Presentation Overview

• Local Model for the Nation: Toward Inclusive Community Development

• Trauma-Informed Systems?: Advancing Health and Healing for Low-income Families

• Wellness Centers: a Public Health Innovation

• Next Steps and Further Questions
The Genesis of HOPE SF

2007
Seven Corners Study
Community-established Principles

2012
SFSU Health Assessments

2013
Baseline Evaluation
Partnership for HOPE SF created
Peer Health Leadership Program created

2014
Director of HOPE SF (MYR)
Kaiser $3m investment

2016
Sunnydale Wellness Center opens with permanent investment across sites

2017
Move-ins completed at HV
AG move-ins
Construction at all sites
Our Collective Impact
The State of HOPE SF Now

- **Results-based Accountability.** Use data to advance racial equity and inform decision making;

- **Disruptive Leadership Driven by Residents.** The voice, vision and mobilization of resident community stewards pay catalytic dividends;

**Build Trust through Collective Impact.** Organize partnerships and social networks around a set of mutually reinforcing activities; and

**Trauma Informed Systems.** By recognizing the harm done onto communities through historical and structural practices, radical love and respect for families is fostered.
Inclusive Community Development

We believe that if we repair isolated neighborhoods of concentrated poverty we will dramatically improve the long-term well-being and economic mobility of former public housing residents and their communities.

**Shared Result (10+ years)**

By 2026, over 1,500 former public housing households of color thrive in a racially, economically, and socially inclusive communities.

**6-10 Year Outcomes**

- Life expectancy
- (Minority-owned) Firms with paid employees
- Neighborhood diversity (race/ethnicity)
- % Households meeting self-sufficiency
- % B.A. or higher

**3-6 Year Outcomes**

- Violent crime rate
- Households rent burdened
- (Cohort) High school graduation
- 8th Grade Math
- 3rd Grade Reading
- % healthy births

**Key Drivers**

- Stably housed in high quality home
- Inclusive spaces (sf)
- Neighborhood safety (violent crime)
- (residents) engaged in community building
- (residents) reporting good health status
- Median household income
- % employed in high opportunity jobs
- School attendance rate (pre-K-12)

**Strategies**

- Equitable mixed-income development of public housing
- Community leadership and collective impact anchored in residents
- Trauma-Informed Family Systems
  - Neighborhood health and wellness centers
  - Education/economic mobility pathways across the life-course
Advancing Health and Healing

Equitable Mixed-Income Housing
- Inclusive 6,000 unit community, with family supportive case management for housing stability (MOHCD; DCYF; DPH; TSFF; $120m)

Community Leadership and Collective Impact
- Youth leaders, peer mentors and trauma-informed community stewards (TSFF; MOHCD; DPH; DCYF; $5.5m)

Trauma-Informed Family Systems
- Coordinated services desired by families at key transitions through wellness centers, schools and access points (DPH; SFUSD; OEWD; HSA; DCYF; $18m)
Equitable Development
Equitable Development: Core Principles to “Promises Kept”

- 1:1 Replacement of Public Housing Units
- Non-Displacement, Guaranteed Retention, and Relocation Support of Residents
- Create “inclusive mix” through additional affordable units and first-ever market rate units
- Advance high-quality management of Public Housing (Sunnydale/Potrero)
Equitable Development: Keeping Promises

<table>
<thead>
<tr>
<th></th>
<th>Projected</th>
<th>FY'17</th>
<th>FY'18</th>
<th>FY'19</th>
<th>FY'20</th>
<th>FY'21</th>
<th>FY'22</th>
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<tbody>
<tr>
<td>Public housing replacement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>units built (cumulative)</td>
<td></td>
<td>274</td>
<td>516</td>
<td>529</td>
<td>650</td>
<td>778</td>
<td>945</td>
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<tr>
<td>Additional affordable units</td>
<td></td>
<td>230</td>
<td>309</td>
<td>327</td>
<td>397</td>
<td>571</td>
<td>717</td>
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<tr>
<td>built (cumulative)</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Market rate units built</td>
<td></td>
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<td>0</td>
<td>192</td>
<td>399</td>
<td>499</td>
<td>864</td>
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<td>(cumulative)</td>
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<tr>
<td>City subsidy/contribution</td>
<td>124,109,301</td>
<td>207,920,905</td>
<td>233,902,583</td>
<td>297,430,853</td>
<td>358,970,175</td>
<td>375,708,714</td>
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<tr>
<td>Percent of HOPE SF project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>completed</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Projected Units</td>
<td>709</td>
<td>32%</td>
<td>44%</td>
<td>46%</td>
<td>56%</td>
<td>80%</td>
<td>101%</td>
</tr>
<tr>
<td>Affordable</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Project Units</td>
<td>1,917</td>
<td>14%</td>
<td>27%</td>
<td>28%</td>
<td>34%</td>
<td>41%</td>
<td>49%</td>
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<tr>
<td>Replacement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Total Projected Units</td>
<td>2,634</td>
<td>0%</td>
<td>0%</td>
<td>7%</td>
<td>15%</td>
<td>19%</td>
<td>33%</td>
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<tr>
<td>Market Rate</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Project Units</td>
<td>5,260</td>
<td>10%</td>
<td>16%</td>
<td>20%</td>
<td>27%</td>
<td>35%</td>
<td>48%</td>
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</table>

NB: Hunters View may exceed projected Affordable unit count in order to maintain economies of scale for Phase III public housing replacement.
PROMOTING HEALTHY HOUSING FOR FAMILIES AT SUNNYDALE

Children’s Environmental Health Promotion Program

San Francisco Health Commission 7-18-17
PROJECT GOALS

- Improve living conditions
- Address social determinants of health & empower families to access resources
- Build community
OUTREACH BY ENVIRONMENT NOW
ASKED ABOUT HAZARDS IN HOME

Indicate each health hazard present in your home and if each hazard is minor, moderate or severe.

- Damaged paint
  - Minor
  - Moderate
  - Severe

- Mold or Moisture
  - Minor
  - Moderate
  - Severe

- No heat
  - Minor
  - Moderate
  - Severe

- Garbage problems
  - Minor
  - Moderate
  - Severe

- Mice or rats
  - Minor
  - Moderate
  - Severe

- Cockroaches
  - Minor
  - Moderate
  - Severe

- Bed Bugs
  - Minor
  - Moderate
  - Severe

- Noise
  - Minor
  - Moderate
  - Severe

- Black dust (traffic)
  - Minor
  - Moderate
  - Severe

- Standing water
  - Minor
  - Moderate
  - Severe

Do you worry about any other environmental conditions or health hazards affecting your family?
OF 158 HOMES REACHED, 68% SAID YES

- Conversations: 29%
- Letters: 2%
- Pamphlets: 1%
- Declined, Unresponsive, Unreachable: 68%
Of 63 Home Visits:

49 Notices of Violation for environmental non-lead hazards

28 Notices of Violation for lead hazards

10 Dept. of Building Inspection referrals for broken heaters & lack of smoke or carbon monoxide detectors

HEALTH CODE VIOLATIONS ABATED

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
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<tbody>
<tr>
<td>29</td>
<td>Mold</td>
</tr>
<tr>
<td>28</td>
<td>Lead</td>
</tr>
<tr>
<td>28</td>
<td>Cockroaches</td>
</tr>
<tr>
<td>24</td>
<td>Unsafe conditions</td>
</tr>
<tr>
<td>17</td>
<td>Inoperable heat</td>
</tr>
<tr>
<td>9</td>
<td>Unsanitary conditions</td>
</tr>
<tr>
<td>2</td>
<td>Inadequate refuse bins</td>
</tr>
<tr>
<td>2</td>
<td>Inadequate pest exclusion</td>
</tr>
<tr>
<td>2</td>
<td>Other insects</td>
</tr>
<tr>
<td>1</td>
<td>Fleas</td>
</tr>
<tr>
<td>1</td>
<td>Rodents</td>
</tr>
</tbody>
</table>
SUSTAINABLE CHANGE
PARTNERSHIPS

VIS VALLEY
STRONG FAMILIES
DIAPER BANK
MERCY HOPE SF
PEER HEALTH LEADERS
Equitable Development: Advancing Health and Healing

Children 8 and Under Living in Critical

Sunnydale children aged 8 and under living in critical conditions. A total of 247 work orders are reported.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Definition</th>
<th>% of Total</th>
<th>No. of Units</th>
<th>No. of Children</th>
</tr>
</thead>
<tbody>
<tr>
<td>Critical</td>
<td>Maintenance issues that infringe on the health and safety of the residents, such as mold and mildew, and no heat</td>
<td>23%</td>
<td>49</td>
<td>51</td>
</tr>
</tbody>
</table>
Trauma-Informed Family Systems
“An island of integration in a sea of fragmentation”
Trauma Informed for Impact

Shared Result
(10+ years)

By 2026, over 1,500 former public housing households of color thrive in a racially, economically, and socially inclusive communities.
“A family that consists of four adult siblings and two small children were happy to move into their beautiful four bedroom flat. The eldest brother reported to staff how much he loves his new unit in Block 4 overlooking the park because he can sleep peacefully at night. He said that he hadn’t slept with his light off for many years…. One of the members of that family became… a peer leader for the Bayview YMCA and has recently been hired by the San Francisco School District. Two of the brothers were so motivated by the change that they have sought employment and training opportunities. Their upstairs neighbors also told staff that her paralyzed son is now able to sleep peaceably at night.”

(HV, JSCO, 2016)
Community Leadership & Collective Impact
## HOPE SF Initiative

### Collective Impact Snapshot by Site

nearly 5,000 HOPE SF residents across four communities

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Hunters View</th>
<th>Alice Griffith</th>
<th>Potrero</th>
<th>Sunnydale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents (on-lease)</td>
<td>123 households 319 people Avg. Size 2.6</td>
<td>226 households 690 people Avg. Size 3.0</td>
<td>619 households 1,370 people Avg. Size 2.3-3.0</td>
<td>775 households 1,718 people Avg. Size 2.5</td>
</tr>
<tr>
<td>Ethnic Breakdown</td>
<td>47% African-American 17% Asian 16% Pacific Islander 10% Latino 9% White</td>
<td>65% African-American 14% Latino 13% Pacific Islander 7% Asian 1% White</td>
<td>58% African-American 21% Latino 6% Asian 5% Pacific Islander 3% White</td>
<td>39% African-American 20% White 17% Latino 16% Asian 7% Pacific Islander</td>
</tr>
<tr>
<td>Anchor Partners</td>
<td>John Stewart Co.; Bayview YMCA</td>
<td>McCormack Baron Salazar; Urban Strategies</td>
<td>Bridge Housing / Urban Services YMCA / YCD / CARE</td>
<td>Mercy Housing/ Related California/TURF/ VVSF/ Bayview YMCA</td>
</tr>
<tr>
<td>Core Activities</td>
<td>Service Connection • Needs Assessment • Family Plans • Referrals and follow up • Concentrated work in employment, housing, health, education, public safety • Community Events • Resident Leadership</td>
<td>Service Connection • Needs Assessment • Family Plans • Referrals and follow up • Concentrated work in employment, housing, health, education, public safety • Community Events • Resident Leadership</td>
<td>Community Building • Gardening Programs • Healthy Living • Healthy Generations • Outreach for key services/programs Early Services Connection • Needs Assessments • Family plans • Concentrated work in employment, health, education, public safety</td>
<td>Community Building • Intentional outreach for Collaborative Services • Wellness Activities • Support groups Early Services Connection • Needs Assessments • Family plans • Concentrated work in employment, health, education, public safety</td>
</tr>
</tbody>
</table>
HOPE SF Collective Impact Tables

HOPE SF COLLECTIVE IMPACT TABLES
By Role

- Department Heads
  - Executive Board
- Philanthropy & Anchor Institutions
  - The Partnership
- Deputy Directors
  - Family Systems
- City System Implementers
- Community Site-Based Tables
  - Sunnydale
  - Potrero Terrace/Annex
  - Hunters View
  - Alice Griffith
To create a space for the practice of non-punitive, data-driven accountability, transparency and mutually reinforcing activities amongst partners.
Outcome-Driven Dashboards

Members of the Collective Impact Group have identified the following performance measures as central to increasing the labor force participation rate in San Francisco. Members shall input data on their own measure monthly, and the group shall review progress at each meeting.

--- | --- | --- | --- | --- | --- | --- | --- | --- | ---
Outreach & Recruitment | # of residents reached | Mercy |  |  |  |  |  |  |  |  
 |  | EU.R.F. |  |  |  |  |  |  |  |  
 |  | VVVF |  |  |  |  |  |  |  |  
 |  | SCDC |  |  |  |  |  |  |  |  
Barrier Mitigation | # of residents who complete assessments | Institutio |  |  |  |  |  |  |  |  
 |  | Bayview Y |  |  |  |  |  |  |  |  
 | % of residents with needs that meet goals | Bayview Y |  |  |  |  |  |  |  |  
 |  | Institutio |  |  |  |  |  |  |  |  
 | # of residents who establish payment plans | Bayview Y |  |  |  |  |  |  |  |  
Family Services | # of residents served: nursing | DPH |  |  |  |  |  |  |  |  
 |  | DPH |  |  |  |  |  |  |  |  
 | % of caregivers who report reduced stress | Institutio |  |  |  |  |  |  |  |  
Employment Readiness & Training | # enrolled in training program | Tij R. |  |  |  |  |  |  |  |  
 |  | TU.R. |  |  |  |  |  |  |  |  
Employment Placement | # residents enrolled | HOPE SF |  |  |  |  |  |  |  |  
 |  | FACES 5 |  |  |  |  |  |  |  |  
 | % enrolled that are placed | MYEVEF |  |  |  |  |  |  |  |  
 |  | MYEVEF |  |  |  |  |  |  |  |  
 | % placed who retain jobs | FACES 5 |  |  |  |  |  |  |  |  

HOPE SF MONTHLY REPORT: NEIGHBORHOOD HEALTH & WELLNESS CENTERS
April 2017

Executive Summary
The month of April saw the strong performance across all areas of Wellness Center services. For the peer health program, the number of sessions conducted with residents continued to grow, with new groups being added. The demand for the program is high, with many residents expressing interest in participating. The Wellness Center staff continued to serve a steady stream of residents, and Wellness Center staff partnered with other organizations to provide support for residents following community incidents. Nursing staff was able to make individual visits to residents' homes, dental services, and more for residents throughout all HOPE SF communities.
Trauma-Informed Community Leadership
Wellness Centers: a Public Health Innovation
The How and Why

- Community Request and System Repair
- Peer Health Leadership Kaiser Grant
- Permanent Funding and Infrastructure
  - Reparations
  - Culturally responsive healing
  - Relationship
  - Education
  - Linkage

HOPE SF Community Wellness Program
OUR COLLECTIVE VISION

Hope SF Health and Wellness Programs promote compassion and respect through creative services and a common purpose. We are committed to providing a safe haven that supports physical, emotional and spiritual wellness to improve the quality of life of Sunnydale Residents.
Services & Structure

Outreach & Engagement
Service Promotion
Relationship Building

Peer Leader Development

Behavioral Health Services

Nursing Services

Peer Health Leadership Program

Health Education & Promotion
Workshops
Parenting/Attachment
Social cohesion
Movement/Dance

Health Services
Behavioral health supports
Trauma and healing
Chronic disease screening and management
Case Management

Foundation

CBO Partners and Residents

Outcomes

Community
Hired and onboarded 12 Civil Service staff including the promotion of a PHL: (5 more to go)

Hired all PHL Director, Coordinators, and almost all of the peer health leaders

Developed logic model and program structure

Opened Sunnydale Wellness Center in August 2016; Identified locations for 3 other sites

Graduated first cohort of DADS

Established community partnerships

Two Successful RFQs - PHL and SPARK

Integrated cross discipline service approach
Outcomes

Health Services

Outreach & Engagement

Health Education and Promotion

Short Term Impacts

*What will change for people*

- **Engagement & Attitude**
  - Trust & connection between neighbors
  - Trust & connection with Wellness Center
  - Residents see themselves reflected in Wellness Center services
  - Motivation to make change and belief in themselves
  - Mental health stigma

- **Knowledge & Skills**
  - Awareness of services and how to access
  - Understanding of risk factors and how to manage care
  - Parenting supports
  - How trauma affects individuals and communities

- **Behavior**
  - Seeking out care from Wellness Center, medical home and community partners
  - Practicing healthful behaviors - physical activity and nutrition, coping skills, chronic disease management
  - Parenting relationships and attachment
  - Families define their goals

Long Term outcomes

*What will change for communities*

- Good Management of Chronic Disease
- Social cohesion strengthened
- Improved mental health
- Reduced Harm from Substance Use
Next Steps

Alice Griffith
- Sept/Oct 2017

Hunters View
- Oct/Nov 2017

Potrero
- Winter 2017/18

- Hiring
- Professional Development and Team Building
- Collective Impact
- Presence at all sites

Thank you!
Next?: the Path Forward in Partnership with Public Health

People: expand access to meaningful mobility
- Housing transformation is necessary but insufficient
- Health and mobility must be relentlessly anchored in meaningful pathways for children and families

Place: ensure residents can stay in the community of their choice and values
- Leverage mayoral and district-wide imperatives
- Steward an inclusive, racially equitable compact in community with culture at core

Power: ensure the voices of the most vulnerable are mobilized and realized
- Expand partnerships with engaged civic leaders, operational capacity and bold leadership
- Activate data and evaluation systems that facilitate equity and learning