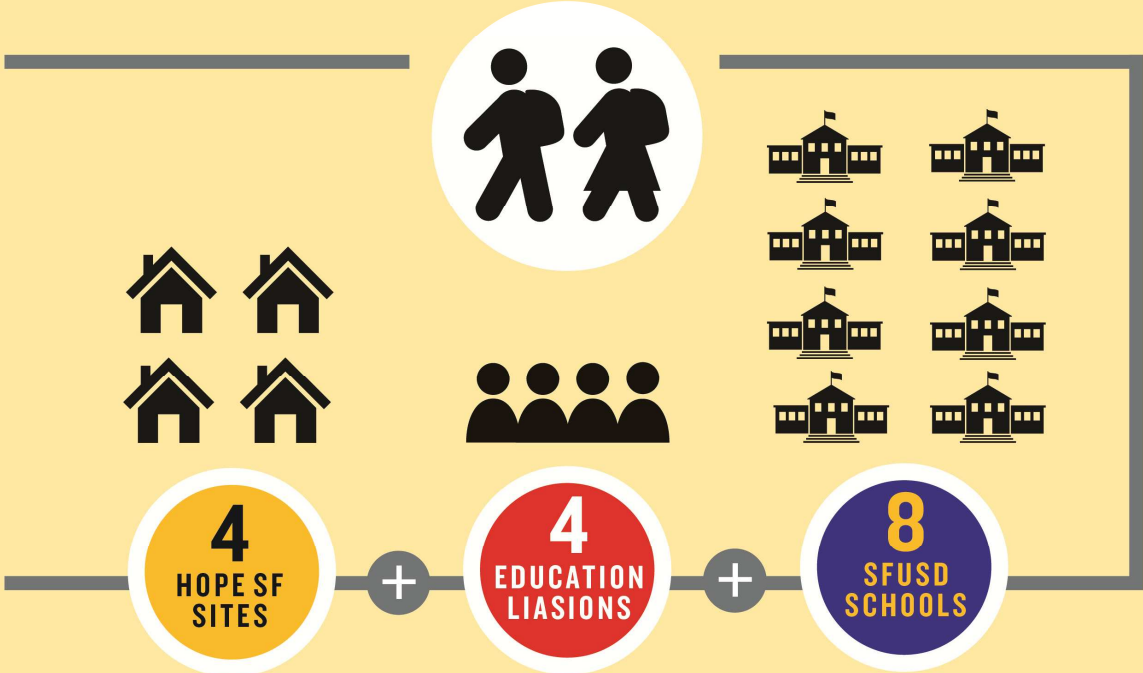
Potrero residents make their way through the housing complex each morning, knocking on doors, gathering children, ensuring safe passage and positive adult connection along the way to school. On August 15—the first day of school this year, there was a shooting as children were getting ready for school. Because of the walking school bus, children arrived at school safely, and the school staff was informed right away. Parents later expressed a level of trust that did not previously exist in the community, “We weren’t worried. They were with you.”

ETTA & KIRA



Etta Jones, a former teacher, is the Education Liaison at Alice Griffith. Since 2013, she has worked with 20% of the families living in Alice Griffith. “Kira” and her family are just one of the many that Etta has worked with over the past several years. Kira lives at Alice Griffith with her parents, five siblings, and uncle. Kira’s family has a history of social and financial instability as well as drug use. After Kira witnessed a fatal shooting, she experienced bouts of uncontrollable crying, increased irritability, anxiety and depression. Soon after, she was suspended from school for three days as a result of having a small pocket knife in her possession, which she had used in an incident at school “to protect herself.” Etta stepped in and arranged a meeting with Kira, her family and the principal. The principal recommended expulsion, but Etta shared Kira’s recent traumatic experience and shifted the focus to Kira’s potential to excel and need for a safer school environment. Ultimately, the principal agreed to transfer Kira to another school to provide her with a new start. Life changing decisions too often get made by people who do not fully understand the challenges associated with public housing. In this case, Etta used her knowledge of the educational system and the community to facilitate a positive outcome by encouraging the family to express themselves and the principal to learn more about Kira’s traumatic experience.

HOPE SF Education Strategies



Each HOPE SF site has an Education Liaison— a community-based professional that promotes family engagement and advocates for students at schools.

Eight SFUSD elementary schools in HOPE SF neighborhoods adjust their methodology based on what is culturally relevant to the student and the community.

ATTENDANCE

ACHIEVEMENT

GRADUATION

E. ECONOMIC MOBILITY PATHWAYS



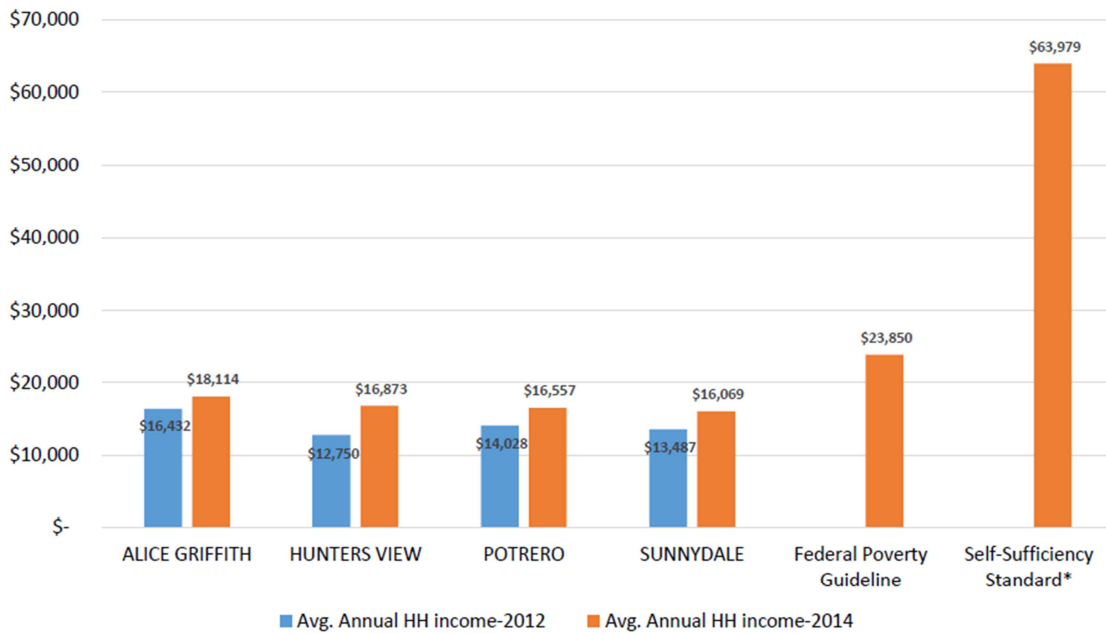
“The Beautification Work Program creates economic opportunities,” explains Isaac Dozier, senior project manager for Urban Strategies, Inc. at Alice Griffith, “and without the innovative dollars provided by philanthropy, we wouldn’t have been able to try a different approach like this.” Isaac knows that sending disconnected young adults into standard job training programs and expecting them to succeed has not worked. This program employs residents in beautifying their own neighborhood as the first step in getting back into the workforce.

LARRY & YOMO



Larry Houghton and Yomo Shaw are mentors. Both men, now unionized construction workers with a steady income, understand how difficult it is to overcome significant challenges. They also know what it means to have adults in the community who care and will push the young people to succeed. Houghton, who overcame substance abuse, advises youth to reach beyond their comfort zone. “Finish school, and don’t be scared to try new things. You might like it!” Yomo stresses pride of ownership, “You see your work. You see what you build.”

Average Annual HH Income FY 2012 and FY 2014



*2014 Self-sufficiency standard in San Francisco County for 2-adult household with 2 school-aged children, Insight Center for Community Economic Development; Source: San Francisco Housing Authority

Whereas the annual household income has slightly increased at all four sites since the baseline report, the amount remains below the federal poverty guideline and well below San Francisco's self-sufficiency standard.

Central to HOPE SF's mission is working in partnership with the residents to develop pathways for economic opportunity and mobility.

Traditional Workforce Training Programs Were Not Well-Matched to the Needs of Residents

Early on, the Partnership employed a traditional workforce development approach. We believed that HOPE SF's employment goals could be accomplished by securing existing job training slots for HOPE SF residents. However, results of this approach were mixed. For example, the Human Services Agency piloted targeted outreach within HOPE SF developments for a jobs program, known as JobsNow!, which subsidized employers to hire 100 HOPE SF residents. This program successfully retained or advanced about half of the HOPE SF participants who enrolled—mostly those with the lowest barriers to employment. This and other programs were not successful in retaining or advancing the participants with complex barriers, because they did not enroll, they were distrustful of, didn't wish to be associated with, or were ineligible for the public benefits systems, which made it difficult to leverage valuable workforce development system resources.

The Partnership reviewed the results of our initial economic mobility efforts and interviewed stakeholders in an effort to identify what was not working—we determined that the challenges were structural in nature, existing across the sectors and systems. The services and supports available, as effective as they were elsewhere in the City, were not well-matched to the needs of people in the HOPE

SF neighborhoods, particularly youth. Many of the HOPE SF residents were not ready to fully participate in or benefit from the training programs because of their own complex challenges, including lack of education, work experience, reliable transportation, and positive adult role models. They were disproportionately involved in the justice system, had experienced chronic trauma (often leading to substance use) and were unsafe outside of their own neighborhood turf. They distrusted the system, as they had not seen it bear fruit for them or their peers. The training programs were too short, had too many prerequisites, did not embed mental health support or youth development and were not individualized enough. Most organizations providing job training lacked the capacity to achieve some or all of the above results.

A Continuum of Durable Support Meets Residents Where They Are

Once the Partnership began to understand the nature of the residents' true reality, the mismatch of services available to address those barriers, and the need to build trust as a first step, we focused on establishing new strategies that could successfully engage and retain residents and provide them with durable and holistic support. We began researching and testing trauma-informed services and approaches. In 2014 and 2015, the Partnership piloted an **economic mobility program designed to "meet residents where they are"**, starting with their initial engagement. Residents were paid to work on short term projects in their communities (gardens, beautification, greenhouses, etc.) with the intention of engaging them in constructive activities and building relationships, confidence and basic skills. After a short 12-week period, residents were intended to move seamlessly into a formal skill building program offsite with continued support. This approach led to greater success, but the organizations leading the programs lacked capacity in youth development, mental health support and data collection to track and support participants beyond the initial project and onto the next stage of the employment continuum. Additionally, some nonprofit staff members inadvertently raised resident expectations for near-term placement into unsubsidized employment.

Bringing the Elements at all Levels of the Systems Together to Advance Economic Mobility

In spring 2016, we applied all of the lessons we have learned and embarked upon developing a new structure, including:

- A new multi-year, individualized, holistic service model;
- A collaborative, multi-agency approach;
- A performance-based funding model; and
- Alignment across publicly funded systems to support this work over the long term.

We entered into a strategic partnership with the *Phoenix Project*⁴, a collaborative of community-based nonprofits that will develop and deliver on a plan to dramatically improve the economic mobility outcomes of young adults from HOPE SF developments, two thirds of whom are not connected to school or work. The *Phoenix Project* brings connection to and credibility with the community and consists of organizations with deeply-rooted knowledge of HOPE SF communities. They will pilot a model for resident mentoring that employs durable, relentless, trauma-informed outreach and coaching designed to "hold" young people over a longer time horizon than in a traditional program (up to 7 years) and as they move between multiple service providers.

⁴ The *Phoenix Project* agencies bring expertise in college prep, high school diploma/GED, employment services, physical and mental health services, and violence prevention. Please see the attachment for a list of organizations.

The Department of Children, Youth and their Families, Human Services Agency, and Office of Economic and Workforce Development are working together to better align their funding to develop a connected continuum of services across the three departments in order to more effectively engage City residents with the highest barrier to employment and the least connection to good jobs. Additionally, through a partnership with the Harvard Kennedy School’s Government Performance Lab, which began in 2015, San Francisco has been exploring shifting more of its social service funding into results-driven contracts, recognizing that the City has not always achieved the results it desires from the dollars it has spent on preventive social services.

Results-driven contracting shifts the focus of social services contracts towards the outcomes that are achieved rather than inputs provided. Taken together, these changes are laying the foundation for a much more effective economic mobility strategy. This strategy is another example of our effort to address a structural challenge. Our decision to work with the Phoenix collaborative is a decision to support and shift the capacity to the very organizations that we believe have the trust and connection with the community but have historically been as isolated and traumatized as the residents. Shoring up these partners and building their capacity is a huge task of the Partnership.

IV. LESSONS LEARNED AND NEXT STEPS

Much has been accomplished in the years since HOPE SF first launched. We began the process of physical transformation, centralized an infrastructure to guide and track the work of the initiative across government, philanthropy and community; received early indications that we are making progress towards our goals—students in HOPE SF neighborhood schools have lower levels of chronic absenteeism; residents have participated in leadership academies, received certifications and secured paid employment in their own communities; and culturally relevant health services have improved healthcare service utilization. Yet, we still have much work to do. Moving forward, we will build upon some key lessons learned.

Learning 1: Place matters. Mixed-income affordable housing is a critical lever for dramatically improving social outcomes for communities of concentrated poverty.

Mixed-income affordable housing is a critical lever for dramatically improved social outcomes for communities of concentrated poverty. HOPE SF has demonstrated that quality, affordable housing within a thriving urban community serves as a platform for improving educational outcomes, health and longer-term economic mobility for lower-income children, youth and adults.

Now that families have moved into newly constructed homes and we have increased the number of residents living in affordable housing, our next steps will be to identify what mix of strategies and services are needed to ensure that families successfully sustain their housing and thrive across all income levels. Residents who felt isolated from the City overall but also from their neighbors are beginning to connect with their neighbors and participate in the opportunities around them, but we need to continue to prioritize strategies that ensure families are truly connected to their transformed communities and services that benefit all San Franciscans. This must include intentional work to bridge race, class, and tenure divides at mixed-income sites.

What's Next? Much has been accomplished by the City and the HOPE SF Initiative in this regard. The next step in the journey is to move beyond construction and relocation, from separate communities into integrated communities. After years of isolation in public housing communities, residents will be living face to face with families of mixed-income levels—what is service provision in this new community? How do we ensure that families thrive? We don't yet have the answers; nor are there examples of equity-focused mixed-income transformations for us to draw upon. The Partnership is staying the course to help the City move from one evolutionary stage to the next. Our role is to exercise our influence and anticipate the next step and provide support around the areas where support is still needed.

Learning 2: Achieving social cohesion and economic inclusion require continuously building community trust and leadership. Trauma-responsive, durable, individualized interventions are required to address deep systemic barriers and geographic isolation felt by families.

In 2014, there was a tragic homicide witnessed by children on a Sunnydale playground. Many community organizations and City departments responded in earnest by going to Sunnydale on a weekly basis ready to provide resources and services for families. Staff reported, "We were there, but they did not come". City leaders have historically operated with the notion that a set of short term, intensive services will address families' needs; however, after a period of time, providers go home, and the families endure the grief. Through the work of HOPE SF, we have developed a deeper understanding of the reality of trauma, the normalization of violence and the deep mistrust of the system.

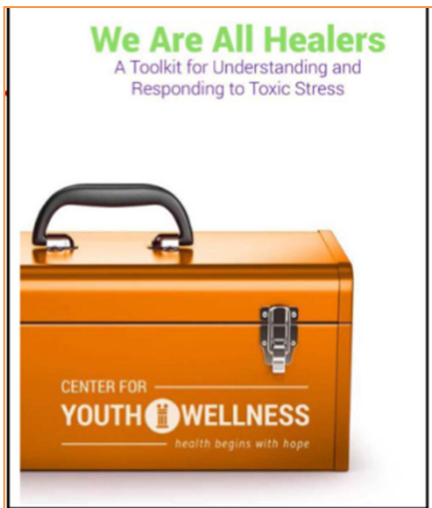
We now understand that the same services and responses that work elsewhere in San Francisco don't work in HOPE SF communities, in large part because trauma directly interferes with the residents' ability to effectively participate in services. Our engagement with residents has revealed that the dilapidated conditions, isolation, inter-generational poverty, poor health and safety have contributed to profound trauma. In one household survey, almost half of the residents reported feeling unsafe. They said they felt like "prisoners in their own houses". Residents spoke about shootings being so common that the police would come only if someone died; they reported that their children were traumatized by the sound of gunshots.

A similar trauma-impacted dynamic has played out with community-based service providers. They have continually operated in an environment of uncertainty and crisis, with limited ability to engage in reflection and long term planning. We have begun to shape policy responses that are trauma-informed. By engaging residents, reducing stress, building trust and supportive connections, and taking a family-centered approach, families are better able to utilize their existing support system and realize improved social and economic outcomes.

What's Next? Despite the depth of our learning, our understanding of the impact of taking a trauma informed approach is still in an early phase, and the coming year will focus our efforts on refining and evaluating a trauma-informed methodology at the systems, community and family levels by identifying metrics to better understand the connection to our desired outcomes.

Systems-level Innovations: HOPE SF’s strategy is linked to the trauma work led by the San Francisco Department of Public Health, which has established a trauma informed systems framework developed to help improve organizational functioning, increase resilience and improve workforce experience. The framework posits that like people, organizations are also susceptible to trauma, affecting its workforce in dynamic ways that contribute to fragmentation, numbing, reactivity and depersonalization. When organizations and systems are traumatized, it prevents them from responding effectively to the people we serve.

Community-level Innovations: The Trauma Informed Community Building⁵ model, developed by BRIDGE Housing at the Potrero site collaboration with the Health Equity Institute at San Francisco State University, addresses trauma and builds resiliency. Activities such as gardening, walking clubs, meditation classes and family reading night build trust and social connections, de-escalate chaos and stress and promote resiliency.



Dr. Nadine Burke-Harris and the team from the nearby Center for Youth Wellness developed a practical guide and a training for HOPE SF with information about how to respond to toxic stress and trauma, including:

- What is ACEs (Adverse Childhood Experiences)?
- How stress affects the body and long term health
- Strategies for coping with grief and stress

Learning 3: Developing Resident Leaders is key to achieving Community Transformation

Resident-centered community transformation goes far beyond community events and input sessions. HOPE SF has demonstrated that resident leadership is a critical precondition for community transformation. Residents have been a part of HOPE SF from the beginning—our founding principles are centered on residents and guide our work to this day. We put residents at the center of the transformation. Building trust and keeping our promises has catalyzed the kinds of changes HOPE SF was designed to make—safer neighborhoods, healthier families, and most importantly—hope. Residents see a brighter future for themselves and their community.

⁵ <http://bridgehousing.com/PDFs/TICB.Paper5.14.pdf>

At all four sites, resident leadership has been a catalyst for community change and career development. HOPE SF leverages residents' life experiences, leadership skills and social ties to support cohesion and resiliency, create a sense of belonging and ownership, and advance health, educational, economic and community safety outcomes.

What's Next? Moving forward, we will continue to ensure that resident leadership is both a programmatic focus and also fully reflected in the structure of HOPE SF. Resident leaders will continue to be hired and engaged at every dimension of HOPE SF as organizers, health and education leaders, program evaluators, and staff. The objective is to ensure they are prepared to succeed in new roles as leaders. HOPE SF's resident leadership committee (different from a tenant association) will meet on an ongoing basis to "ground-truth" initiative level strategies. Residents will participate in data planning, training and evaluation.

I was an outsider looking in on what these kinds of meetings look like when low income people are not in the room. I was proud to be there, representing the actual experiences of residents. I was able to bring a different perspective to the conversation and not just have a role in affecting the change, but also what it was like to go through it.

-- Resident

Learning 4: Creating a robust data analysis infrastructure requires strong leadership, cross-sector buy-in and collaboration, supported with good data, is essential to creating systems change

Before the HOPE SF Baseline Report was completed, no one really understood the truth about the challenges facing these neighborhoods and their residents. Today, we are armed with the information we need to effectively meet these challenges head on. However, the more we have engaged with this data, the more we have come to understand what we have to do to build a data infrastructure that supports learning and improvement. Identifying data sources, collecting data, analyzing it and putting it to use requires a robust infrastructure with dedicated expert staffing, and increased capacity of organizations across sectors to collect, analyze, share and utilize data for continuous improvement/quality assurance.

What's Next? In 2016, Mark Joseph from the National Initiative for Mixed-income Communities at Case Western Reserve University and Carolina Reid from the Turner Center for Housing Innovation at UC Berkeley were re-engaged by the Partnership to conduct a mid-course assessment and re-design the research and evaluation plan, with a particular focus on how the initiative could better align data collection and analysis to measure short and long-term impacts. As we write this report, they are wrapping up the findings and recommendations from their work, which will set the course of evaluation and learning for the next phase of HOPE SF.

Over the next several years, we anticipate a focus on building data capacity in four areas:

1. Develop an integrated longitudinal data system.
2. Efficiently track programmatic outcomes in “real time” in order to inform program design and continuous quality improvement.
3. Integrate research into the design of city programs, ensuring the alignment of city funding with evidence-based practice.
4. Deploy administrative data for the long-term evaluation of HOPE SF. We will ensure alignment between data collection and prioritized short, medium and long-term outcomes, as well as build and sustain a robust data infrastructure system across city partner agencies. Data will be analyzed to help target services, highlight training needs and guide funding decisions.

All of this will help institutionalize and “hard-wire” the city’s capacity for and commitment to iterative, continuous learning that can shape and document the impact of HOPE SF.

Learning 5: Cross-sector leadership, alignment and data-driven decision making are required to address complex structural challenges related to poverty.

The Partnership has focused on holding the core principle of system alignment. One measure of success today is that there is dedicated staff with a leader to operationalize HOPE SF’s aspirations and ensure that the rest of city family coalesced around its goals and learnings in a meaningful way.

What’s Next? Moving forward, we will continue partnering with and across City Departments on public system re-alignment. We are in the process of stepping into another realm with the *Phoenix Project*, where we are addressing organizational needs and understanding ways in which the City has perpetuated isolation of the community-based organizations—not just the residents—in these communities. The Partnership has functioned to elevate questions about existing gaps. The next steps include pushing the City to understand and support these organizations. We will have to understand organizations’ challenges and how they adapt so we can learn how bridge that gap.

Tied to the *Phoenix Project* is a major effort to re-structure public funding for workforce development services to support outcomes over the long-term, rather than outputs. City agencies have been working with each other to align (and in some cases, pool) their funding to develop a connected continuum of strategies across the three workforce agencies to better engage the highest barrier individuals, particularly public housing residents who have the least access to good jobs and career pathways. The goal of this alignment work is to identify areas where existing programs could be streamlined to improve results and ensure that services are effective in meeting needs of high barrier individuals.

V. CONCLUSION

Seven years ago the four HOPE SF sites represented the most isolated, dilapidated communities in San Francisco. They were profoundly disconnected—generations of residents experienced poverty and chronic trauma. There was no plan or resources to rebuild and no clear understanding of the problems. Data about the residents and how to best serve them was not available. Trust between these communities and the broader systems designed to serve them was almost non-existent. City Departments were ill equipped to improve the situation - all working in silos, funding programs entirely based on outputs and without a roadmap to achieve any measurable successes. Recently, a resident said, **“We have lived in a community, where for 40 years, there was no trust. It used to be hard to say**

that the City is helping us, but now we see it as a true partnership. Residents are trusting now. There are still many barriers, but things are coming along, and we're happy about it."

Today, thanks to the work of all the partners associated with HOPE SF and the strategic leadership of the Partnership as an advocate, convener, funder and thought-partner, these neighborhoods are on a course for complete transformation. "HOPE SF is an island of alignment in a sea of fragmentation," says Ken Epstein of the Department of Public Health. Residents have been engaged, trained and employed to become community leaders and mentors. Children are attending school at higher rates and community health is improving. CBOs have been re-energized and are receiving the support and training they need to be successful. National and local leaders are engaged and providing expertise, influence and funding. Systems for collecting, analyzing and tracking data are in place. City Departments are integrating their work and shifting towards results based contracting, aligning with the HOPE SF results-based accountability framework. The initiative is fully staffed and has risen to become a top City priority that we are confident will continue under future administrations.

We are excited about what is to come and welcome your continued partnership as we strive to improve the community we serve.

"We are a stronger force when we work together. Don't give up. This is making a difference. It is personal for me. I work with the kids on the hill. If it's a hard day, I don't let the obstacles get in the way. Don't let the people, organizations, policies stop you."

– Resident



APPENDIX A: HOPE SF Partners and Governance Structure

The physical redevelopment of the HOPE SF sites, on-site relocation of residents during construction, and the site-based service connection are being managed by the City and County of San Francisco (“The City”). In the beginning years of HOPE SF, the initiative was housed among three City agencies—the Redevelopment Agency, which was discontinued across California by Governor Brown in 2012; the Housing Authority, which was disbanded beginning in 2014 by Mayor Lee, when he began to move the property management function of public housing to non-profit developers, and the Mayor’s Office of Housing. City level governance of HOPE SF included an Oversight Committee, made up of city department directors which met quarterly and a City Services team (deputy directors) which met monthly to coordinate programs and strategies.

HOPE SF utilizes the Results Based Accountability (RBA) framework as a tool to track population level outcomes and community level performance measures, all related to a set of inter-locking strategies (see attached RBA framework). Partners include residents, site-based non-profit developers and community organizations, City agencies, evaluators, and expert consultants organized around the principles of collective impact, accountable to a shared vision and core values—common beliefs that we want to see reflected in our actions—resident voice, trauma-informed practices, public systems transformation, data-driven equity analyses, innovation and learning.

HOPE SF governance structure integrates City agencies that manage the services that touch residents’ lives and lead to the outcomes we seek to achieve. Agency leaders also make policy and budgetary decisions. Having them at the table is critical to ensure adequate resourcing for the initiative and strategic alignment and planning of activities for systems change.

Each HOPE SF site has a lead housing developer (John Stewart Company at Hunters View; McCormack Barron Salazar at Alice Griffith; BRIDGE Housing at Potrero; and Mercy Housing at Sunnysdale). The developers are supported by a constellation of organizations with deep roots in the community that are committed to the vitality of the community and the resiliency of the residents. Organizations include neighborhood-based Family Resource Centers, the faith community, and community based organizations that provide case management support, hire residents and manage programs supporting HOPE SF strategies and outcomes.

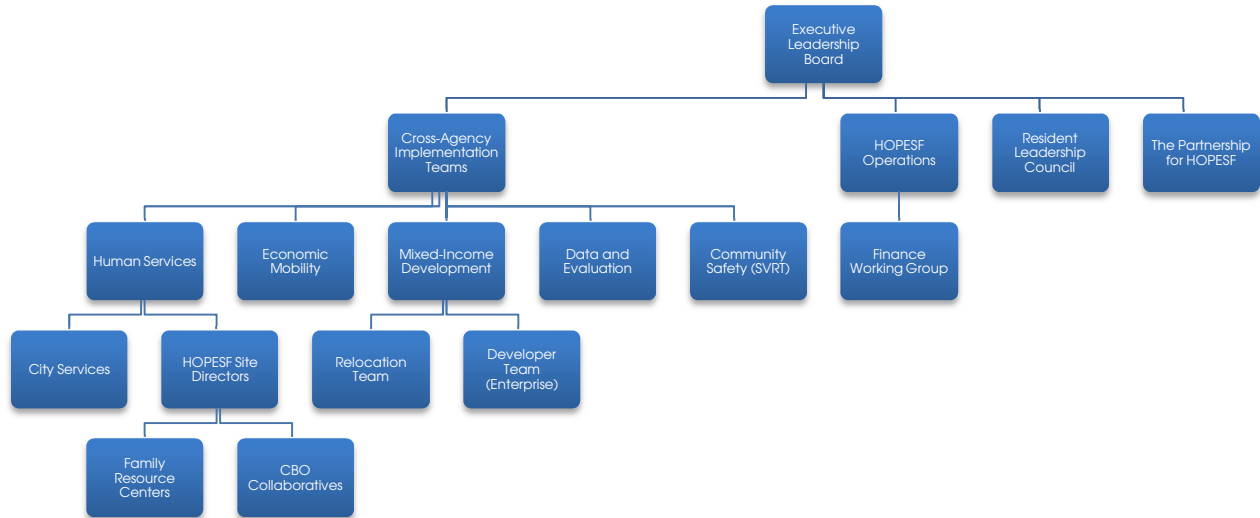
The Partnership for HOPE SF is led by The San Francisco Foundation (where it is housed), Enterprise Community Partners, and the City and County of San Francisco. The Partnership pools funding from over 20 private sector, foundation, and individual donors to support the goals of HOPE SF. Supporters include: 50 Fund, The Annie E Casey Foundation, Bank of America, The California Healthcare Foundation, Enterprise Community Partners, David A. Friedman & Paulette J. Meyer, Friedman Family Foundation, Genentech, Evelyn and Walter Haas Fund, Walter and Elise Haas Fund, Hellman Foundation, JP Morgan Chase, Kaiser Permanente, Living Cities, Metta Fund, Salesforce.com Foundation, The San Francisco Foundation, and the Wells Fargo Foundation.

The Partnership for HOPE SF was launched in 2011 among public and private partners to ensure that there was alignment and integration of programs and services for families living in public housing developments. Two committees guided the work of the Partnership, including the Steering Committee, comprised of city, business and philanthropic leaders, which met monthly to set direction and make

funding decisions, and the Leadership Committee made up of high-level leaders with expertise, influence and fundraising connections.

In early 2015, it was decided that rather than have parallel governance structures, all of the governance committees would combine into one body, called the executive leadership committee, made up of City department directors and a few philanthropic CEOs so that decision makers act in concert and are more closely connected. More importantly, bringing the two together as an Executive Council has allowed the Partnership to function squarely in the center of HOPE SF.

The HOPE SF director, as the highest level leader of HOPE SF, sets the Executive Committee’s agenda, to generate discussions about alignment, policy and systems change, determining the “asks” of departments and of outside funders. Those meetings are regularly attended by City staff, community leaders and residents. Subject matter workgroups were created to develop strategies and track their progress. Partnership leaders meet to support fundraising and to ensure that there is a collaborative process and accountability in the management of the private funds.



Executive Leadership Committee*

- Mayor Edwin M. Lee (Chair)
- Theodore Miller, Director, HOPE SF, Mayor’s Office
- Fred Blackwell, CEO, The San Francisco Foundation (representing The Partnership for HOPE SF)
- William Scott, Chief of Police
- Pamela David, Executive Director, Walter & Elise Haas Fund
- Barbara Garcia, Director of Health, City and County of San Francisco
- Rich Gross, Vice President, Enterprise Community Partners
- Kate Howard, Deputy Chief of Staff, Mayor’s Office
- September Jarrett, Director of the Office of Early Care and Education
- Colin Lacon, Director, Strategic Partnerships, Mayor’s Office
- Olson Lee, Director, Office of Housing and Community Development
- Myong Leigh, Interim Superintendent, San Francisco Unified School District
- Allen Nance, Chief, San Francisco Juvenile Justice

Trent Rhorer, Director, Human Services Agency
Michael Carr, Director, Office of Economic and Workforce Development
Barbara Smith, Interim Director, San Francisco Housing Authority
Maria Su, Director, Department of Children Youth and Families
*also includes several resident and community leaders

Economic Mobility Workgroup

Theodore Miller, Director, HOPE SF, Mayor's Office
Saidah Leatutufu, Director, Economic Mobility, HOPE SF
Ellie Rossiter, Director of The Partnership for HOPE SF, The San Francisco Foundation
Anne Griffith, Sr. Director, Public Housing, Enterprise Community Partners
Ruth Levine, Fellow, Harvard Kennedy School, Government Performance Lab
Christine Johnson, Third Sector Partners
Lena Miller, Executive Director, Hunters Point Family, intermediary lead of The Phoenix Project
(Includes: Bayview Association for Youth, Bayview Hunters Point Foundation for Community Improvement, Five Keys Charter School, The Samoan Community Development Center, Third Street Youth Center and Clinic, Young Community Developers)

Family Systems Workgroup (establishing a family centered case management model)

Allen Nance, Director, San Francisco Juvenile Justice (Co-chair)
September Jarrett, Director of the Office of Early Care and Education (Co-chair)
Ken Epstein, Director, Public Health
Ingrid Mezquita, Director, First 5 San Francisco
Laura Moye, Deputy Director, Department of Children, Youth and Families
Ronak Okoye, Director, Collective Impact & Strategy, HOPE SF, Mayor's Office
Ellie Rossiter, Initiative Officer, The San Francisco Foundation
Karen Roye, Director, Child Support Services
Susie Smith, Deputy Director, Human Services Agency
Kevin Truitt, Chief, Student, Family & Community Support, San Francisco Unified School District

Housing Workgroup

Lisa Motoyama, Deputy Director, Office of Housing and Community Development (Co-Chair)
Anne Griffith, Sr. Program Director, Enterprise Community Partners (Co-Chair)
Toni Autry, HOPE SF Project Manager, San Francisco Housing Authority
Housing Developer Representatives from John Stewart Company, Bridge Housing, McCormack, Barron, Salazar and Mercy Housing

Resident Leadership Workgroup

Theodore Miller, Director, HOPE SF, Mayor's Office (Chair)
15 Resident Leaders

Data and Evaluation Workgroup

Joy Bonaguru, Chief Data Officer, Mayor's Office (Chair)
Dan Kelly, Human Services Agency
Ronak Okoye, Director, Collective Impact & Strategy, HOPE SF, Mayor's Office
Swati Pande, Data Analyst, HOPE SF, Mayor's Office
Devin Corrigan, Educational Policy Analyst, SFUSD