PARADISE PLAN

Rebuild Potrero: Practical, Realistic and Desirable Ideas For Social Enrichment

September 2014

Prepared by KDG Enterprises, Inc. and BRIDGE Housing Corporation
TABLE OF CONTENTS

MESSAGE FROM THE PARADISE PLAN ADVISORY COMMITTEE iv
MESSAGE FROM BRIDGE HOUSING v
EXECUTIVE SUMMARY vi
PARADISE PLAN: FULL REPORT
I. Introduction 1
II. Methodology 4
III. Rebuild Potrero Theory of Change and Logic Models 9
IV. Key Cross-Cutting Investments
   A. Trauma-Informed Community Building (TICB) 15
   B. Case Management 18
   C. Technology 18
V. Core Investment Areas
   Investment Area 1: Early Childhood Education 20
   Investment Area 2: K-12 Education 22
   Investment Area 3: Economic Security 24
   Investment Area 4: Health and Wellness 26
   Investment Area 5: Public Safety 28
VI. Implementation Plan
   Section I: Potential Implementation Partners 31
   Section II: Recommendations and Priorities for PARADISE Plan Implementation 39
VII. Conclusion 42
APPENDICES
Appendix A: Rebuild Potrero Timeline 43
Appendix B: Summary of the Community Needs Assessment Findings 45
Appendix C: Trauma-Informed Community Building (TICB) White Paper 57
Appendix D: Rebuild Potrero Proposed Partner Assessment Template 78
Appendix E: Profiles of Potential Partner Organizations 82
ENDNOTES 85

ABOUT THE PARTNERS

BRIDGE HOUSING CORPORATION
BRIDGE Housing Corporation is a leader in the field of affordable housing with over 30 years of real estate development, property management, and asset/portfolio management experience. BRIDGE’s mission is to strengthen communities by developing, owning, and managing high-quality, affordable homes for working families and seniors. Since its inception, BRIDGE has believed that an apartment with an affordable rent should be a stepping stone for advancement. Ranked among the most successful affordable developers in the nation, BRIDGE has developed over 14,000 homes.

HOPE SAN FRANCISCO (SF)
HOPE SF is the nation’s first large-scale public housing revitalization project to prioritize current residents, while also investing in high-quality, sustainable housing and broad scale community development. In sites across San Francisco, HOPE SF will create thriving, mixed-income communities that provide residents healthy, safe homes and the support they need to succeed. Green buildings, better schools, new local businesses, and onsite resident services will transform these communities and provide opportunities to residents, who have struggled for generations.

KDG ENTERPRISES, INC.
KDG Enterprises comprises an experienced team of capacity builders who are adept at managing community processes that involve multiple partners. The KDG team understands the significance of building strong relationships among residents, the field team, and stakeholders in order to ensure collaboration, commitment at a deep level, and long-term participation. KDG has learned from more than 25 years of working at the national level that long-term, transformative community change is more likely to be sustained when there is a shared community vision, strong resident leadership, stable community institutions, viable community programs, and a high level of civic engagement.

HEALTH EQUITY INSTITUTE (HEI), SAN FRANCISCO STATE UNIVERSITY
Founded in 2006, The Health Equity Institute is a research institute at San Francisco State University that links science to community practice in the pursuit of health equity and justice. HEI is composed of a multi-disciplinary team pursuing original research on emerging health equity issues and partnering with communities to understand and address critical health equity issues.
MESSAGE FROM BRIDGE HOUSING

Since 2008, BRIDGE Housing Corporation has been committed to redeveloping Potrero Terrace and Annex public housing into a vibrant mixed-income community in which individuals, families, and seniors can thrive. The project involves more than reconstructing existing housing; it also includes a deep investment in the neighborhood, community, and individuals who live there.

Fulfilling the ambitious vision for the transformation of the Terrace and Annex requires a thoughtful, long-term plan for addressing community-wide challenges and supporting children, families, and seniors. The following PARADISE Plan offers this; true to its name, the Plan outlines positive, real, and desirable strategies for achieving a range of social outcomes. These strategies are organized into logic models that articulate commitments and action steps for impacting children, families, and the community. The models also identify measurement strategies for tracking progress towards goals and results, holding BRIDGE and its partners to the highest level of accountability.

We thank the PARADISE Plan Advisory Committee members for their hours of service and thoughtful input into the Plan. Through their hard work, the Plan is truly representative of stakeholders and reflects their needs, wants, and wishes for their community.

We believe the PARADISE Plan is a blueprint for success. More importantly, we believe that, together with our partners, we can implement programs and models that allow Potrero residents to change their life trajectory. Together, we can rebuild Potrero and create a community where all residents have an opportunity to achieve their full potential.

Sincerely,
Cynthia A. Parker
President and CEO

MESSAGE FROM THE PARADISE PLAN ADVISORY COMMITTEE

It has been an honor and a pleasure to represent Potrero Hill stakeholders in overseeing and advising the development of the PARADISE Plan for the Rebuild Potrero Initiative. As the PARADISE Plan Advisory Committee (PPAC), we took our charge very seriously to ensure that the community’s voice was heard, valued, and utilized to develop the PARADISE Plan.

Our journey as the PPAC started in February 2013 with an orientation retreat where we discussed our role and committed to our responsibilities. All members of the PPAC have been dedicated to guiding the process to establish a program and service delivery strategy that will improve long-term social outcomes for families and children in the South Potrero neighborhood. During the course of this process, we helped develop a household needs assessment tool and advised on the manner in which the data was gathered. We also co-designed a community-wide event to reveal the results of the household needs assessment and ensure that the needs and desires of the community were accurately reflected. Finally, we advised the consultant team on how best to engage community-based organizations and other key stakeholders in an effort to assess program and technological capacity of strategic service and program partners.

The result of our work is the PARADISE Plan, a plan that will help South Potrero achieve outcomes in early childhood education, K-12 education, economic security, health and wellness, and public safety. These are the key areas that our household survey confirmed must be strengthened to help Potrero Terrace and Annex families create a brighter future.

As we sunset our committee, we are excited about the progress made to date and the work that still lies ahead for Rebuild Potrero and the implementation of the PARADISE Plan. We are committed to staying informed of the progress and look forward to seeing the vision of the PARADISE Plan come to fruition.

Thank you for entrusting us with the community vision over the last year and half. We are humbled by your trust and encouraged by your passion to make South Potrero a neighborhood where PARADISE can be a reality.

Sincerely,
PARADISE Plan Advisory Committee

Special thanks to those who served on the PPAC, including:

Andrea Bruss
Yael Chanoff
Kim Christensen
Jarekhye Covarubius
Greg Ferrell
Monica Ferrey
Keith Goldstein
Donald Greene
Patricia Gutierrez
Helen Hale
Tony Kelly
Alma Madison
Urell Pease
Uzuri Pease-Greene
Jasmine Rendleman
Maulik Shah
Kevin Williams
Kevin Wilson
EXECUTIVE SUMMARY

In late 2012, BRIDGE Housing Corporation, in partnership with the residents of Potrero Terrace and Annex, consultants, and HOPE SF, embarked on a planning process to create a blueprint for improving outcomes for residents of Potrero Terrace and Annex, two large public housing sites in San Francisco, California.

The Practical And Realistic And Desirable Ideas for Social Enrichment (PARADISE) Plan is the product of an extensive research and community engagement process to investigate and offer recommendations to address the disparities facing public housing residents in key investment areas that include: (1) Early Childhood Education, (2) K-12 Education, (3) Economic Security, (4) Health and Wellness, and (5) Public Safety. It was conducted by KDG Enterprises, Inc., a local consulting firm that was engaged by BRIDGE Housing Corporation (the developer), and it was primarily funded by a planning grant from the U.S. Department of Housing and Urban Development (HUD) Choice Neighborhoods Initiative (CNI) program. The PARADISE Plan focuses on two public housing developments located in South Potrero (Potrero Terrace and Annex (PTA)) that are part of HOPE SF, an anti-poverty and housing development initiative which seeks to transform San Francisco’s most distressed public housing into thriving mixed-income communities through holistic revitalization. For each of the investment areas noted above, the PARADISE Plan includes recommended strategies and actions that should be considered to move the community toward its transformation goal to be a safe and healthy neighborhood where families can improve their quality of life and reach their full potential.

I. REBUILD POTRERO THEORY OF CHANGE AND LOGIC MODELS

The Rebuild Potrero PARADISE Plan is informed by the Rebuild Potrero Transformation Plan theory of change (see Figure 1) and three companion logic models (see Section III of this report), which are organized within three distinct content areas: People, Neighborhood, and Housing. The PARADISE Plan is part and parcel of the Transformation Plan, and its foundational elements rest within the theory of change and the People and Neighborhood logic models.

The PARADISE Plan includes recommended strategies and actions that should be considered to move the community toward its neighborhood transformation goal to be a safe and healthy neighborhood where families can improve their quality of life and reach their full potential.
Investment Area 3: Economic Security

GOAL: Families can pay their monthly bills and build their financial assets.

Strategies and Actions

   a. Action: Work with existing and new economic opportunity providers to offer more skills development training, education programs, and coaching for financial asset building for youth, adults, and seniors

Strategy 2. Job Placement and Retention
   a. Action: Increase awareness of and access to job placement and retention services in the neighborhood and elsewhere
   b. Action: Partner with the City and community-based organizations to increase the number of workforce programs available in PTA
   c. Action: Increase number of affordable child care slots (see Early Childhood Education Action 1a and 2a)
   d. Action: Increase transportation options from South Potrero to greater San Francisco

Strategy 3. Income Tax Credit Assistance programs
   a. Action: Recruit local organizations to offer yearly onsite tax preparation services

Strategy 4. Benefits Enrollment
   a. Action: Assess residents’ eligibility for entitlement benefits to promote enrollment in all public benefits programs for which they are eligible

Investment Area 4: Health and Wellness

GOAL: Families are healthy and prepared to manage their own health and well-being.

Strategies and Actions

Strategy 1. Accessible Health Activities
   a. Action: Tap into the rich network of community assets to offer more fun, practical, and interactive health activities for children, youth, families, and seniors

Strategy 2. Food Security
   a. Action: Expand the community gardening program

Strategy 3. Healthcare Access and Utilization
   a. Action: Restructure San Francisco Department of Public Health’s clinic assignment system to enable the nearby Potrero Hill Health Center to serve more PTA residents
   b. Action: Increase PTA residents’ knowledge of where to access health care services (e.g., dental, vision, etc.) that are not fully covered by government health programs
   c. Action: Increase transportation options from South Potrero to greater San Francisco

Strategy 4. Peer-to-Peer Support
   a. Action: Establish and ensure adequate program space is available for trauma-informed peer-to-peer health programs that promote holistic health and wellness (physical and mental health)
Psychosocial support includes the following: supportive peer-to-peer listening, conversation, and companionship (emotional support); practical support needs. It also includes a peer-to-peer support approach in which volunteer peers offer residents assessment to better understand family members’ mental health; drug and alcohol history; and social, emotional, and coordinated resources, supports, and services. The Case Management process includes a strengths-based needs assessment to better understand family members’ mental health; drug and alcohol history; and social, emotional, and practical support needs. It also includes a peer-to-peer support approach in which volunteer peers offer residents ongoing psychosocial support.

III. KEY CROSS-CUTTING INVESTMENTS

Effective implementation of the PARADISE Plan requires investment in three other key areas: (1) Trauma-Informed Community Building (TICB), (2) Case Management, and (3) Technology. These three components create an ecosystem that will yield maximum individual, community, and systems impact across all core investment areas. Below is a brief description of each integral element.

Trauma-Informed Community Building
BRIDGE, along with San Francisco State University (SFSU), has developed a community-building model that understands and responds to the everyday and systemic challenges that PTA residents experience. Pervasive current and historical trauma demands a community-building approach that takes into account residents’ emotional needs and avoids retraumatization triggers. TICB increases the community’s readiness to engage in traditional community-building efforts, leading to sustainable individual and community change. It is also necessary to create the foundation and support for comprehensive programs and services.

Case Management
Since residents of PTA are challenged by multiple risk factors, including intergenerational poverty, poor living conditions, low academic achievement, and high levels of stress, case management is necessary to ensure families are accessing coordinated resources, supports, and services. The Case Management process includes a strengths-based needs assessment to better understand family members’ mental health; drug and alcohol history; and social, emotional, and practical support needs. It also includes a peer-to-peer support approach in which volunteer peers offer residents ongoing psychosocial support.

Technology
The PARADISE Plan also calls for a significant investment in technology, so residents and program partners have an increased ability to access information and resources, and to provide and share data. To accomplish this, BRIDGE seeks to build an extensive and reliable broadband infrastructure, increase the technology capability of services providers through training and technical assistance, and create infrastructure and systems for data sharing among CBOs.

IV. POTENTIAL IMPLEMENTATION PARTNERS

The PARADISE Plan also includes recommended community-based organizations and program providers that can partner with BRIDGE Housing to fulfill the vision of the theory of change and logic models. These recommendations are based on an assessment of partner capacity by KDG Enterprises, Inc. (KDG) and Community Technology Network (CTN). Organizations were assessed on their organizational, technological, and programmatic capacity needs. See Figure 15 on pages 32 – 36 for a full list of recommended partners.

V. RECOMMENDATIONS FOR IMPLEMENTATION

The success of the PARADISE Plan is built on service partners working in an integrated fashion. While the logic models identify individual investment areas and strategies to address priority needs of PTA residents, the overarching vision is to provide a continuum of care that supports children and their families from birth through adulthood. Successful integrated services are built on rallying partners around a common vision: “South Potrero is a safe and healthy neighborhood where families can improve their quality of life and reach their full potential.” This rally should begin with an onboarding and orientation of partners.

To build a common understanding of the goals, values, and purpose of the PARADISE Plan, BRIDGE Housing will create an onboarding and orientation protocol that includes:

- A summary of Rebuild Potrero, including its history, goals, work to date, and construction phasing plan for the redevelopment of Potrero Terrace and Annex.
- An overview of the PARADISE Plan and Rebuild Potrero theory of change and logic models, including a review of the rationale, components, priorities, and targets within each investment area and strategy.
- An overview of HOPE SF, including its history, values, and short- and long-term priorities and desired outcomes.
- An understanding of Trauma-Informed Community Building theory and practice.
- An introduction to Case Management.
- An introduction to existing peer organizations, programs, and services.
In addition to developing these guiding principles, the Rebuild Potrero team organized its redevelopment work into three key initiatives: (1) Housing Master Plan, (2) Community-Building Initiative, and (3) Human Capital/Social Services and Program Delivery Master Plan. The PARADISE Plan is a blueprint for how community building, programs, and social services will be delivered at PTA to support the redevelopment of housing and to realize the vision for Potrero.

As the Master Plan for Rebuild Potrero was in process, BRIDGE, Mayor’s Office of Housing and Community Development, and San Francisco Housing Authority identified the need to create a complementary plan to meet the diverse social needs of public housing families. The U.S. Department of Housing and Urban Development (HUD) Choice Neighborhood Planning Grant, awarded to South Potrero in October 2012, funded the creation of the “PARADISE Plan”—a visionary blueprint for achieving child, family, and community outcomes in South Potrero. Named by residents, PARADISE stands for Practical And Realistic And Desirable Ideas for Social Enrichment.

The PARADISE Plan is an articulation of the People and Neighborhood logic models, which are part of the larger Rebuild Potrero Master Plan, also called the Rebuild Potrero Transformation Plan. The People and Neighborhood logic models outline clear strategies for impacting outcomes in five investment areas:

1) Early Childhood Education
2) K-12 Education
3) Economic Security
4) Health and Wellness
5) Public Safety

These areas were selected because they were identified as high priorities for the community by residents and stakeholders, and are supported by research as essential to community functioning and well-being. If these areas are effectively addressed, the PARADISE Plan vision will become a reality:

“South Potrero is a safe, healthy neighborhood where families can improve their quality of life and reach their full potential.”

The PARADISE Plan is organized to include:
- Methodology
- Rebuild Potrero Theory of Change and Logic Models
- Key Cross-Cutting Investments
- Core Investment Areas, including:
  - Overview — Definition of the investment area and explanation of its importance, and data highlights and information from the Community Needs Assessment (e.g., PTA Household Survey and other baseline data from
II. METHODOLOGY

The PARADISE Plan is the product of an extensive community-based participatory research process that required significant involvement and input from residents, community members, and other key stakeholders. Five phases were implemented to develop the PARADISE Plan as seen in Figure 4.

FIGURE 4: Developing the PARADISE Plan in Five Phases

PHASE I. PROJECT STARTUP
- Establish Advisory Committee
  Potrero Hill residents & community stakeholders were nominated by the community & selected to guide the development of the PARADISE Plan.
- Oct 2012 – Feb 2013

PHASE II. COMMUNITY NEEDS ASSESSMENT
- Conduct Community Assessment & Data Analysis
  Potrero Terrace & Annex residents participate in a household survey, as part of a community needs assessment.
  Dec 2012 – Oct 2013

PHASE III. NEEDS ASSESSMENT FEEDBACK
- Hold Potrero Hill community gathering to share assessment findings
  Potrero Hill residents convene to hear survey/assessment results, ask questions, & share insights about findings.
  Oct 2013

PHASE IV. BEST PRACTICES RESEARCH, PARTNER ASSESSMENTS, & DRAFT PARADISE PLAN
- Develop & share draft PARADISE Plan
  Conduct best practices research & assessment of potential implementation partners to produce draft PARADISE Plan.
  Sep 2013 – Jun 2014

PHASE V. FINAL PARADISE PLAN
- Finalize PARADISE Plan & identify next steps
  Gain broad input & present/celebrate the journey of developing PARADISE Plan with the community.
  Apr – Sep 2014

numerous city and county sources) describing current conditions in PTA.

Goal — The intended result of the recommended strategies for the given investment area.

Strategies and Actions — A description of each recommended strategy that will contribute to the accomplishment of the overall goal, along with the specific action(s) to achieve each strategy. Strategies and actions reference programmatic goals that meet residents’ needs as well as systems-level investments that impact the institutions that serve residents.

- Implementation Plan that outlines key recommendations for realizing the PARADISE Plan strategies and actions, including:
  A summary of potential implementation partners and recommendations for partnership.
  A summary of organizations’ common systems and capacity needs that BRIDGE can address through Rebuild Potrero.
  Concrete recommendations and priorities for engaging partners in implementation of the PARADISE Plan.

5 Community-based participatory research is a collaborative research approach that is designed to ensure and establish structures for participation by communities affected by the issue being studied, representatives of organizations, and researchers in all aspects of the research process. (Source: U.S. Department of Health and Human Services, Agency for Healthcare Research and Quality, http://www.ahrq.gov/research/findings/factsheets/primary/cbprbrief/index.html.)
The PARADISE Plan development process employed five research and engagement methods: (1) Community Forums, (2) Community Needs Assessment, (3) Best Practices Research, (4) Assessment of Local Community-Based Organizations (CBOs), and (5) Interviews with Key Informants. The following is a brief description of each method.

COMMUNITY FORUMS

The goal of the Community Forums was to provide opportunities for all stakeholders, especially Potrero Terrace and Annex residents, to participate at different commitment levels in the PARADISE Plan development process. There were three distinct forums: PARADISE Plan Advisory Committee (PPAC), Community Building Group (CBG), and General Community Meeting. A synopsis of each Community Forum is below in Figure 5.

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<th>FIGURE 5: Community Forums</th>
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<tr>
<td>Forum</td>
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<td>PPAC</td>
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<td>CBG</td>
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<tr>
<td>General Community Meeting</td>
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COMMUNITY NEEDS ASSESSMENT

The goal of the Community Needs Assessment was to understand the social service and program needs of South Potrero children, seniors, and families. The Needs Assessment consisted of three parts: (1) a household survey of Potrero Terrace and Annex residents focused on the target issue areas of the PARADISE Plan conducted by KDG Enterprises, (2) San Francisco State University’s mental health assessment of children and families living in HOPE SF communities, and (3) KDG’s review of baseline data. The “current conditions” section of each investment area of the PARADISE Plan reflects the findings from the Needs Assessment. In addition, the findings of the Community Needs Assessment were presented to over 60 residents, CBO staff, and other stakeholders at a community meeting in October 2013. (See Appendix B: Summary of the Community Needs Assessment Findings.)

HOUSEHOLD SURVEY

The household survey began with question formulation, informed by reviewing San Francisco-based reports, general public housing literature, and social service reports as well as interviewing key stakeholders. After designing the survey, the project team undertook a data collection effort that included:

- Training survey administrators (Potrero Terrace and Annex residents and San Francisco State University (SFSU) Master of Public Health (MPH) candidates) and supervisors in data collection methods tailored to Potrero Terrace and Annex’s geography.
- Surveying a random sample of Potrero Terrace and Annex residents in Spring 2013 (53% of households completed the survey).
- Producing a data entry/collection instrument (Excel macro workbook) enabling both simple and complex data analyses.
- Digitizing data and training data entry personnel.

MENTAL HEALTH ASSESSMENT

The mental health assessment entailed a literature review; interviews with residents, CBO staff, and key informants; data analysis; and presentation of findings and recommendations. Below are highlights from the literature review and interview stages.

- Literature review
  - 18 SFSU MPH students divided into three teams to review over 200 articles and reports on the mental health of children and families living in public housing across the U.S.
  - From this collection, 118 articles and reports were chosen to inform the lessons learned
- Interviews
  - With Residents
    - Site leaders identified and contacted residents
    - SFSU conducted 30 interviews from the four HOPE SF public housing sites: Sunnydale, Alice Griffith, Potrero Terrace and Annex, and Hunters View (See Figure 6 for more details)

<table>
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<th>FIGURE 6: Demographic Profile of Resident Interviewees</th>
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<td>Ethnicity</td>
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<tr>
<td>• 44% African American</td>
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## INTERVIEWS WITH KEY INFORMANTS

There were two goals to the interviews with key informants, who have expertise in one or more investment areas of the PARADISE Plan. The first goal was to build more awareness and knowledge of local and national initiatives that could serve as models or catalysts to the PARADISE Plan. The second goal was to identify potential implementation partners not currently serving the neighborhood.

## BEST PRACTICES RESEARCH

The goal of the Best Practices Research was to glean promising, empirically-based practices from primary and secondary sources. The research involved a review of existing needs and assets data (e.g., San Francisco Department of Public Health, Learning for Action’s HOPE SF Baseline Assessment, etc.), an understanding of residents’ priorities and goals, and an awareness of the context of Rebuild Potrero (e.g., the current HOPE SF Initiative and political and social dynamics of San Francisco). It also included the Assessment of Local Community-Based Organizations and Interviews with Key Informants. As a whole, these sources informed the development of the PARADISE Plan’s recommended strategies and actions.

The best practices were distilled to formulate a Rebuild Potrero theory of change (See Figure 9 on page 11), which seeks to articulate the ingredients for achieving long-term goals in South Potrero. In addition, logic models were developed for each transformation category as defined by HUD’s Choice Neighborhoods Planning grant: People, Neighborhood, and Housing (see Figures 10 – 12 on pages 12 – 14). The goal of the logic models is to identify key investments in research-based or research-driven strategies that will likely yield short- and long-term outcomes. The logic models also identify key initiative investments, including Trauma-Informed Community Building, Case Management, and Technology (described later in section IV). The core investment areas of the PARADISE Plan lie within the People and Neighborhood logic models. A more detailed description of the Rebuild Potrero theory of change and logic models follows in the next section.
III. REBUILD POTRERO THEORY OF CHANGE AND LOGIC MODELS

The Rebuild Potrero theory of change lays out the desired outcomes and strategies for a holistic transformation of the South Potrero neighborhood. The theory of change articulates the concept for how to move from current conditions to this vision by leveraging inputs and implementing strategies that will achieve short- and long-term outcomes in the areas of People, Neighborhood, and Housing. All outcomes and strategies for these areas are organized into separate People, Neighborhood, and Housing logic models that will help guide the implementation of the Rebuild Potrero Transformation Plan and ensure that all partners are moving towards clearly delineated goals and data-driven outcomes.

The PARADISE Plan is part and parcel of Rebuild Potrero Transformation Plan, and its foundational elements rest within the Rebuild Potrero theory of change and the People and Neighborhood logic models.

COMPONENTS OF THE THEORY OF CHANGE

The theory of change consists of four parts:

• Current conditions: Data highlights and information from the Community Needs Assessment, which describe the present-day situation.

• Inputs: Organizations and individuals that contribute resources to create change in Potrero Terrace and Annex.

• Investment Areas/Strategies: Key investments that will facilitate the realization of the Rebuild Potrero vision.

• Outcomes: Desired results from the implementation of the recommended strategies.

COMPONENTS OF THE LOGIC MODELS

Each logic model is composed of three components:

• Strategies: Various approaches, including programs and services, for achieving outcomes across the lifespan of the project.

• Short-and long-term outcomes: Desired results for each strategy. Since the transformation project will last at least a decade, short-term outcomes are defined as three- to five-year outcomes.

• Long-term goal: Objective for each programmatic area (People, Neighborhood, and Housing), which describes the desired culminating or “big idea” target. This is a comprehensive, long-term intention that serves as a beacon for all strategies within an investment area.

Of note, the theory of change and logic models also include three cross-cutting key investments: Trauma-Informed Community Building (TICB), Case Management, and Technology. The following is a brief description of each. (A fuller explanation is provided in section IV.)

Trauma-Informed Community Building is envisioned as both a precursor to a successful Rebuild Potrero transformation effort and a practice that runs through the life of the project. TICB is not a discrete activity, program, or service; rather, it is a framework that reflects a value for engaging the community throughout the transformation of South Potrero in a way that acknowledges cumulative effects of stress and trauma on individual, family, and community functioning.

Additionally, case management extends across all People, Housing, and Neighborhood strategies. Given that South Potrero residents, particularly residents of Potrero Terrace and Annex, are challenged by multiple risk factors, including intergenerational poverty, poor living conditions, low academic achievement, and high levels of stress, case management is necessary to coordinate all programs and services and ensure that families are accessing appropriate neighborhood assets, supports, and resources.

Lastly, technology is identified as a cornerstone of the logic model. Technology infrastructure is essential to effective service delivery, data sharing among implementation partners, and residents’ access to information and resources. Throughout the PARADISE plan, specific technology infrastructure and capacity-building strategies are highlighted.

On the following pages in Figures 9 – 12, please find the Rebuild Potrero Theory of Change, People Logic Model, Neighborhood Logic Model, and Housing Logic Model.
FIGURE 9: Rebuild Potrero Theory of Change

CURRENT CONDITIONS

Children are not entering kindergarten ready to learn.
A low % of youth graduate from high school.
Residents experience high rate of poverty.
Residents experience high levels of chronic diseases.
Residents experience high levels of poor mental health, stress, & substance abuse.
Rate of violent crime is 5 times the City average.
Residents experience significant barriers to transportation access.
Residents’ housing conditions are substandard & unhealthy.
Residents are physically & economically isolated from city amenities & services.

INVESTMENT AREAS

TRAUMA-INFORMED COMMUNITY BUILDING (TICB)

CASE MANAGEMENT

TECHNOLOGY

STRATEGIES

NEIGHBORHOOD

- Public Safety
- Transportation Access
- Green & Open Spaces
- Quality Services & Amenities

HOUSING

- Mixed-Income Model
- Sustainability
- Design Excellence
- Quality Management

NEEDS & AMENITIES

- Economic Security
- K-12 Education
- Health & Wellness
- Early Childhood Education
- K-12 Education
- Economic Security
- Health & Wellness

OUTCOMES

TICB OUTCOMES

- Foundation & support for effective delivery of programs
- Creation of conditions for long-term community & individual change

LONG-TERM OUTCOMES

PEOPLE

Residents are stable, healthy, & prepared for lifelong success.

NEIGHBORHOOD

Residents live in a healthy, sustainable, & well-designed community.

HOUSING

There is quality mixed-income housing that is well-managed & meets the needs of a range of income levels.

VISION

South Potrero is a safe & healthy neighborhood where families can improve their quality of life & reach their full potential.

FIGURE 10: Rebuild Potrero – People Logic Model

CROSS-CUTTING INVESTMENT AREAS: TICB, CASE MANAGEMENT, TECHNOLOGY

Strategies

1. Preschool enrollment
2. Onsite preschool
3. Parenting support & education
4. Prenatal visitation

1. School attendance
2. Local school enrollment
3. Out of School Time (OST) Programming
4. High school credit recovery & CAHSEE prep
5. Parental involvement

1. Job skills development & financial asset building
2. Job placement & retention services
3. Income tax assistance programs
4. Benefits enrollment

1. Accessible health & wellness activities
2. Food security
3. Healthcare access & utilization
4. Peer-to-peer support

Indicators (3 – 5 years)

- Increase in % of affordable, high-quality preschool slots
- Increase in resident preschool enrollment & attendance.
- Decrease in chronic absenteeism
- Increase in local school enrollment
- Increase in OST program attendance
- Increase in motivation to learn
- Increase in parental involvement
- Increase in # of residents accessing benefits
- Increase in # of residents participating in a jobs program
- Increase in quality of services & amenities
- Increase in % of residents with an annual physical & dental exam
- Decrease in # of residents reporting mental health or substance abuse challenges
- Increase in # of residents reporting major health issues
- Decrease in acute hospitalization rate of residents with common chronic conditions

Indicators (6 – 10 years)

- Children enter kindergarten at or above grade level on CA English Language Development Test (CELDT)
- Increase in quality parent-child relationships
- Increase in high school graduation rate
- Increase in rate of students testing proficient or advanced on state tests
- Increase in # of students who pass CAHSEE subtests

Goals

- Children are prepared for kindergarten success
- Youth graduate from high school, college & career ready
- Families can pay their monthly bills & build their financial assets
- Families are healthy & prepared to manage their own health & well being
- Children are stable, healthy, and prepared for lifelong success
CROSS-CUTTING INVESTMENT AREAS: TICB, CASE MANAGEMENT, TECHNOLOGY

**LONG-TERM GOAL:** Residents live in a healthy, stable, and well-designed community that meets their needs

**FIGURE 11:** Rebuild Potrero – Neighborhood Logic Model

### Cross-Cutting Investment Areas

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Indicators (3 – 5 years)</th>
<th>Indicators (6 – 10 years)</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Safety</td>
<td>Increased programming &amp; employment for young people</td>
<td>Crime rates decrease &amp; are less than or equal to SF rates</td>
<td>Residents, especially children, can congregate &amp; play safely outside</td>
</tr>
<tr>
<td>Transportation Access</td>
<td>Street grid reconfiguration</td>
<td>Increase in use of public transportation among residents</td>
<td>Residents have access to an integrated transportation system that provides a high level of mobility.</td>
</tr>
<tr>
<td>Green &amp; Open Spaces</td>
<td>A Master Plan that includes increased usable green &amp; open spaces</td>
<td>Increase in Park Evaluation Score</td>
<td>Green &amp; open spaces are easily accessible &amp; available for enjoyment.</td>
</tr>
<tr>
<td>Quality Services &amp; Amenities</td>
<td>Coordinated, neighborhood-based services</td>
<td>Increase in # of service providers in the neighborhood</td>
<td>The neighborhood is rich with high-quality amenities &amp; coordinated services that meet residents’ needs</td>
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**FIGURE 12:** Rebuild Potrero – Housing Logic Model

### Cross-Cutting Investment Areas

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<tr>
<th>Strategies</th>
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<th>Indicators (6 – 10 years)</th>
<th>Goals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mixed Income Model</td>
<td>Energy efficiency &amp; consumption</td>
<td>Increase in affordable &amp; market-rate homes in the community</td>
<td>Housing serves a range of income levels &amp; creates opportunities for community interaction across income levels</td>
</tr>
<tr>
<td>Design Excellence</td>
<td>Design meets residents’ needs</td>
<td>Increase in affordable &amp; market-rate homes in the community</td>
<td>Housing serves a range of income levels &amp; creates opportunities for community interaction across income levels</td>
</tr>
<tr>
<td>Sustainability</td>
<td>LEED ND Planning Certification</td>
<td>Increase in affordable &amp; market-rate homes in the community</td>
<td>Housing serves a range of income levels &amp; creates opportunities for community interaction across income levels</td>
</tr>
</tbody>
</table>

**LONG-TERM GOAL:** There is quality mixed-income housing that is well managed and meets the needs of a range of income levels

### PARADISE Plan

**Practical + Realistic + Desirable Ideas for Social Enrichment**
IV. KEY CROSS-CUTTING INVESTMENTS

The successful implementation of the PARADISE Plan hinges on residents’ readiness to engage in social services that support their stability and goals. Key to achieving this emotional readiness is having supportive opportunities for engagement. Trauma-Informed Community Building and Case Management are community-based strategies that support residents and increase the capacity of resident leaders and CBOs to meet the needs of South Potrero families. In addition, investments in the technology infrastructure of organizations serving Potrero ensure that residents and CBOs access timely information to meet resident needs. These three investments are embedded in all focus areas.

A. TRAUMA-INFORMED COMMUNITY BUILDING (TICB)

Description
Community building “…is the active participation of residents in the process of strengthening community networks, programs, and institutions.” An essential element of HOPE SF and Rebuild Potrero is a Community-Building Initiative to ensure ongoing resident involvement in all aspects of the change process. The Rebuild Potrero Community-Building Initiative has been underway since 2009 with the goal of building the capacity of residents to improve their quality of life and effect positive change in their community. The implementation of the Community-Building Initiative has involved residents at every step. BRIDGE recognizes that the success of the Rebuild Potrero Community-Building Initiative is based on an integrated response to the systemic challenges faced by South Potrero residents. Pervasive current and historical trauma demands a community-building approach that takes into account residents’ emotional needs and avoids re-traumatization triggers, which “traditional” models of community building may ignore or exacerbate. Just as a “trauma-informed approach” is now accepted as essential for effective service delivery to many individuals living in these communities, a trauma-informed approach to community building is required to create sustainable improvements to their social and physical environment. As a result, BRIDGE, in partnership with San Francisco State’s Health Equity Institute, has created a model of community building that recognizes the impact of pervasive trauma on a community and creates a process to address the resulting challenges to traditional community-building approaches. Through intentional strategies that de-escalate chaos and stress, build social cohesion, and foster community resiliency over time, TICB can increase the community’s readiness to engage in traditional community-building efforts, programs, and services. The outcomes of effective TICB are the conditions for sustainable individual and community change. They are also the foundation and support for a coordinated program and service delivery system that can address individual and community needs such as mental and physical healthcare, educational attainment, economic self-sufficiency, public safety, and healthy child development.

Principles
Underlying the TICB model are four principles that reflect the beliefs and practices of its resident-centered approach. The principles are not specific procedures but rather a set of values that influence all of the work.

Principle 1: Do No Harm
Be aware of past and current trauma and promote activities, programs, and services that avoid re-traumatizing individuals and the community. TICB recognizes mental health triggers in the community and consciously creates environments that de-escalate stress and provide opportunities for mental health support.

Principle 2: Acceptance
Meet residents where they are, accept the realities of the community conditions, and set expectations accordingly. All members of the community are welcome to participate, and TICB makes every effort to adapt activities to the realities of violence, mental health conditions, substance abuse, and other trauma-related issues.

Principle 3: Community Empowerment
Recognize the importance of self-determination to encourage community investment and that everyone can play a supportive role. Peer support, in particular, promotes a sense of hope and control, and validates individuals’ actions as having meaning and value, which is necessary for visioning for the future and actualization of plans.

Principle 4: Reflective Process
Take a sustained approach over multiple generations to improve outcomes in a trauma-impacted community. TICB engages in an ongoing reflective practice that responds to new developments and knowledge, and is constantly adjusting to meet the needs of the community and the overall vision for the neighborhood.

Why and How TICB is Integrated into the Rebuild Potrero Initiative
TICB is envisioned as both a precursor to a successful Rebuild Potrero effort and a practice that runs throughout the life of the project. TICB is not a discrete activity, program, or service; rather, it is a practice that reflects a value for engaging the community throughout the process in a way that acknowledges the cumulative effect of stress and trauma on individual, family, and community functioning, while always maintaining key underlying principles. TICB recognizes the impacts of sustained stress and trauma in all aspects of individual, family, and neighborhood well-being. Its strategies are framed by the social-ecological model, which portrays the interconnectedness of individuals with the social and environmental dynamics that influence them including interpersonal, community, and system factors. TICB proposes a set of intentional strategies at every level of the social-ecological model to have the greatest impact on community outcomes and to ensure the outcomes are sustainable. See Figure 13 on page 17 for an overview of TICB Principles and Strategies. For more information about the TICB Model, see Appendix C or connect to this link for the TICB white paper: http://bridgehousing.com/PDFs/TICB/Paper5.14.pdf.

Though the TICB model does not prescribe a set of activities, the Rebuild Potrero Community Initiative includes a variety of ongoing community-building activities that put the TICB approaches into action. All activities are free and open to the entire community. These activities grew incrementally over time through resident demand and sustained participation levels. The TICB activities include:

- Potrero Healthy Living Program: Walking club three times a week, Zumba class twice a week, a monthly healthy living cooking workshop, meditation classes twice a week, and a weekly sober living support group.
- Potrero Garden Program: Two community gardens with family garden workdays twice a week, an apprentice jobs program, monthly kids’ garden workshop, and adult gardening classes.
- Healthy Generations Project: A peer-to-peer program focused on protecting the developmental health of children ages 0-5 by providing parent workshops, parent/child activities, and daily walking school buses to Starr King Elementary School and Daniel Webster Elementary School. The Healthy Generations Project aims to help children build resiliency to Adverse Childhood Experiences.
- Potrero Community-Wide Events: Several times a year, community-wide events are held to bring the diverse communities of Potrero together for a shared positive experience and to build a sense of social cohesion. The community events are organized and implemented by event committees consisting of public housing residents, South and North Potrero community members, and other Potrero stakeholders.
B. CASE MANAGEMENT

**Description**
PTA Residents are challenged by multiple risk factors, including intergenerational poverty, poor living conditions, low academic achievement, and high levels of stress. Case management is necessary to coordinate all programs and services and ensure that families are accessing appropriate neighborhood assets, supports, and resources.

**Principles/Best Practices**
This case management model is framed by four best practices:
- Trauma-informed approach
- Well-trained staff that understands the South Potrero population
- Psychosocial support
- Volunteer peer-to-peer support

The Rebuild Potrero Transformation Plan recommends a case management approach in which each resident will have the opportunity to engage with a dedicated case manager who will help them navigate systems, engage in services, and receive support, so they can improve outcomes for themselves and their families. The case management process will include a strengths-based needs assessment to better understand family members' mental health, drug management and alcohol history, and social, emotional, and practical support needs.

In addition, the case management model includes a strong peer-to-peer support approach. Residents will have the ability to sign up with a volunteer peer helper who will offer ongoing psychosocial and peer support. Experience indicates that many residents living in communities like South Potrero become increasingly isolated due to health issues, violence, loss of family members and friends, or lack of family support. Likewise, even when a client’s health improves it can often be difficult to move from the feeling of isolation to more active participation in a social environment. Thus, an important component of this case management model is the flexibility to participate with families in outside social activities. Volunteer psychosocial support has therapeutic benefit but is not professional therapy. Rather, the model of peer-to-peer psychosocial support is built upon training volunteers to provide skilled and practical support, while maintaining clear boundaries.

**Why and How Case Management is Integrated into the Rebuild Potrero Initiative**
This dual model of case management – matching residents with a professional case manager and volunteer peer support – is efficacious and cost effective. The approach allows case workers to focus on providing a deep and skilled level of services to residents. Peer volunteers extend the case worker’s caseload and provide practical and social support to residents on a regular basis.

All staff and volunteers receive training on a non-directive, client-centered mode of communication that is grounded in the skills of active listening, harm reduction, and compassionate presence. Possession of these skills enables clients to accept case management staff and volunteers as trusted advocates and non-judgmental peer supporters. The result is that staff and volunteers are uniquely positioned to facilitate action steps, such as assisting clients to develop and ask questions about healthcare/treatment options and helping clients to access information about social service resources, educational opportunities, or community-building events that may promote their sustained engagement in health-enhancing behaviors.

**C. TECHNOLOGY**

**Description**
Potrero Terrace and Annex struggles with digital access, resulting in limited or no access to technology by residents and service providers. Consequently, BRIDGE seeks to integrate technology infrastructure into Rebuild Potrero, increasing internet access and capacity for residents, supporting technology-based programming, and building the data capacity of service partners for data sharing and data management for program improvement. This work will be accomplished through an investment in broadband infrastructure, training and technical assistance to program partners, and development of a data system that all program partners will use to track impact and outcome metrics.
V. CORE INVESTMENT AREAS

This section contains the PARADISE Plan’s five core investment areas that fall within the People and Neighborhoods logic models. Each investment area includes:

- **Overview** – Definition of the investment area and explanation of its importance, and data highlights and information from the Community Needs Assessment (e.g., PTA Household Survey and other baseline data from numerous city and county sources) describing current conditions in PTA.

- **Goal** – The intended result of the recommended strategies for the given investment area.

- **Strategies and Actions** – A description of each recommended strategy that will contribute to the accomplishment of the overall goal, along with the specific action(s) to achieve each strategy. Strategies and actions reference programmatic goals that meet residents’ needs as well as systems-level investments that impact the institutions that serve residents.

Rebuild Potrero can support the development of technology infrastructure by embedding a technology strategy in the redevelopment. This strategy includes creating high-speed and Wi-Fi access throughout public areas, identifying and purchasing a common-outcomes tracking database for use by all service partners, and offering centralized training and product demonstrations to implementation partners.

All three investment areas – TICB, case management, and technology – will support implementation of the strategies and actions outlined in the theory of change and logic models. To ensure that TICB, case management, and technology are embedded in all aspects of program implementation, identified partners will be trained on each concept and receive technical assistance around how to incorporate the three investments into their work. The goal is to create an integrated service system in which all partners’ individual work is tied to a collective approach to achieving outcomes.

**Investment Area 1: Early Childhood Education**

**A. Overview**

Early Childhood Education is a term that refers to educational programs and strategies for children from birth to the age of eight. Due to the significant brain growth that occurs during early childhood, these years build the base for subsequent development and learning. Early learning programs can level the playing field for children from lower-income families in vocabulary and social and emotional development, while helping students to stay on track and stay engaged in the early elementary grades.

Furthermore,

“Kindergarten readiness is not just a function of a child’s cognitive skill development; it is also a function of their personal development and social behavior. Recent brain research indicates that the most important factors for long-term emotional and mental health are parental attention, calm environments, and loving, nonviolent interactions. These factors have been shown to enhance the brain’s resiliency for handling life’s challenges.”

Unfortunately, too few PTA children are prepared to learn by the time they enter kindergarten:

- Roughly two out of every three children living in zip code 94107 (Potrero Hill) who were eligible for a child care subsidy in 2007 did not receive one, compared to one out of every two children city-wide.

- Only one in three (34%) children in surveyed households between the ages of 3 and 4 are enrolled in child care.

- PTA children who are not enrolled in child care are predominantly cared for by their biological parents (82%).

**B. Goal**

Based on the above information and statistics, the goal for the early childhood education investment area is: Children have the cognitive, social, and emotional skills needed for kindergarten success.
CORE INVESTMENT AREAS

C. Strategies and Actions
Four key strategies and their corresponding actions will be implemented to achieve the early childhood education goal.

Strategy 1: Preschool Enrollment
a. Action: Increase enrollment of PTA four-year-old children in Preschool for All (PFA) programs
   - Programmatic goals
     1. Increase preschool enrollment
     2. Increase awareness of programs
     3. Increase access to high-quality early education providers
   - Systems-level investments
     1. Increase number of preschool slots and subsidies
     2. Develop a collaborative system for neighborhood-serving preschools to share referrals/resources/waiting lists for preschool and other supports

Strategy 2: Onsite Preschool
a. Action: Design and build a high-quality preschool facility onsite
   - Programmatic goals
     1. Increase access to high-quality early education
     2. Systems-level investments
     1. Increase number of preschool slots and subsidies
     2. Leverage investment in subsidized preschool programs such as Head Start, PFA, and others to serve as a foundation for secured funding to sustain the operations of a new facility

Strategy 3: Parenting Support and Education
a. Action: Increase two-generation parenting support and education programs* for South Potrero parents that strengthen adult capacities to improve child outcomes
   - Programmatic goals
     1. Create positive family dynamics
     2. Augment access to services and skills
     3. Support education and learning
     4. Empower parents to modify their behavior as early as possible in their children’s lives
     5. Kindergarten readiness
   - Systems-level investments
     1. Seek funding to maintain and expand existing two-generation parenting support and education programs in PTA
     2. Provide and/or build adequate program space

Strategy 4: Prenatal Visitation
a. Action: Develop partnerships with nearby, high-quality prenatal programs to increase prenatal visitation for pregnant and parenting South Potrero women

*Quotes are predominantly from PTA residents as expressed during the PTA Household Survey or in community meetings. Some comments were made by other Potrero Hill community members and stakeholders at community meetings as well.

Investment Area 2: K-12 Education

A. Overview
Education facilitates upward mobility, so a young person’s academic performance greatly determines their career and life trajectory. For a variety of reasons (e.g., absenteeism, low test scores, etc.), a low percentage of PTA youth graduate from high school. Several chronic absenteeism studies indicate that attendance rates are a good predictor of academic performance and likelihood of graduation. Research also shows that participation in high-quality Out-of-School Time (OST) activities helps improve “attendance, behavior, and coursework.”

Below are some statistics highlighting current conditions in PTA.

- In 2011, the number of five to twelve year olds (elementary and middle school-age youth) in PTA was 274. Fifty-three percent of these children were chronically absent.
- Three out of four (75%) PTA students scored at Basic, Below Basic, or Far Below Basic in the Math and English portions of the California Star Test.
- During the 2010-11 school year, over half (52%) of Potrero Terrace and Annex students were not enrolled in any OST programs.
- Only 55% of PTA residents have obtained a high school diploma or General Educational Development (GED) credential.

“Teach the parents about education, so they will send their kids to school”

B. Goal
Based on the above information and statistics, the goal for the K-12 education investment area is: Youth graduate from high school, college and career ready.

C. Strategies and Actions
Five key strategies and their corresponding actions will be implemented to reach the goal.

Strategy 1: School Attendance
a. Action: Determine the barriers to attendance and implement solutions to address the main barriers
   - Programmatic goals
     1. Increase school attendance
     2. Raise parent/caregiver awareness of the importance of attendance and education
   - Systems-level investment
     1. Work in partnership with San Francisco Unified School District (SFUSD) to improve truancy notification rates and other mitigation measures

“SF Unified doesn’t do their work because when a student is absent they don’t call the student’s home until 12 absences have occurred.”
**Strategy 2: Local School Enrollment**

- **Programmatic goals**
  1. Increase capacity of parents and guardians to complete enrollment application
  2. Increase enrollment in local schools
- **System-level investment**
  - Work with SFUSD to make the enrollment application process more user-friendly (e.g., translated materials, assistance with completing application and compiling requested documentation, etc.)

**Strategy 3: Out-of-School Time (OST) Programming (Afterschool and Summer)**

- **Programmatic goals**
  1. Foster academic achievement
  2. Promote engagement and task persistence
  3. Promote youth development
  4. Reduce and prevent youth crime during after school hours
  5. Help students maintain their academic year gains and start a new academic year at grade level
- **System-level investment**
  1. Engage more high-quality OST providers to serve at all local schools and community centers

**Strategy 4: High School Credit Recovery and California High School Exit Exam (CAHSEE) Preparation**

- **Programmatic goal**
  1. Help vulnerable youth get back on track toward high school graduation
- **System-level investments**
  1. Provide sufficient funding to adapt to the California Department of Education’s new Common Core curriculum
  2. Implement a district-wide approach to continue to find ways for high school youth who are falling behind to catch up and earn their diploma

**Strategy 5: Parental Involvement**

- **Programmatic goal**
  1. Bolster parental involvement through education, capacity building, and support
- **System-level investment**
  1. Once a case management partner is identified, that organization will include as part of its intake process an assessment of each client’s need for this type of extra support

**Investment Area 3: Economic Security**

**A. Overview**

Most adults living in PTA do not work, and lack of employment for residents leads to economic insecurity and impacts their ability, and oftentimes their desire, to look ahead to a brighter future. There are multiple reasons for the lack of work including, but not limited to, chronic health conditions, lack of education and skills, lack of transportation, lack of motivation, and difficulty overcoming barriers related to former incarceration or addiction. As a result, PTA residents experience a high rate of poverty.

Below are some statistics highlighting current conditions in PTA.

- During the 2010-11 fiscal year, 64%, about two-thirds, of PTA families lived under the Federal Poverty Level (adjusted for family size).
- The average annual household income in 2010-11 for PTA households was $14,028, while the median income city-wide was more than $71,000.
- While 75% of PTA households under age 65 received at least one type of public benefit, some residents eligible for government assistance are not applying to the full array of entitlement programs. According to the household survey, benefits participation rates do not exceed 25% for any one benefit.
- Fifteen percent (15%) of PTA Household Survey respondents are employed part time, and 13% are employed full time.
- The 2013 PTA household survey found that 26% of adults are out of work and actively looking for a job. Adult residents cite a wide array of reasons as to why they are out of work. Among these reasons are: physical disability (29%) (primarily caused by back, neck, or shoulder injury and knee or leg pain), family obligations (10%), enrollment in training program (8%), and temporary illness (7%).

**B. Goal**

Based on the above information and statistics, the goal for the Economic Security investment area is: Families can pay their monthly bills and build their financial assets.

**C. Strategies and Actions**

Four key strategies and their corresponding actions will be implemented to reach the goal.

**Strategy 1: Job Skills Development and Financial Asset Building**

- **Programmatic goals**
  1. Manage credit (e.g., creating a household budget and addressing debt)
  2. Increase income (e.g., obtaining a good job and receiving public benefits)
  3. Build savings and assets (e.g., first-time homeowner programs and match-savings accounts)
4. Acquire education and training (e.g., computer skills) needed to secure a good job

- Systems-level investment
  1. Establish a nearby one-stop economic empowerment hub for low-income families located at a school or community center

Job Placement and Retention

a. Action: Increase resident awareness of and access to job placement and retention services in the neighborhood and elsewhere
  - Programmatic goals
    1. Raise awareness of job placement and retention services
    2. Increase usage of job placement and retention services
  - Systems-level investment
    1. Continue and strengthen partnerships with Office of Economic and Workforce Development (OEWD) and other providers to improve outreach to residents

b. Action: Partner with the City and CBOs to increase the number of workforce programs on or near the site
  - Programmatic goal
    1. Increase access to job placement and retention services
    2. Systems-level investments
      1. Work with OEWD and other CBOs to identify high-quality providers to bring to Potrero Hill
      2. Establish a One-Stop Career Link Center
    3. Ensure that wraparound retention services are available, especially for those individuals who have been out of the workforce for an extended period of time and for those who have never worked

c. Action: Increase number of affordable child care slots
  - Programmatic goal
    1. Connect working parents and caregivers with affordable and convenient care
    2. Systems-level investments
      1. Refer to systems-level investments for Early Childhood Education Action 1a and 2a for details

d. Action: Increase transportation options from South Potrero to greater San Francisco
  - Programmatic goal
    1. Increase transportation options for PTA workers
    2. Systems-level investment
      1. Work with San Francisco Metropolitan Transportation Authority (SFMTA) and San Francisco County Transportation Authority (SFCATA) to leverage funding to offer more transportation alternatives

Earned Income Tax Credit (EITC) and Volunteer Income Tax Assistance (VITA) Programs

a. Action: Recruit local organizations to offer yearly onsite tax preparation services

- Programmatic goals
  1. Increase number of residents completing a tax return
  2. Help low-income workers keep more of their assets
  - Systems-level investment
    1. Identify local high-quality EITC and VITA providers and space to offer tax preparation services

Investment Area 4: Health and Wellness

A. Overview
Many studies have shown that there is a direct correlation between economics and health outcomes (e.g., those who are financially secure have better health and wellness than those who live in poverty). PTA residents experience high levels of chronic disease and disability and compromised food access. In order for health and wellness to improve in PTA, there must be a focus on promoting wellness and preventing disease rather than waiting until disease occurs and impacts residents’ ability to work and/or care for their children.

Below are some statistics highlighting current conditions in PTA.

- Only half (49%) of PTA survey respondents have been to dentist in the past year, and almost one-third (30%) have not visited in three years or more (see Figure 14).
- One-third (33%) of Potrero public housing residents are classified as disabled by the Social Security Administration’s Supplemental Security Income program and/or the San Francisco Housing Authority.
- Zero percent (0%) of PTA residents and 17% of Potrero Hill residents live within a half-mile of a large retail food store (e.g., supermarket), compared to 65% of San Francisco residents.
- In reaction to ongoing fear and stress, many residents are forced to remain indoors, restrict children’s play outside, turn inward, and become isolated. As a result, community connections suffer and mistrust between residents grows.

7 EITC is a benefit for working low to moderate-income families that can help reduce families’ tax penalties or result in a tax refund. VITA is a national program in which volunteers provide free tax return assistance to low-income, elderly, disabled, and those with limited English proficiency (LEP). Both programs are anti-poverty programs that seek to help low-income and working families keep their assets through special tax credits (EITC) (IRC). 8 “A central goal of HOPE SF is to help residents move out of poverty. There are two ways of conceptualizing what it means to ‘move out of poverty’: economic self-sufficiency and economic well-being. Economic self-sufficiency is defined as the ability for a household to have a decent standard of living (supported by housing subsidies) but without dependence on other public benefits (cash transfers, food stamps, and public health insurance). Yet economic self-sufficiency is not a reasonable goal for every family. For some families the goal should be economic well-being, which entails a decent standard of living in which income is supplemented by public benefits in addition to housing subsidies (just as seniors’ income in the U.S. is supported partly by Social Security and Medicare).” (Source: Learning for Action (LFA), HOPE SF Brief Evaluation Report, June 2012, page 58.)
CORE INVESTMENT AREAS

B. Goal
Based on the above information and statistics, the goal for the Health and Well-Being investment area is: Families are healthy and prepared to manage their own health and well-being.

C. Strategies and Actions
Three key strategies and their corresponding actions will be undertaken to reach the goal.

Strategy 1: Accessible Health Activities
a. Action: Tap into the rich network of community assets to offer more fun, practical, and interactive health activities for children, youth, families, and seniors
• Programmatic goals
  1. Promote wellness
  2. Support community building
• Systems-level investment
  1. Leverage existing funding to expand offerings of health activities

"I'm always happy. I'm healthy, go on walks with my son, and try to have as much time with him. Spending time with my son makes me happy every day."

Strategy 2: Food Security
a. Action: Expand the community gardening program
• Programmatic goals
  1. Increase access to organic fresh produce
  2. Contribute to positive physical and mental well-being of residents
• Systems-level investments
  1. Leverage funding to expand existing community garden and create more edible gardens

"Medi-Cal won’t cover dental or glasses.

"Overall, I am healthy. It’s just my allergies that mess with me. And also I have chronic PTSD."

Strategy 3: Healthcare Access and Utilization
a. Action: Restructure San Francisco Department of Public Health’s (SFDPH) clinic assignment system to enable the local clinic, Potrero Hill Health Center (PHHC), to serve more PTA residents
• Programmatic goals
  1. Increase percentage of PHHC patients’ who are PTA residents
  2. Increase resident access to primary and dental care
• Systems-level investment
  1. Advocate for a systems change at the San Francisco Department of Public Health, so more PTA residents can select PHHC as their medical home
b. Action: Increase awareness of where PTA residents can find other health care services (e.g., dental, vision, etc.) that are often not offered or not fully covered by government health programs

Investment Area 5: Public Safety

A. Overview
Establishing public safety is among local government’s fundamental obligations to its residents. The safety of one’s person and security of one’s property are widely viewed as basic human rights and are essential to the community’s overall quality of life. When residents are not, and do not feel, reasonably safe, other critical local government functions such as economic development, government finance, public education, stable housing, and basic local government services become that much more difficult to provide. In short, a community’s public safety reputation influences its appeal as a location to open a business or raise a family.”

As the Rebuild Potrero Initiative continues along the journey of transforming the place and the people, which includes recruiting new low-income and market rate homebuyers, public safety challenges must be addressed. The crime rate in the South Potrero neighborhood is significantly higher than the relatively low crime rate throughout San Francisco. A joint effort between the community and the police department must be implemented to begin to increase the public safety of the neighborhood and make it a place where families feel like they can raise their children and live comfortably and safely.

Creating a safe Potrero Hill is a priority for many in the community. Unfortunately, crime and violence are unacceptably high, which adversely impacts the entire Potrero community, especially youth and young adults.
Below are some statistics highlighting current conditions in PTA.

- Only half of respondents felt “safe” or “very safe” around the streets where they live (54%) and in neighborhood parks and playgrounds (49%).
- PTA’s 2008-10 violent crime rate, 40.2 per 1,000 residents, was five times greater than the city-wide rate, 7.6 per 1,000 residents.
- Thirty-two percent of PTA Household survey respondents reported that joining gangs, cliques, or crews occurred frequently in PTA.

If Potrero could have a huge park for the kids, and be a drug free neighborhood for it to be more peaceful. (We could use) police 24/7, around the clock security surveillance.

B. Goal

Based on the above information and statistics, the goal for the Public Safety investment area is:

Residents, especially children, can congregate and play safely outside.

C. Strategies and Actions

Three key strategies and their corresponding actions will be implemented to reach the goal.

Strategy 1. Opportunities for Youth and Young Adults

a. Action: Provide more recreation, education, employment, and other enrichment programs for youth and young adults

- Programmatic goals
  1. Provide alternatives for young people
  2. Provide realistic opportunities for youth and young adults who engage in violent behavior, so they can stay the course in turning their lives around

- Systems-level investment
  1. Work with Department for Children, Youth, and their Families (DCYF), OEWD, other city agencies, and service providers to ensure adequate programming and funding for youth and young adult programs and services

Strategy 2. Strong and United Community Leadership

a. Action: Foster and increase the number of strong community leaders through leadership development and emergency response training

- Programmatic goals
  1. Strengthen leadership and preparedness skills in areas such as advocacy, communication, and emergency response
  2. Increase number of residents receiving training and technical assistance

- Systems-level investment
  1. Ensure adequate funding is available for training and post-training technical assistance to guide residents in the application of new skills

b. Action: Coordinate actions amongst all SF SAFE watch groups on Potrero Hill

- Programmatic goals
  1. Improve coordination and unity among all SF SAFE groups in Potrero Hill

b. Action: Improve community-police rapport through increased dialogue and training

- Programmatic goals
  1. SFPD and Potrero Safety Advisory Group (PSAG) – PTA’s SF SAFE watch group – improve in key areas such as communications, emergency response protocols, and team/community building as a result of trainings
  2. General PTA resident population is better informed, skilled, and prepared as a result of trainings offered by PSAG in the above areas

- Systems-level investments
  1. SFPD, HOPE SF, and PSAG coordinate to make time and space for dialogue between SFPD and community residents at venues such as PSAG’s resident forum and to ensure timely follow-up to each gathering
  2. SFPD, HOPE SF, and PSAG commit time and resources to conduct and participate in trainings and to ensure adequate funding for post-training technical assistance

b. Action: Develop an effective public safety strategy in partnership with SFPD, City Probation Departments, HOPE SF, CBOs, and community members

- Programmatic goals
  1. Integrate more employment and enrichment programs into the public safety strategy
  2. Increase cross-department and cross-sector collaboration on public safety

- Systems-level investment
  1. Ensure adequate resources to foster greater cross-department and cross-sector collaboration

2. Strengthen relationships and trust among all members of all Potrero Hill SF SAFE groups

- Programmatic goals
  1. Ensure SF SAFE has adequate funding and staffing to support all its neighborhood watch groups

- Systems-level investments
  1. Determine best location for Potrero police substation, which balances optimal policing and community building
  2. Coordinate with all relevant parties (Housing Authority, SFPD, etc.) to ensure substation is fully-functional and properly outfitted

D. Goal

Based on the above information and statistics, the goal for the Community Safety investment area is:

Residents trust the police and can speak freely to them.

E. Strategies and Actions

Four key strategies and their corresponding actions will be implemented to reach the goal.

Strategy 1. Community-Police Partnership

a. Action: Maintain consistent staffing of community police officers in the neighborhood

- Programmatic goals
  1. Re-establish walking patrol
  2. Increase officer knowledge of community and its residents and community knowledge of its community policing officers
  3. Promote positive interaction and relationship building between officers and community members

- Systems-level investments
  1. Determine best location for Potrero police substation, which balances optimal policing and community building
  2. Coordinate with all relevant parties (Housing Authority, SFPD, etc.) to ensure substation is fully-functional and properly outfitted

b. Action: Improve community-police rapport through increased dialogue and training

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  2. Increase cross-department and cross-sector collaboration on public safety

- Systems-level investment
  1. Ensure adequate resources to foster greater cross-department and cross-sector collaboration

"Police officers are scared of public housing residents- they assume we’re perpetrators of crime as opposed to victims of crime.”
VI. IMPLEMENTATION PLAN

Successful implementation of the PARADISE Plan is dependent on strong collaborative relationships among BRIDGE Housing, HOPE SF, the City Services Team (representing different city departments such as the Department of Public Health), service partners, and Potrero Terrace and Annex residents. Once Phase One of construction is completed, this team should also include Property Management and Asset Management to ensure linkages between services and housing. Cross-sector collaborations can be challenging, particularly with a politically, socially, and financially-complex project such as Rebuild Potrero. The Implementation Plan is a guide outlining strategies, priorities, and goals for seeing the PARADISE Plan through to its desired outcomes.

The Implementation Plan is organized into two sections. Section I includes a summary of potential implementation partners, including common systems and capacity needs. Section II provides concrete recommendations and priorities for engaging partners in implementation of the PARADISE Plan.

SECTION I: POTENTIAL IMPLEMENTATION PARTNERS

A. The Context of HOPE SF

Rebuild Potrero is one of several public housing redevelopment projects composing HOPE SF, San Francisco’s city-wide initiative to transform the most distressed public housing into mixed-income, mixed-use developments. Launched in 2007 under then-Mayor Gavin Newsom and then-Supervisor Sophie Maxwell of District 10, the initiative seeks to integrate housing development, programs and services, and neighborhood improvements to create sustainable and positive outcomes for families. Under current Mayor Edwin M. Lee, the commitment to HOPE SF continues; Mayor Lee created a new cabinet-level HOPE SF Director position (filled by Tomiquia Moss) to build the infrastructure of HOPE SF and link the initiative to city departments and programs.

Under Ms. Moss’s leadership, HOPE SF’s five-year (2014-19) programmatic priorities include:

- Trauma-informed service delivery and community building
- Peer-to-peer programs to meet target social, educational, and developmental outcomes
- Youth development and leadership opportunities
- Family goal-setting to support economic outcomes and family economic stability (modeled after Crittenton Women’s Union’s Mobility Mentoring program)
- Family engagement and preschool opportunities to support early childhood education
- Case management to support individuals and families
- Resident leadership opportunities
- City-led improvements in HOPE SF neighborhoods
- Public safety in housing and surrounding neighborhoods

To meet these programmatic goals, Ms. Moss and her team have identified key initiative goals for 2014-2015:

- Clarify the roles, scope, goals, and outcomes for all HOPE SF stakeholders
- Build commitment for HOPE SF among city staff
- Evaluate work that has been done to date at existing HOPE SF sites
- Document existing best practices among HOPE SF sites and use these findings to refine strategic priorities
- Establish a Learning and Innovation Center to develop and research pilot programs, and to build capacity of institutions and organizations to implement best practices
- Work with HOPE SF stakeholders to prioritize programs for economic mobility and self-sufficiency

The current PARADISE Plan is aligned with these priorities and goals, particularly around programmatic priorities. However, the PARADISE Plan is also intended to be adaptive to changing community needs, city-wide opportunities, and HOPE SF priorities.

B. Recommended Implementation Partners

KDG Enterprises, Inc. (KDG) and Community Technology Network (CTN) were hired by BRIDGE Housing to identify potential partners, assess their interest in Rebuild Potrero, and understand their organizational, technological, and programmatic capacity needs. To accomplish this, KDG and CTN met with potential partners to engage them in an assessment that included a discussion of Rebuild Potrero and the PARADISE Plan and a face-to-face interview using a 25-item assessment tool (see Appendix D). All organizations were told that participation in the assessment did not guarantee selection into the partnership or funding. The vast majority of organizations that were contacted agreed to participate in the interview. Brief descriptions of recommended partners are presented in Appendix E.

The first wave of interviews targeted organizations that currently serve Potrero Hill in some capacity. These organizations were prioritized out of a desire to build on existing relationships and community investments. Additional organizations that could address unmet community needs or expand capacity were interviewed at a later date. The goal was to link potential partners to the specific strategies, goals, and outcomes of the logic model. Organizations that participated in the CBO Assessment were asked to review each logic model core investment area (Early Childhood Education, K-12 Education, Economic Security, Health and Wellness, and Public Safety) and identify the area(s) that were most closely aligned with their work in South Potrero. In addition, KDG matched organizations that did not participate in the assessment with investment areas. Figure 15 presents the PARADISE Plan investment areas, strategies, recommended partners, and a brief rationale for the recommendation.

FIGURE 15: Cross-walk of logic model investment areas, strategies, and recommended partners

<table>
<thead>
<tr>
<th>Recommended Strategy</th>
<th>Recommended Partners</th>
<th>Rationale</th>
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<tbody>
<tr>
<td>Investment Area 1: Early Childhood Education</td>
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<tr>
<td>Preschool Enrollment</td>
<td>• The Potrero Hill Neighborhood House (NABE)</td>
<td>• The NABE houses the local Head Start (HS) and Early Head Start (EHS) programs.</td>
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<td></td>
<td>• First 5 San Francisco (First 5 SF)</td>
<td>• First 5 provides funding and technical assistance (TA) to Preschool For All programs.</td>
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<td></td>
<td>• Potrero Kids</td>
<td>• Potrero Kids is a local provider receiving TA from First 5 as they seek to become a PFA site in Fall 2014.</td>
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<td></td>
<td>• Wu Yee Children’s Services</td>
<td>• Wu Yee operates the local HS and EHS programs.</td>
</tr>
<tr>
<td></td>
<td>• SFUSD - Starr King Pre-K</td>
<td>• SFUSD - Starr King Pre-K operates a local PFA site</td>
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### Recommended Strategy | Recommended Partners | Rationale
---|---|---
**Onsite Preschool**
- First 5
- Good Samaritan Family Resource Center
- Kai Ming Preschool
- First 5 provides funding and technical assistance to PFA programs.
- Good Samaritan and Kai Ming have been successful at integrating different funding streams, types of programs (half day or full day), and cultures and ethnicities into successful programming.

**Parenting Support and Education**
- Healthy Generations Project (HGP)
- Urban Services YMCA – Potrero Hill Family Support Center (FSC)
- Homeless Prenatal Program (HPP)
- HGP, FSC, and HPP have programs that include parent engagement, support, and education that serve South Potrero children and families.

**Prenatal Visitation**
- HPP
- San Francisco General (SFG) Hospital Maternal Health Program
- UCSF Medical Center- Mission Bay, Prenatal Program
- HPP has provided prenatal services to South Potrero families for over 30 years.
- SFG is a primary provider of prenatal services.
- UCSF Medical Center opens Mission Bay hospital in Spring 2015.

**Investment Area 2: K-12 Education**
- HGP
- The NABE
- SFUSD, Student, Family and Community Support Dept., Office of Pupil Services “Stay in School Coalition”
- HGP’s walking school bus program is increasing attendance for Starr King and Daniel Webster Elementary students.
- The NABE is implementing attendance accountability with youth attending afterschool programming.
- SFUSD has published “Every Day, On Time Attendance Improvement Manual” for parents, teachers, and youth workers to use as a resource.

**Local School Enrollment**
- SFUSD schools, Starr King Elementary, Daniel Webster Elementary, KIPP SF Preparatory, International Studies Academy, and Downtown High School
- SFUSD enrollment staff and principals can support enrollment of Potrero public housing residents in local schools.

**Out-of-School Time Programming**
- The NABE
- DCYF Out of School Time Initiatives
- Potrero Hill Recreation Center
- Boys & Girls Club
- The NABE is the primary local provider of out-of-school time (afterschool and summer) programming for South Potrero children and youth.
- DCYF funds out-of-school time programming.
- The Recreation Center provides targeted summer programming and afterschool enrichment programs.
- Boys & Girls Club has a school-based site at KIPP College Preparatory in Potrero Hill.

**Investment Area 3: Economic Security**
- San Francisco Office of Economic and Workforce Development (OEWD)
- The NABE
- South Potrero residents can be enrolled in training programs through OEWD, including Healthcare Academy, CityBuild Academy, and the Hospitality Initiative.
- The NABE currently has programs in place to assist South Potrero residents with job application and placement services. These organizations can also recommend other employment service providers.

**Job Placement and Retention**
- OEWD
- Potrero Hill FSC
- The NABE
- OEWD, FSC, and the NABE currently have programs in place to assist South Potrero residents with job application and placement services. These organizations can also recommend other employment service providers.

**Benefits Enrollment**
- Shanti Project
- The Shanti Project’s staff and volunteers provide practical and emotional support to San Francisco’s most vulnerable residents. Shanti could bolster residents’ knowledge of and access to entitlement benefits.

**Investment Area 4: Health & Wellness**
- Potrero Hill Health Center (PHHC)
- SFG Hospital Community Wellness Program
- PHHC and SFG are the primary, local healthcare providers for South Potrero families. Both entities have formed partnerships with community wellness programs to encourage residents’ access to preventative health activities.

**Accessible Health Activities**
- Texas Street Farm
- Family Resource Center Garden
- San Francisco Community Challenge Grant Program (CCG)
- Texas Street Farm and Family Resource Center Garden located in Potrero Terrace and Annex are sources of fresh produce for residents.
- CCG provides matching grants to local residents, businesses, non-profits and other community groups to make physical improvements to their properties.
IMPLEMENTATION PLAN

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<tr>
<th>Recommended Strategy</th>
<th>Recommended Partners</th>
<th>Rationale</th>
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<tbody>
<tr>
<td><strong>Healthcare Access and Utilization</strong></td>
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<tr>
<td>• PHHC</td>
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<td>neighborhoods. CCG is a current funder of the existing community gardens in PTA.</td>
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<tr>
<td>• SFG Medical/Dental Services</td>
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<tr>
<td>• UCSF Medical Center - Mission Bay</td>
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<tr>
<td>• PHHC and SFG provide primary care health services, including medical, dental, and behavioral health.</td>
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<tr>
<td>• UCSF Medical Center - Mission Bay will provide pediatric primary care when it opens in Spring 2015.</td>
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<td><strong>Peer-to-Peer Support</strong></td>
<td></td>
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<tr>
<td>• HGP</td>
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<td>• Potrero Hill FSC</td>
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<tr>
<td>• Shanti Project</td>
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<tr>
<td>• HGP operates based on a peer-to-peer model, engaging community health leaders to achieve the program goals.</td>
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<tr>
<td>• FSC has master’s level, licensed therapists and counselors that provide individual and family counseling, facilitate support groups, and implement other interventions to address behavioral health challenges.</td>
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<tr>
<td>• Shanti peer volunteers are trained in a non-directive, client-centered mode of communication that is grounded in the skills of active listening, harm reduction, and compassionate presence.</td>
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Investment Area 5: Public Safety

| Opportunities for Youth and Young Adults  |                                                           |                                                                           |
| • DCYF                                     |                                                           |                                                                           |
| • Potrero Hill Recreation Center           |                                                           |                                                                           |
| • The NABE                                  |                                                           |                                                                           |
| • Boys & Girls Club                         |                                                           |                                                                           |
| • Omega Boys Club                           |                                                           |                                                                           |
| • OEWD                                     |                                                           |                                                                           |
| • DCYF provides violence prevention and intervention services to youth ages 10 – 25. |
| • The Recreation Center provides targeted summer programming and afterschool enrichment programs. It has a specific focus/desire to ensure that there is quality programming for TAY in the Potrero Terrace and Annex. |
| • The NABE is the primary, local provider of out-of-school time and summer programming for South Potrero children and youth. |
| • Boys & Girls Club has a school-based site at KIPP College Preparatory in Potrero Hill. |
| • Omega Boys Club is a nationally recognized youth development and violence prevention located nearby in Dogpatch. |
| • South Potrero residents can be enrolled in OEWD training programs. OEWD also has programs to assist South Potrero residents with job application and placement services. They can also recommend other employment service providers. |

C. Systems and Capacity Needs of Potential Partners

1. **Capacity Needs of Potential Partners**

   **i. Programmatic Needs**

   The majority of the assessed organizations identified resource needs as their primary concern. Increased funding, additional staff, and adequate permanent space for delivering programs were identified as top needs. In addition to more staff, community-based organizations identified training and staff development as a missing link that would increase staff’s ability to serve residents effectively and responsibly. As PARADISE Plan implementation begins, BRIDGE and HOPE SF can work together to leverage funding, create training and capacity-building opportunities, and strengthen partner organizations.

   For Potrero, space is a particular concern; many PTA-serving organizations operate out of temporary space that is shared with other organizations. While some organizations have space outside of the Potrero neighborhood, transportation barriers make it difficult for residents to access services off-site. Programs that operate onsite or in the neighborhood are better able to serve more residents than programs based in other city neighborhoods. The Rebuild Potrero vision of creating a large central community center will offer valuable real estate to services partners.

   **b. Technology Needs**

   In addition to programmatic and organizational needs, organizations identified technology needs that support service delivery, information management, and outcomes tracking. These needs include improved hardware and software infrastructure, so organizations can get “real-time” client information. Key to this effort is training for staff on how to use technology effectively and efficiently. In addition, an investment in high-speed internet and infrastructure is needed to ensure hardware and software can run effectively. Internet access also allows staff to provide technology-based programming to residents who often lack digital access or skills.

   Rebuild Potrero can support the development of technology infrastructure by embedding a technology strategy in the redevelopment. This strategy includes creating high-speed and Wi-Fi access throughout public areas, identifying and purchasing a common-outcomes tracking database for use by all service partners, and offering centralized training and product demonstrations to implementation partners.

   In order to effectively implement the PARADISE Plan, BRIDGE can play a key role in providing or linking partners to capacity-building supports that enhance their ability to efficiently serve residents. Community Technology Network, a BRIDGE partner, can also provide technological support and infrastructure development to the collaboration and individual organizations.

   **ii. Systems Issues and Needs**

   Systems issues or needs may directly or indirectly impact the achievement of the PARADISE Plan goals. Highlighted below are two that were identified during the assessment of potential partners.

   1. Mental Health of Children and Families Living in HOPE SF Communities
Mental Health of Children and Families Living in HOPE SF Communities

In 2013-14, the HOPE SF Health Taskforce, in partnership with the San Francisco State University Health Equity Institute, conducted a study to understand the mental health needs of residents living in HOPE SF public housing. The Mental Health of Children and their Families Living in HOPE SF Communities’ report was written to explore opportunities and barriers to supporting the mental health and well-being of residents across the HOPE SF sites. The assessment focused on mental health issues that are widespread in HOPE SF communities and manifest largely as conditions such as depression, anxiety, stress, fear, and other reactions to living in impoverished, isolated, and at times violent communities. The assessment did not examine issues related to severe mental health illnesses that are important but less pervasive in HOPE SF communities.

SF State conducted a two-part study that included (1) a literature review to better understand the causes and impact of stress, trauma, and substance abuse on children and families in public housing and strategies for supporting their mental health and well-being (MPH students read 200 articles and reports about mental health issues of children and families living in public housing across the United States) and (2) interviews/listening sessions with 30 residents, 23 mental health program staff, and 28 key stakeholders, where five questions were asked:
- How are mental health issues expressed, how do residents cope, and who do they trust and talk to?
- What are the weaknesses and strengths of current services?
- How can new strategies foster nurturing family relationships?
- What community-wide efforts can be used to support mental health?
- How can sustainability of strategies and programs be ensured?

The report highlights the impact of community violence and lack of safety on public housing residents’ ongoing stress, stress, and mental health. As a result of violence, many public housing residents stay in their homes, which results in increased social isolation. Higher stress caused by community violence may also result in negative “acting-out” behaviors, including violent acts and substance abuse. These reactions, in turn, further negatively impact community safety and perpetuate the cycle of violence. Distrust of police compounds this cycle as residents are reluctant to contact the police to report community crime or violence.

For families and children living in HOPE SF public housing communities, meeting basic needs and dealing with stress through family-building activities and self-care can mitigate the impact of community violence on mental health. Larger community-building activities can also provide relief from stress as they give residents structured and positive opportunities to engage with their neighbors. In addition, organized activities outside of the neighborhood can provide relief from stress, fear, and violence, and offer a “change of scenery” for residents who often feel immersed in community challenges.

The report highlights the need for families to have easy access to ongoing support in order to cope with their daily stress. Current access barriers – such as transportation barriers or the shortage of neighborhood-based services – may cause families to seek care only during times of crisis. In addition, residents have low levels of trust of available programs, although they do see the programs as offering meaningful and relevant services. The low trust is compounded by the fact that HOPE SF residents see programs as uncoordinated and temporary. Low trust also stems from the general stigma of mental health and fear that families may be separated if care is sought.

The last finding is that limited and inflexible funding for place-based services in HOPE SF sites limits how much access residents have to community-based mental health programs. In general, unsustained funding has contributed to the view that there has been a consistent disinvestment from HOPE SF sites.

Recommendations were organized in five areas: “big picture”, community engagement, program staff, community services, and individualized services. The specific recommendations are presented under each category, those that are bolded indicate that the Rebuild Potrero Community-Building Initiative is already implementing work similar to what is suggested or that the recommendation is encompassed in the PARADISE Plan.

TRANSPORTATION BARIERS TO MOBILITY AND PEDESTRIAN SAFETY

Transportation Barriers to Mobility and Pedestrian Safety

Transportation is another critical challenge for residents of South Potrero. In 2009, SFMTA canceled bus line #53, which residents used for movement across the site, down to San Francisco General Hospital, and to the Mission Street BART Station. Although this decision was made more than five years ago, residents still lament the loss of this transportation link.

Given that PARADISE Plan will be implemented by partner organizations and agencies that are located throughout San Francisco, it is important that residents’ transportation limitations be addressed. Transportation consultants Fehr and Peers conducted a Transportation Needs Assessment for residents currently living in South Potrero. Through a review of current conditions and primary and secondary data sources, the following four overarching themes summarize the conditions:

Personal Security: Violent crime and the associated lack of security at the site hinder residents’ ability to access transportation services. Residents are sometimes afraid to walk to and wait at bus stops, and bicycles cannot be left outside for fear of theft. The security problem is particularly acute at night as there is insufficient lighting, which disproportionately affects the travel of seniors and children. It is also particularly problematic for residents traveling on the less visible informal pedestrian paths throughout the site.

Steep Grades, Isolation, and Lack of Street Connectivity: The steep grades at the site and around its perimeter, and the resulting lack of street connectivity within the site and to the surrounding street network, are significant barriers to walking, bicycling, and overall travel. Seniors and persons with disabilities are particularly affected by the topography of the site. For example, the younger and more able-bodied residents frequently cut through the large blocks within the site, whereas seniors and the disabled may have to use the streets and sidewalks, and thus travel longer distances and on steeper hills to their destinations.

Access to Basic Goods and Services: Access is limited due to the absence of grocery stores, banks or credit unions, barbers and salons, dry cleaners, gyms, hardware stores, pharmacies, post offices, movie theaters, and farmer’s markets within a half-mile of the site. The bus lines that serve the site do not meet residents’ needs. For instance, residents used to rely heavily on the 33-San Carlos Heights bus route that offered access to the 16th Street/Mission BART Station. They have not found an acceptable way to make up for the accessibility they lost when the route was discontinued.

Transit Accessibility: Anecdotal discussions with residents and the documents review suggest that Potrero residents may rely more on buses than the available commute mode share data indicates. As a result, factors that negatively affect bus service or access to buses, such as the security problem cited above, lack of transit-stop amenities, cuts or changes in service, and lack of information about bus service have a disproportionately negative impact on Potrero residents’ travel.

Improvements to transportation, access, and site circulation are an integral part of the neighborhood component of the South Potrero Transformation Plan, which includes identified locations for bus stops and doing strategic work with...
IMPLEMENTATION PLAN

SFMTA to formalize the bus routes that will be serving the neighborhood in the future. Additionally, BRIDGE secured two transportation grants to conduct a comprehensive Transportation Needs Assessment for Potrero Terrace and Annex and provide recommendations for improvements over the short and long terms.

The second transportation grant, a SFCTA Neighborhood Transportation planning grant, will pick up where the Fehr and Peers recommendations left off. The SFCTA grant will help to prioritize improvements that will benefit the entire South Potrero neighborhood and the broader Potrero Hill, and they can be implemented within the next one to three years. These improvements may include traffic-calming measures, formalizing and improving design for informal pathways on the south and north slopes side of Potrero Hill, a community-wide shuttle system, and/or other strategies.

SECTION II: RECOMMENDATIONS AND PRIORITIES FOR PARADISE PLAN IMPLEMENTATION

The following is a summary of key recommendations, priorities, and action steps for engaging partners around PARADISE Plan implementation. The success of the PARADISE Plan is built on service partners working in an integrated fashion. While the logic models identify individual investment areas and strategies to address priority needs of PTA residents, the overarching vision is to provide a continuum of care that supports children and their families from birth through adulthood. Successful integrated services are built on rallying partners around a common vision: “South Potrero is a safe and healthy neighborhood where families can improve their quality of life and reach their full potential.” This rally begins with an orientation of partners.

A. Onboarding and Orientation of Partners

To build a common understanding of the goals, values, and purpose of the PARADISE Plan, BRIDGE Housing will create an onboarding and orientation protocol that includes:

- A synopsis of Rebuild Potrero, including its history, goals, work to date, and construction phasing plan for the redevelopment of Potrero Hill Terrace and Annex. This orientation should also include key talking points and frequently asked questions for partners. Once organizations are identified as a part of the larger Rebuild Potrero effort, they can serve as “message carriers” for the project.

- An overview of the PARADISE Plan and Rebuild Potrero theory of change and logic models, including a review of the rationale, components, priorities, and targets within each investment area and strategy. Accountability to results is essential for the success of the PARADISE Plan. Each partner should have an intimate understanding of the desired outcomes within each investment area and strategy. Partners’ specific responsibilities to achieve outcomes should also be specified in their Memoranda of Understanding (MOUs) with BRIDGE Housing Corporation and HOPE SF. (More details on MOUs found later in report)

- An overview of HOPE SF, including its history, values, and short- and long-term priorities and desired outcomes. Since Rebuild Potrero is a part of the city-wide HOPE SF, partners should understand how their work at Potrero links to the larger goals of HOPE SF and the work of peers at other sites. Individual partners should have an understanding of how their outcomes and responsibilities tie to HOPE SF priorities.

- An understanding of Trauma-Informed Community Building theory and practice. Trauma-Informed Community Building is a keystone model for Rebuild Potrero. The TICB framework represents a value, approach, and model for engaging residents with sensitivity to the trauma that they have experienced. BRIDGE Housing desires all partners to integrate the TICB framework into their programs and services.

- An introduction to Case Management. Case Management will be integrated into all core investment areas and strategies of the PARADISE Plan. Partners should understand the goals, content, and purpose of case management, and understand how they can connect residents to case management.

- Knowledge of peer organizations, programs, and services. Integrated services are essential to successful implementation, so partners will also be oriented to the history, work, and program models of other Rebuild Potrero partners. While peer sharing will continue through the life of the project, it is important that partners buy in to the importance of collaboration, mutual referrals, and integration with their peers.

B. “The Work” of Inaugural Partners

BRIDGE Housing is relying on inaugural partners – the initial organizations who agree to collaborate around the PARADISE Plan – to help develop key infrastructure and systems that support the goals of the Plan. While BRIDGE Housing serves as both the Master Developer and the lead driver of the PARADISE Plan, partner organizations can help refine the values, culture, and systems of the collaboration. They include:

- Mission, Vision, and Guiding Principles. While the PARADISE Plan explicates the desired outcome of the theory of change and logic models, partner organizations can create a mission and vision statements and guiding principles that orient the group to its common purpose. Guiding principles – such as accountability to results, integration of services, or transparency – will set the stage for holding partners accountable to each other, the community, and residents.

- Data Sharing and Integration. Given the importance of data for tracking impact, sharing results, and optimizing service to residents, inaugural partners should invest heavily in a system and protocol for sharing and using data. This work can also include creating a data dashboard – a monthly report that summarizes efforts-to-goals and allows leadership to track outreach and impact, and make data-driven decisions about how to improve the work. This dashboard also promotes transparency and mutual accountability.

- Advocacy Goals around Systems Issues. The success of the PARADISE Plan will be impacted by systems-level challenges or opportunities. As systems issues are identified, inaugural partners should create workgroups to meet with appropriate institutions to advocate for system changes. While these systems issues will change over the life of the project, initial priorities could include engaging the police department as part of a community-wide safety strategy, working with the school district to promote enrollment of families in local schools, or working with the transportation agency to increase bus service to Potrero Terrace and Annex.

- Branding and Communication. Just as the PARADISE Plan was branded by residents, the service collaborators should also develop a brand and identity. A common name, logo, tag line, and collateral “look” communicates a unified “face” to residents.

- Funding and Leverage Opportunities and Protocols. Additional funding will be needed to enhance and expand the work of implementation partners. Since many partners have other service obligations and service areas, it is important that the collaboration articulates procedures and protocols for identifying, evaluating, pursuing, and managing initiative funding. Key to this is conducting an inventory of current funding that partners are accessing for Potrero Hill services. This assessment will help identify potential untapped funding sources and will prevent funding overlap or competition.

C. Proposed Governance Structure and Roles

Based on the structure and history of Rebuild Potrero, the following governance structure is recommended.

Co-Lead Partner and Lead Staff: BRIDGE Housing Corporation. As the Master Developer and facilitator of the PARADISE Plan and Rebuild Potrero Transformation Plan, BRIDGE has a natural role as a co-lead partner (with HOPE SF) and lead staff. As a co-lead Partner, BRIDGE will work with HOPE SF to set the agenda and priorities for the implementation collaboration (with fidelity to the PARADISE Plan). As lead staff, BRIDGE will be responsible for staffing a Program Director, who organizes and chairs all meetings and provides daily management of the PARADISE Plan. This role is consistent with that of a “quarterback” – an organization that is the keeper of the vision and workplan for Rebuild Potrero. As Lead Staff, BRIDGE will also provide management infrastructure to support PARADISE Plan implementation, including fundraising/grantwriting, grant management, reporting, evaluation and data management, information technology, and communications.
Co-Lead Partner: HOPE SF. To ensure the connection of Rebuild Potrero and PARADISE Plan implementation with the city-wide initiative, HOPE SF will serve as a co-lead to BRIDGE. Staff will serve on any advisory boards or committees that oversee the implementation work.

PARADISE Plan Advisory Board. A PARADISE Plan Advisory Board will provide oversight of the PARADISE Plan and will have primary responsibility for guiding and altering the content and direction of the PARADISE Plan. BRIDGE will lead the creation of the guidelines, responsibilities, and structure of the advisory board (including how representatives are appointed or nominated, term limits, and decision-making power). The advisory will be composed of:

- 1 – 2 BRIDGE Housing (Co-Lead Partner, Lead Staff)
- 1 – 2 HOPE SF (Co-Lead Partner)
- 2 Residents of Potrero Terrace and Annex public housing
- 4 Representatives of Implementation Partner Organizations
- 1 Representative of the City Services Team
- 1 Representative of Property Management/Asset Management

D. Memoranda of Understanding (MOUs)

As organizations are on-boarded, individual MOUs should be created between organizations and BRIDGE Housing Corporation (as the Lead Staff for PARADISE Plan implementation). This MOU should articulate:

- A statement of the mission, vision, and guiding principles of Rebuild Potrero and PARADISE Plan implementation
- A description of BRIDGE Housing and each partner, including their organizational mission, vision, and purpose
- A description of the relationship, including mutual roles, responsibilities, and expectations
- A description of the governance and management of the PARADISE Plan, including roles, responsibilities, and expectations for participation
- A review of each partner’s scope of work, including a program description, program activities, schedule, and target outputs and outcomes
- A description of the measurement and evaluation system, including the frequency and type of data reporting, accountability to results, and expectations for data-driven decision making
- A description of the relationship between Rebuild Potrero/PARADISE Plan implementation and HOPE SF, including expectations around partners’ participation in city-wide efforts
- Branding and communication expectations for partners and BRIDGE
- Fundraising and grantseeking protocols and expectations for partners and BRIDGE
- The process for severing the relationship and partnership
- Mutual indemnification
- Expectations for insurance coverage, staff screening, and staff training relative to Rebuild Potrero and the PARADISE Plan implementation

Since many of these items will be created by the Inaugural Partners, BRIDGE Housing should draft an interim MOU.

In addition, BRIDGE Housing should execute an MOU with HOPE SF, including:

- A description of each organization’s mission, vision, and purpose
- A description of the nature of the relationship, including expectations around partnership, communication, and participation
- Guidelines for altering the direction and content of the PARADISE Plan based on changing priorities for HOPE SF
- Mutual responsibilities regarding reporting, accountability, and participation in city-wide efforts

VII. CONCLUSION

The Rebuild Potrero Transformation Plan incorporates improvement strategies and investments to both the physical and social environment that will, over time, eliminate the sharp contrasts between Potrero Hill’s north and south slopes. The Transformation Plan aims to build and strengthen the entire Potrero Hill community by integrating public housing and its residents into the social, economic, and physical fabric of the South Potrero neighborhood, the larger Potrero Hill area, and the economic region of the Bay Area.

The physical Master Plan for Rebuild Potrero reorients the streets of the Potrero Terrace and Annex housing sites to connect to the street grid, infrastructure and transportation network of the City. It also improves access to the physical assets in the community such as the local schools, parks, and community centers. In this way, Rebuild Potrero goes beyond the boundaries of the Potrero Terrace and Annex public housing and has intentional strategies to improve the larger target South Potrero neighborhood.

To complement the physical Rebuild Potrero Master Plan, there is a second, and equally important, plan to provide a comprehensive program and service strategy for meeting the diverse needs of public housing families and improving a range of social outcomes. The PARADISE Plan is a comprehensive blueprint for addressing myriad issues and challenges facing residents of Potrero Terrace and Annex. The plan also highlights the assets and strengths of the community. It builds on the strengths of community-based organizations and neighborhood-based institutions, who currently serve the community or desire to build a presence in South Potrero. The plan also reflects the strength of the residents; throughout the inception and creation of the PARADISE Plan, residents have guided the process and have voiced their vision and hopes for their community. The PARADISE Plan will serve as a beacon for achieving residents’ aspirational vision: “South Potrero is a safe and healthy neighborhood where families can improve their quality of life and reach their full potential.”
Overview

REBUILD POTRERO OVERALL GOALS

- Create a safe, clean community
- Create a healthy, green sustainable community
- Provide well-designed, well-managed housing
- Provide well-designed community services and usable open space
- Preserve Potrero's positive attributes: place and views
- Build a strong community

What we did
As part of the community assessment, we conducted a household survey to understand the needs of children, youth, and families living in Potrero Terrace and Annex (PTA). Survey questions were informed by reviewing San Francisco-based reports, general public housing literature, and social service reports. We also interviewed key stakeholders.

How we did it
After designing the survey, the project team undertook a data collection effort that included:

- Training survey administrators (residents and San Francisco State University students) and supervisors in data collection methods tailored to Potrero Terrace and Annex's geography.
- Conducting a random selection process of Potrero Terrace and Annex residents.
- Producing a data collection instrument (Excel macro workbook) enabling both simple and complex data analyses.
- Digitizing data and training data entry personnel.

What we learned
We asked residents to talk about six (6) distinct areas of their lives: Health and Well-being, Education, Employment, Safety and Violence Prevention, Technology, and Transportation. A description of key findings for each survey section and general research findings follow.

Sections A and B: General demographics, household characteristics and education

Objective: Obtain a general understanding of PTA residents, their education levels, socioeconomic standing, and demographic profile.

Key findings included:

- PTA residents belong to a wide array of ethnic groups: 58% African American, 23% Latino/a, and 6% mixed ethnicity. Other groups represented in the survey include Asian and Pacific Islander.
- English is the dominant primary language spoken in surveyed households (45%), followed by Spanish (24%).
- Select resident population statistics:
  
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>8 people</td>
<td>517</td>
</tr>
<tr>
<td>4 people in a household</td>
<td>236</td>
</tr>
<tr>
<td>2 people in a household</td>
<td>42</td>
</tr>
<tr>
<td>1 person</td>
<td>2</td>
</tr>
<tr>
<td>12 or more</td>
<td>2</td>
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<td>6-11</td>
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<td>16-21</td>
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<tr>
<td>22-27</td>
<td>26</td>
</tr>
<tr>
<td>28-32</td>
<td>42</td>
</tr>
</tbody>
</table>

- Over 80% of PTA residents have lived in SF for more than 10 years; 36% have lived in public housing for over 10 years.
- Sixty-seven percent (67%) of survey respondents have completed high school.
- Forty percent (40%) of minors who attend school also attend an afterschool program, while 46% go home or to someone else’s home after school.
- The need to care for children after school limits the training and/or job opportunities available to those caregivers. Increased attendance in afterschool programs can both increase student’s academic achievement and remove a barrier for adults looking to enter job training or get a job.
- The majority of families completing the survey eat dinner together every day (64%). Thus, despite the challenges that families at PTA face, basic family activities such as eating together are prioritized.

Section C: Physical health and mental health

Objective: Acquire information about the current health status of PTA residents, health insurance coverage, and healthy habits and b) Determine current and future health care needs of PTA Hill residents.

Key findings were:

- Approximately six percent (6%) of respondents do not have health insurance.
- Eighty-six percent (86%) of PTA residents have had a routine medical checkup in the last 12 months.
- Nearly half (49%) of respondents have been to dentist in the past year, but almost one-third (37%) have not visited in five years or more.
- When assessing their level of happiness on a 1-10 scale (1 being “always sad” and 10 “always happy”), three out of five respondents (60%) placed themselves near the top between 8 and 10.

Section D: Employment, public benefits, and personal finances

Objective: Determine current employment levels and employment readiness and b) Determine use levels of checking and savings accounts.

Key findings included:

- Overall, 25% adults responding to the survey are out of work and looking for work.
- The two common forms of public benefits received by household members are Medi-Cal (24%) and Food stamps (21%). Other public benefits received include: CalWORKs (16%), Healthy SF (10%), SSI (5%), and WIC (5%). There is a slight discrepancy on the Medi-Cal figure. Half (50%) of surveyed residents also stated that Medi-Cal is their health insurance coverage.
- While 49% of respondents have a checking and/or a savings account, female respondents (48%) have a slightly higher percentage of savings or checking accounts than males (44%).

Section E: Safety and violence prevention

Objective: Determine how PTA residents perceive safety issues in their community.

Key findings follow:

- Surveyed residents do not feel particularly safe around their homes. Only 53% and 46%, respectively, feel “safe” or “very safe” in their homes. The vast majority of residents (76%) feel “unsafe” or “very unsafe” in their homes.

How safe do you feel in/around the streets near where you live?

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Don't know or decline to answer</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Strongly disagree</th>
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<td>11%</td>
<td>24</td>
<td>53</td>
<td>16</td>
<td>46</td>
</tr>
</tbody>
</table>

Perception of frequency of domestic violence

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Never</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>13%</td>
<td>2%</td>
<td>20%</td>
<td>42%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Section F: Transportation

Objective: a) Determine means of transportation used by PTA residents and b) Assess future transportation needs. Key findings were:

- Only 36% of survey respondents currently own a car.
- Surveyed residents use public transportation (bus) as the most used mode of transportation (29%). Other modes included driving their own vehicle (24%) and carpooling (5%).
- Survey respondents would use public transportation more often if the following conditions applied: buses were cleaner, fares were less expensive, and more frequent stops were set up.

Section G: Technology

Objective: a) Determine pathways of internet access and better understand internet usage patterns, b) Assess computer knowledge and ownership, and c) Determine levels of satisfaction with current Wi-Fi services provided by SF Housing Authority. Key findings were:

- Forty-one percent (41%) of respondents access the internet via cell/phone; 34% do not use the internet at all.
- One out of four (26%) of surveyed residents do not know how to use a computer. One in three (33%) has only basic knowledge.

- There is a high demand for a computer center in Potrero Terrace and Annex; 73% of respondents would use a computer center.

EXECUTIVE SUMMARY

REBUILD POTRERO COMMUNITY ASSESSMENT

"It takes a whole village to raise a child" (Jubilo and Yoruba Proverb)

OCTOBER 2013
Preparing for Success

Kindergarten readiness, access to quality instruction, afterschool programs, low absentee rates, and parent involvement are part of the recipe for a child’s academic success. Too few Potrero Terrace and Annex (PTA) children are graduating from high school prepared for either higher education or a career pathway.

Educational context for PTA children:
- Potrero Terrace and Annex children attend 37 different schools throughout San Francisco; only 18% attend local schools. This makes it difficult to create a school-based strategy to increase education outcomes for PTA children.
- In 2011-2012, 176 elementary school-aged children in PTA attended 73 different schools throughout San Francisco Unified School District (SFUSD). Forty-one (41) children attended 23 different schools. This makes it difficult to create a school-based strategy to increase education outcomes for PTA children.

Early Childhood Education

A current challenge in Potrero Terrace and Annex is getting children enrolled in preschool. Studies have shown kindergarten readiness is extremely important for a child’s academic success. Too few of our little ones are ready and prepared to learn by the time they enter kindergarten.

- Forty-nine percent (49%) of PTA children aged 3 and 4 are enrolled in child care.
- Only one in three (34%) of children in surveyed households between the ages of 3 and 4 are enrolled in child care.
- Only one in three (34%) of children in surveyed households between the ages of 3 and 4 are enrolled in child care; 66% are not enrolled in any child care program.

PTA Enrollement in SFUSD

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kindergarten</td>
<td>37</td>
</tr>
</tbody>
</table>

Life-long Learning

Sixty-seven percent (67%) of survey respondents have completed high school and above.

Between 86% and 97% of HOPE SF residents have not gone beyond high school.

Fourteen percent (14%) of adults in households we surveyed attend school; 9% are working, 5% are in job training, while 56% are not involved in any of these activities.

Disability and low educational levels are two of the biggest barriers to moving out of poverty for adults and their families in Potrero Terrace and Annex. Twenty-nine percent (29%) of respondents reported disability as the primary reason for being out of work.

Quality Education

Education continues to be the most effective strategy to help children, youth, and families climb out of poverty. However, instruction quality falls short for many PTA students.

Schools in Potrero Hill and the Eastern neighborhood have significantly lower Academic Performance Index scores when compared to schools in Western San Francisco. There is relatively lower demand to attend neighborhood schools in Potrero Hill.

- SFUSD shows the greatest decrease (39%) in school-day attendance occurring between the 8th and 9th grades.
- Forty-nine percent (49%) of PTA students (4-17 years of age) attended a summer program last summer.

The three top children’s services needed in Potrero Terrace and Annex as reported by survey respondents are:
1. Afterschool programs
2. Early childhood programs
3. Physical activities

FAST FACTS

- 40% Percent of school-aged children in surveyed households that attend afterschool programs, 9% go home or to someone else’s home afterschool.
- 93% Percent of survey respondents interested in mentoring programs for Potrero Terrace and Annex youth.
- 34% Percent of children (0-4 years old) living in SFUSD who were eligible for a child care subsidy in 2007 did not receive one, compared to one out of every two children citywide.

Education is the most powerful weapon which you can use to change the world.
- Nelson Mandela

Survey respondents reported 99% of school-aged children in PTA are enrolled in school.
- Higthest truancy rate for PTA students is in 11th grade (73%), followed by 9th grade (79%), 8th grade (68%), and 7th grade (48%).
- In 2011, the number of 5-12-year olds (elementary and middle school-age youth) in PTA was 2%. Fifty-three percent (53%) of these children were chronically absent.
- According to the 2013 PTA Household Survey, 94% of the time kids miss school because they are sick or at a doctor’s appointment.
- Three out of four (75%) of PTA students scored at Basic, Below Basic, or Far Below Basic in the Math and English portions of the California Star Test.

In contrast, 66% of Potrero Hill students passed the CAHSEE Math, and 7% passed the English.

SFUSD reported that 34% of public elementary school students attended an afterschool program in 2012.

“Develop a passion for learning. If you do, you will never cease to grow.”
- Anthony J. D’Angelo

The top two higher education institutions attended by PH adults are City College of San Francisco (15%) and San Francisco State University (12%).

One of the top three priorities identified by respondents is job training (followed by food assistance and help paying bills). Job training continues to be a critical component in improving the social well-being for PTA residents.

DATA SOURCES:
1) Potrero Terrace & Annex Household Survey, KDG Enterprises, July 2013
2) HOPE SF Baseline Evaluation Report, Learning for Action, June 2012
3) SFUSD: Every day, a walking school bus transports the children to school and above.

“Education? A weapon which you can use to change the world.”
- Nelson Mandela
Appendices

Economic Assets & Opportunities

In addition, there is an undersupply of educational options for transitional age-youth (ages 15-24). It is clear that PTA adult residents are in need of effective training and educational programs at all levels.

For adults with multiple barriers to employment, there is an undersupply of services and programs that meet job training, placement, and retention needs. Additionally, workforce programs for the adults with multiple barriers rarely connect clients with educational services. Without increasing their educational attainment, most high-barrier residents will be stuck permanently in low-wage, low-opportunity jobs, and, thus, will never earn wages that will lift families above the poverty line.

The average annual household income for Potrero Terrace and Annex residents is approximately $14,000. The median income in this neighborhood is more than $25,000 per household. This reflects a wide income gap.

Qualitative data suggests that residents are unlikely to report income when it is earned within a cash economy. However, activities such as braiding hair and selling cigarettes and candy out of the home are well-known picture. (Continued on next page)

Fast Facts

26% Percent of adults who are out of work and looking for work (female=21%, male=28%)

13% Percent of adults working full-time. Fifteen percent (15%) are working part-time.

29% Percent of adults with a checking account. Seventeen percent (17%) have a savings account.

A primary goal of HOPE SF is to end the cycle of poverty for public housing residents. A critical part of HOPE SF’s strategy for ending poverty is supporting residents to achieve greater employment success.

HOPE SF

Baseline Conditions Assessment of HOPE SF Redevelopment: Potrero Terrace and Annex

October 2013

Banking & savings: Room for improvement

Potrero Terrace and Annex residents have little access to banking services. The San Francisco Department of Public Health reported that only five percent (5%) of PTA residents are within a half-mile distance from a bank or credit union compared to 95% for all San Francisco.

“Banking isolation” is part of the reason why 54% of residents from Potrero Terrace and Annex do not have a checking or savings account, a figure higher than the city and state averages.

The majority of residents have no savings or checking accounts. PTA household survey respondents stated the following reasons:

- I don’t receive any benefits
- Don’t like banks
- Don’t trust banks with my $.
- Don’t have enough $.
- Why do the majority of residents not have savings or checking accounts?

Potential reasons cited for not opening a savings or checking account include:

- I don’t receive any benefits (23%)
- Don’t like banks (11%)
- Don’t trust banks with my $ (7%)
- Don’t have enough $ (5%)
- Don’t know how to open one (2%)
- Other

Consequently, young community members are not exposed early in life to the benefits of savings and checking accounts. Entire families are impacted by the lack of banking facilities, not just adults.

Other key research findings:

- Eighteen percent (18%) of all survey respondents are unable to work (female=15%, male=21%)
- Female respondents (48%) have a slightly higher percentage of savings or checking accounts than males (44%)

3. Early Learning: Residents and Community Equity, Service Connect and the Bay Area Early Learning Network.

Economic Assets & Opportunities

49% of PTA households were living below the federal poverty line.

On the job readiness ladder, approximately 64% of respondents place themselves between 6 and 10 (not prepared to 10) prepared with approximately 23% respondents believing they are fully prepared & ready to take a job.

Adult residents cite a wide array of reasons as to why they are out of work. Among these reasons are physical disability (16%), family obligations (12%), enrichment in training program (9%), and temporary illness (6%).

Physical disabilities are the main reason why residents are out of work. This indicates that increasing employment for Potrero Terrace and Annex residents will require different approaches beyond traditional labor training remedies.

Potrero Terrace and Annex financial literacy clinic.

Note: There is slight discrepancy in survey responses. When asked “What public benefits do you receive?” 44% of respondents stated that received Medi-Cal. However, 50% of HOPE SF residents also stated that Medi-Cal is their health insurance.

Utilizing a multi-pronged approach to assist residents become economically sustainable and reduce the unemployment rate in Potrero Terrace and Annex would increase the likelihood for job and economic success.

Jobs, Jobs, Jobs: Challenges & Opportunities

Access to employment opportunities and retention of jobs that provide career pathways are key components of an economically healthy community. Potrero Terrace & Annex (PTA) residents face challenging barriers that impede their success in the workforce (e.g., low educational attainment, mental health issues, substance use, justice system involvement). These challenges also place high demands on organizations offering workforce development and skill-building programs.

The employment rate for PTA adults (ages 25-64) not enrolled in Supplemental Security Income (SSI) in 2010-2011 was 34%. The wages earned during 2010-2011 reflect low income (SSI) in 2010-2011, was 24%. The high demands on organizations offering employment success.

A primary goal of HOPE SF is to end the cycle of poverty for public housing residents. A critical part of HOPE SF’s strategy for ending poverty is supporting residents to achieve greater employment success.

For many PTA adults there is a shortage of programs and services that meet their job training, placement, and retention needs.

26% Percent of adults who are out of work and looking for work (female=21%, male=28%). Five percent (5%) are participating in job training programs.

13% Percent of adults working full-time. Fifteen percent (15%) are working part-time.

29% Percent of adults with a checking account. Seventeen percent (17%) have a savings account.

A primary goal of HOPE SF is to end the cycle of poverty for public housing residents. A critical part of HOPE SF’s strategy for ending poverty is supporting residents to achieve greater employment success.

For adults with multiple barriers to employment, there is an undersupply of services and programs that meet job training, placement, and retention needs. Additionally, workforce programs for the adults with multiple barriers rarely connect clients with educational services. Without increasing their educational attainment, most high-barrier residents will be stuck permanently in low-wage, low-opportunity jobs, and, thus, will never earn wages that will lift families above the poverty line.

The average annual household income for Potrero Terrace and Annex residents is approximately $14,000. The median income in this neighborhood is more than $25,000 per household. This reflects a wide income gap.
HEALTH & WELL-BEING

Mind, Body, Spirit

A sound mind is as vital as a strong, healthy body. Too often, multiple stressors such as poverty, low-quality housing, violence, and substance abuse have a cumulative negative effect on children, youth, and families. How do PTA families rate their level of stress, their ability to access social supports, and their participation in healthy behaviors?

In the household survey, residents rated their physical health on a scale of 1-10, where “10” is being “always healthy.”

- Surprisingly, over half (54%) of survey respondents rated their physical health at the top end of the scale (8-10), indicating they experience a tremendous amount of stress in their lives.
- Over half (50%) of the survey respondents have never sought help for feeling tense or anxious.
- Based on the survey, the average resident happiness rating (1 being “always sad” and 10 being “always happy”) was very high at eight (8).
- Three out of five respondents (60%) placed themselves near the top, between 8 and 10.
- While residents share a sense of optimism and happiness, violence and lack of safety are causes of tremendous ongoing stress and trauma for children and families in HDFP SF communities. According to a study conducted by San Francisco State University, these conditions result in widespread mental health issues for residents.
- PTA’s violent crime rate is five times the city’s incidence rate.
- There are 16 public art works within a half a mile of Potrero Terrace and Annex.
- There are two (2) acres of open space.

Fast Facts


Neighborhood Assets

- Potrero Community Mural
- Cultural space includes amenities such as libraries, community centers, and public art.
- Potrero stands out from the other public housing sites in this regard.


COMMUNITY GARDEN IN POTRERO TERRACE AND ANNEX

Healthy Residents, Healthy Families?

The health and well-being of a community is determined by many factors, including access to medical care, healthy food, open and safe spaces to congregate and play, good quality housing, regular exercise, and exposure to culture and art. How are Potrero Terrace and Annex (PTA/families faring?

- Half (50%) of surveyed residents rely on Medi-Cal for their health care needs.
- Nearly half (49%) of respondents have never visited a dentist in the past year, but 33% have visited in the past two years.
- Nearly one-third (30%) have not visited their health care needs.
- Nearly one-quarter (21%) are the PTA main where children go for health care includes: UCSF (11%), Kaiser (11%), and San Francisco General Hospital (27%).
- Nearly half (49%) of surveyed report a rate for all San Franciscans.
- While one in five (20%) rated themselves a 10, the average rating was six (6).
- Nearly one-quarter (24%) are at the bottom end of the scale (3-4), indicating they experience a tremendous amount of stress in their lives.

Community Garden

Accessible Green Space

- Eighty-four percent (84%) of children have breakfast every day.
- Sixty-four percent (64%) of households surveyed eat dinner together as a family 7 days a week.
- Access to healthy food is important for maintaining good health. PTA is considered to be a food desert because it lacks nearby food markets offering high-quality food.
- Currently, only 4% of PTA residents and 12% of PTA residents live within a half-mile of a large retail food store (e.g., supermarket), compared to 55% of San Francisco residents.
- A SF public housing report found that 58% of adults and 64% were classified as disabled, as well as 11% of transition-age youth (ages 18-24).
- Seventy-seven percent (77%) of survey respondents reported a disability. Health problems are due to back and leg trauma for children and families in HDFP SF communities.
- Based on the survey, the average “6” was very high at eight (8).
- The walking club working out at a quick pace.

Within past 3-5 years

- Never been to dentist
- Within past year
- Within past 2 years
- Within past 5 years

Rebuild Potrero Community Assessment


In reaction to ongoing fear and stress, many residents are forced to remain indoors, restrict children’s play outside, turn inward, and become isolated. As a result, community connections suffer and mistrust between residents grows.

- While feeling down (sad), only one-third (33%) of surveyed residents reported seeking help.
- Three-quarters (75%) of survey respondents do not participate in any program related to their physical or mental health.
SAFETY/ VIOLENCE PREVENTION

Fast Facts

30%

Percent of residents who reported that police patrol of the neighborhood occurred rarely or never.

57%

Percent of residents who believe neighbors frequently witness a crime but do not report it.

63%

Percent of respondents who believe squatters frequently live in the abandoned apartments.

Safety in the Neighborhood

Safety is a major concern for Potrero Terrace and Annex (PTA) residents. Unfortunately, crime and violence are unacceptable high, which adversely impacts youth, families, and the entire PTA community.

Repeated exposure to violence can lead to negative health outcomes such as post-traumatic stress disorder, depression, behaviors, substance abuse/depedence, and sexual behavior (including assault), and high levels of chronic diseases. The lack of a safe neighborhood also affects employment outcomes and engagement opportunities for children and families.

Survey respondents identified the following crimes as occurring most often in the Potrero Terrace and Annex neighborhood:

1. Drug consumption (90%)
2. Drug dealing (85%)
3. Shootings (95%)
4. Home Break-ins (90%)
5. Domestic violence (75%)
6. Car Break-ins (45%)
7. Assaults (41%)

In 2007, the San Francisco Department of Public Health reported that nearly half (50%) of District 10 (Bay View, Visitation Valley, and Potrero Hill) residents felt “very unsafe” or “unsafe” in their neighborhood at night. Citywide, the rate is half, 25% of residents feel “very unsafe” or “unsafe” at night.

Overall, the rates of violent crimes (i.e., physical and sexual assaults and homicides) and property crimes at HOPE SF sites greatly exceed San Francisco’s citywide rates.

- Moreover, PTA’s 2008-10 violent crime rate, 2.1 per 1,000 residents, was five times greater than the citywide rate, 4.6 per 1,000 residents.

Twenty percent (20%) of the 2013 household survey respondents felt “unsafe” or “very unsafe” in their home in Potrero Terrace and Annex.

BE PART OF THE SOLUTION

Without safe streets and safe homes, we cannot build a strong and healthy community. Join the PTA Safety Group and discuss ways to increase safety and peace in the neighborhood. For more information, contact SF SAFER at (415) 673-7233.

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Physical & Social Environment

To offset isolation and fear, Rebuild Potrero has instituted a series of community building activities that offer opportunities for residents to engage, socialize, and create trust. Residents of diverse backgrounds come together in activities such as gardening, Zumba, meditation, walking club, and healthy living classes to enhance their social networks and access much needed activities.

The safety committee is meeting regularly to address safety concerns in and around the PH neighborhood. On average, 15 residents participate in each meeting.

Several nearby community facilities promote social interactions among residents living at and close to the project site.

Creating a safe Potrero Hill is a priority for many in the community. When asked during the survey what is a safe PH would look like, the following descriptions were provided:

- Well-lit streets
- Cameras and security
- More green spaces
- Safe places for children to play
- Less violence
- Police protection when needed
- More plants and flowers
- Less trash and nicer buildings

Envisioning a New Community

Zumbras use at the Potrero Hill Neighborhood House

### TECHNOLOGY

**Is Potrero Hill Connected?**

The digital divide refers to an economic inequality between groups in access to or knowledge of information and communication technologies. Internet access is best understood as a spectrum, ranging from people who have never been online, to those who have dial-up or sporadic access, to those who have broadband at home and at work.

Numerous studies have shown that the technological gap.

- Forty-one percent (41%) of survey respondents access the internet via the internet at all.
- Twenty-seven percent (27%) of respondents stated they could not use a computer.
- One in three (33%) only has basic knowledge.
- One in five (20%) does not know how to use a computer.
- About half (50%) do not use the internet, and another nine percent (9%) use the internet but not at home.

According to the survey, the top three uses of the internet are:

- Email (33%)
- Social networking (19%)
- Job search (19%)

**Key Findings:**

- Forty-one percent (41%) of survey respondents pay for their own Internet access, despite the free Wi-Fi offered by the SF Housing Authority.
- Half (50%) of respondents are dissatisfied with the free Wi-Fi provided by the Housing Authority.
- Sixteen percent (16%) of survey respondents did not know free Wi-Fi was available in Potrero Terrace and Annex.
- One out of four every surveyed residents (25%) does not know how to use a computer. One in three (33%) only has basic knowledge.

**WHO’S ONLINE?**

Fifteen percent (15%) of American adults do not use the internet, and another nine percent (9%) use the internet but not at home.

- Email (15%)
- Social networking (13%)
- Job search (12%)

**FAST FACTS**

<table>
<thead>
<tr>
<th>Overall computer knowledge</th>
</tr>
</thead>
<tbody>
<tr>
<td>Don’t know how to use computer</td>
</tr>
<tr>
<td>Basic knowledge</td>
</tr>
<tr>
<td>Intermediate</td>
</tr>
<tr>
<td>Advanced</td>
</tr>
<tr>
<td>Don’t know or choose not to answer</td>
</tr>
</tbody>
</table>

#### 97%
Percent of survey respondents who own a phone. Two-thirds (66%) of respondents have a cell phone only, and one-quarter (25%) have both a cell phone and a land line.

#### 44%
Percent of respondents who have a working computer at home. Twenty-seven percent (27%) of respondents stated they could not afford to buy a computer.

#### 73%
Percent of surveyed residents who reported they would use a computer center if one were located in Potrero-Hill.

---

**Paradise Plan Practical + Realistic + Desirable Ideas for Social Enrichment**

---

### TRANSPORTATION

**Out and About**

Access to transportation is extremely important to families in order to conduct their daily routines. Too often, however, transportation becomes a real challenge for children, youth, and families as they try to access community resources and be on time for school and work.

**Key Findings:**

- According to the survey, the majority of Potrero Terrace and Annex residents ride the bus to get where they are going.
- Despite a high bus utilization rate, 2% of respondents had never used any type of mass or other transportation-related resources.
- Only 39% reported ever using free low-income youth passes.

**Transportation resource usage**

- Shop & Ride: 1%
- Commuter check: 1%
- Ride matching: 2%
- Car sharing: 2%
- Paratransit: 2%

**Without access to a car and limited public transportation options, residents experience "transportation isolation."**

---

**Paradise Plan Practical + Realistic + Desirable Ideas for Social Enrichment**

---

**Fast Facts**

- **71%** Percent of respondents who utilize the bus for their everyday needs.
- **21%** Percent who reported driving a vehicle for their daily transport. Another five percent (5%) carpooled.
- **5%** Percent of respondents that carpooled or get a ride in order to get where they need to go.

---

**BARRIERS TO WALKING OR BIKING IN PTA**

- Narrow sidewalks, or the complete lack thereof
- Lack of benches or other pedestrian amenities
- Traffic volume on some streets
- Absence of destinations within walking distance for residents to access jobs or meet daily needs

---

TRAUMA INFORMED COMMUNITY BUILDING
A Model for Strengthening Community in Trauma Affected Neighborhoods

BRIDGE HOUSING CORPORATION
BRIDGE Housing Corporation is a leader in the field of affordable housing with over 30 years of real estate development, property management, and asset/portfolio management experience. BRIDGE's mission is to strengthen communities by developing, owning, and managing high-quality, affordable homes for working families and seniors. Since inception, BRIDGE has believed that an apartment with an affordable rent should be a stepping stone for advancement. Ranked among the most successful in the nation, BRIDGE has developed over 14,000 homes.

HEALTH EQUITY INSTITUTE, SAN FRANCISCO STATE UNIVERSITY
Founded in 2004, the Health Equity Institute (HEI) is a research institute at San Francisco State University that links science to community practice in the pursuit of health equity and justice. HEI is a multi-disciplinary team pursuing original research on emerging health equity issues and partnering with communities to understand and address critical health equity issues.
APPENDICES

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TRAUMA INFORMED COMMUNITY BUILDING
A Model for Strengthening Community in Trauma Affected Neighborhoods

TABLE OF CONTENTS

I. INTRODUCTION 03
II. COMMUNITY BUILDING 05
III. TRAUMA AS A CHALLENGE TO COMMUNITY BUILDING 06
IV. TRAUMA INFORMED COMMUNITY BUILDING 10
CONCLUSION 16
REFERENCES 17

Weinstein, Wolin, Rose, May 2014.
1. INTRODUCTION

Across the country efforts to revitalize low-income and public housing are underway as part of large-scale community development initiatives that seek to alleviate poverty and improve neighborhoods. Community development is a continuous process of identifying community needs and developing the assets to meet those needs (Green and Haines, 2007). It is well recognized that community development of public housing sites requires extensive community building, which is the active participation of residents in the process of strengthening community networks, programs and institutions (Nagarzhik, Cooley & Smith, 1997). Federal housing programs such as HOPE VI and CHOICE Neighborhoods mandate community leadership as integral to revitalization efforts and have institutionalized this approach by requiring resident involvement in determining community needs and the development of local solutions. This widely supported community building approach seeks to acknowledge and tap into community assets and to prioritize community member voices and engagement. However, there is a growing understanding that trauma experienced by many low-income and public housing communities presents a challenging context for these community building efforts.

Trauma is a set of normal human responses to stressful and threatening experiences (National Center for PTSD, 2007). Low-income and public housing residents may experience cumulative trauma resulting from daily stressors of violence and concentrated poverty, as well as historic and structural conditions of racism and disenfranchisement (Collins, et al., 2010). Public housing residents are over twice as likely as the general American population to suffer from gun violence (National Department of Housing and Urban Development, HUD, 2000). In addition, historical trauma due to a legacy of racism, residential segregation and oppression takes its toll on residents’ emotional and physical well-being (Wilson, 1987). For many adults, children and families these conditions cause chronic stress and overwhelm residents’ ability to cope (Marmot, 2004; Substance Abuse and Mental Health Services Administration [SAMHSA], 2013).

Perspective current and historical trauma demands a community building approach that takes into account residents’ emotional needs and avoids re-traumatization triggers, which “traditional” models of community building may ignore or exacerbate. Just as a “trauma informed approach” is now accepted as essential for effective service delivery to many individuals living in these communities (SAMHSA, 2012), a trauma informed approach to community building is required to create sustainable improvements to their social and physical environment.

We present a model of Trauma Informed Community Building (TICB) that addresses the challenges trauma poses to traditional community building strategies. TICB strategies de-escalate chronic stress, build social cohesion and foster community resiliency over time. The TICB model is based on BRIDGE Housing Corporation’s experience doing community building work over the past five years in the Potrero Terrace and Annex public housing site in San Francisco. The work in Potrero is part of San Francisco’s HOPE SF initiative, a public-private partnership led by the San Francisco Mayor’s Office to rebuild some of the most distressed public housing in San Francisco. The TICB model effectively takes into account the real-life experiences of low-income and public housing residents. Its application ensures that community building promotes community healing as part of housing transformation efforts.
II. COMMUNITY BUILDING

In 1997, the U.S. Department of Housing and Urban Development (HUD) released Community Building in Public Housing: Ties That Bind People and Their Communities (Naprstek, Dooley & Smith, 1997) as a foundational document to promote community building as a central element in the transformation of public housing in the United States. HUD recognized that community building has been a successful approach to engaging residents and local organizations to improve community functioning and ultimately help residents to solve problems and achieve sustainable independence (Naprstek, Dooley, & Smith, 1997). Unlike traditional programs and services, which direct interventions to the individual, community building is an engagement process for building social capital and the community’s investment in its own future (Chaskin, 1999; McKeen, 1999).

The 1997 HUD report offered strategies to put residents at the center of revitalization efforts and encouraged developers, property managers, program staff and others to actively engage residents in the process of strengthening community institutions and programs. While there is no singular definition of community building, most emphasize resident-driven, asset-based approaches tailored to neighborhood scale and conditions (Kingsley, McKeen & Glisson, 1999). It is now widely accepted that community building efforts in low-income and public housing neighborhoods seek to counteract the deterioration of social structures and weakened formal and informal institutions that support the life of a community (Wilson, 1987).

"Traditional" community building efforts share strategies to affect change, including: building social networks; engaging residents in planning and vision setting; and leveraging community capacity to solve collective problems.

In 1997 HUD released Community Building in Public Housing: Ties That Bind People and Their Communities as a Foundational Document to Promote Community Building

---

III. TRAUMA AS CHALLENGE TO COMMUNITY BUILDING

Challenges to Traditional Community Building Strategies

<table>
<thead>
<tr>
<th>Traditional Community Building Strategies</th>
<th>Traditional Community Building Complexes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build Social Networks: Bringing communities together to form stronger, more vibrant community.</td>
<td>Build Social Networks: Bringing people together for community service, partner projects.</td>
</tr>
<tr>
<td>Engage residents in planning and vision setting: Community building efforts can help community members to create solutions to community problems and determine community goals and priorities.</td>
<td>Engage residents in planning and vision setting: Contact planning, service delivery, design changes, sound planning, and needs assessments.</td>
</tr>
<tr>
<td>Leverage community capacity to build collective power: Building collective power in a way that is both inclusive and effective to build social movement.</td>
<td>Leverage community capacity to solve collective problems: Building power of resident-driven property and community development.</td>
</tr>
<tr>
<td>Collaborate with systems and organizations to improve social and community outcomes: As part of community building efforts, city agencies, local foundations and other institutions often work collaboratively with community representatives and organizations to build and implement programs that address the needs of residents.</td>
<td>Collaborate with systems and organizations to improve social and community outcomes: Partner with community stakeholders to fund the development of a program that meets the needs of a specific resident demographic group.</td>
</tr>
</tbody>
</table>

Weinstein, Wala, Rose, May 2014.
impaired problem-solving, and behaviors that can impair rational decision making ability (Lerner & Kennedy, 2000). As experienced in Potrovo, motivating residents to show up consistently and actively participate in ongoing activities is problematic, and traditional outreach tactics prove ineffective. Addressing traditional community organizing outreach principles—avoid oversaturating residents with multiple and disparate requests; “one touch, one ask”—would mean that selection methods would be too weak to get residents to attend and participate.

CHALLENGE 3: DISEMPowerment and Lack of a Sense of Community Ownership
Lacking a sense of community ownership or a desire to invest in the collective good are immediate barriers to traditional community building strategies of collaborative planning and vision setting. The experiences of historical and chronic trauma, caused by concentrated poverty and systemic segregation, can result in disempowerment and decreased social capital and economic resources (Wilson, 1987). Disempowered communities experience limitations on their ability to access capital resources through existing structures and networks, and lack control over their social and political environment (Wellstein & Bernstein, 1994). As a result, a trauma-affected, disempowered community may experience a loss of the sense of self-sovereignty, and instead develop a spectrum of reactions to outside groups, from obedience to aggression (Kiesler-Laguna & Smolenski, 2004).

At Potrovo, and in many other public housing developments, residents have had negative relationships and experiences with housing management or public agencies. They may harbor resentment or feel remiss to personally invest in their public housing community. The community response to inequitable, traumatizing relationships becomes a barrier to stakeholder collaboration for community building.

CHALLENGE 4: INABILITY TO VISION THE FUTURE
While the involvement of residents in setting goals and strategies is a core principle of ‘traditional’ community building (Naperostek, et al., 2007), communities affected by trauma have fewer opportunities to invest in planning their future. Many public housing residents have faced persistent barriers to personal and economic growth. If they are also dealing with trauma, they may experience depression and related hopelessness as symptoms (Scher & Resick, 2005). On a practical level, new research shows that the everyday concerns of surviving in poverty create such a mental burden that there is little cognitive capacity available to plan and excel in other aspects of life (Man, Mullainathan, Shefler & Zhao, 2013). Trauma’s effect on cognitive skills make it difficult for a person to weigh future implications of current decisions, or manage changes in life circumstances, rules or expectations (Gabooy, 2014, Man, Mullainathan, Shefler & Zhao, 2013). Individuals and families with overwhelming life experiences may have trouble envisioning the future, which inhibits them from taking action towards positive change and a better future (Bloom, 2007). In Potrovo, as in many communities, maintaining resident engagement and investment in a long-term change process is an ongoing challenge.

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APPENDICES

CHALLENGE 5: BREADTH AND DEPTH OF COMMUNITY NEEDS

Community building progress depends on the strength of social support, which can only develop if individuals receive the support that they need to deal with their own trauma. Trauma can affect a person's self-concept, causing low self-esteem, shame, or guilt (Cook, et al., 2005), and inhibits many residents to step up in leadership roles. Many public housing residents deal with the instability and isolation of poverty in their daily lives. Their ability to schedule or be punctual is compromised by the obligation to meet daily needs for themselves and their families. Many adults in impoverished neighborhoods such as Potrero lack professional skills and the opportunities to acquire them, due to low educational attainment, poor overall health, substance abuse history or the variety of other access barriers related to poverty and institutionalized racism. Substance use issues are common in Potrero and other trauma affected communities, further complicating issues of participation and engagement in activities. In addition, wariness of service settings and outsider professionals, as well as cultural and logistical barriers can deter families from accessing services and supports (de Arellano, Ko, Danielson & Sorague, 2008). Residents affected by trauma require a breadth and depth of resource and time intensive services to facilitate their participation in community building efforts.

The impacts of sustained trauma and persistent stress on a community result in challenges to traditional community building strategies. Fully understanding these challenges and how they impact a community's readiness for sustained neighborhood change is essential for community building efforts.

IV. TRAUMA INFORMED COMMUNITY BUILDING

Trauma Informed Community Building (TICB) recognizes the impact of pervasive trauma on a community and creates a process to address the resulting challenges to traditional community building approaches. Through intentional strategies that de-escalate chaos and stress, build social cohesion and foster community resiliency over time, TICB can increase the community's readiness to engage in traditional community building efforts. The outcomes of effective TICB are the conditions for sustainable individual and community change. They are also the foundation and support for a coordinated program and service delivery system that can address individual and community needs such as mental and physical healthcare, educational attainment, economic self-sufficiency, safety, and healthy child development.

TRAUMA INFORMED COMMUNITY BUILDING

- De-escalates chaos and stress
- Fosters resiliency
- Strengthens social connections
- Recognizes trauma

OUTCOMES

- Foundation and support for effective delivery of programs and services
- Creates conditions for long-term community and individual change

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APPENDICES

A. TICB PRINCIPLES

The model for TICB can be applied to efforts in various types of neighborhoods and communities facing poverty, ongoing violence, isolation and limited resources. A program or intervention is trauma informed when it has an understanding of the ongoing impact of trauma on community members’ lives, and when all aspects of its response aim to appropriately address their specific needs and avoid re-traumatization (Harris & Fiolit, 2001). Trauma informed intervention models do not aim to treat trauma directly, but welcome community members, acknowledge their special needs, and have the capacity to identify trauma and its relation to other issues in their lives. Programs and services without a trauma informed approach may fail to engage community members, to sustain their participation or to provide them with positive outcomes. They may even create environments or interpersonal dynamics that are unsafe and disempowering, and risk triggering community members’ trauma reactions (Harris & Fiolit, 2000).

Underlying the TICB model are four principles that reflect the beliefs and practices of its resident-centered approach. The principles are not specific procedures but instead a set of values that influence all of the work.

PRINCIPLE 1: DO NO HARM: Be aware of past and current trauma and promote activities, programs and services that avoid re-traumatizing individuals and the community. TICB recognizes mental health triggers in the community and consciously creates environments that do escalate stress and provide opportunities for mental health support. It is also important to acknowledge that traumatized communities face ongoing insecurities around the sustainability of programs, services and institutional relationships.

Therefore TICB only engages in activities when financial sustainability and organizational structure is guaranteed for multiple years and is not only focused on short-term activities.

PRINCIPLE 2: ACCEPTANCE: Meet residents where they are, accept the realities of the community conditions and set expectations accordingly. TICB recognizes that residents in trauma affected communities cope in a variety of ways and participate in activities for a variety of reasons. All members of the community are welcome to participate and TICB makes every effort to adapt activities to the realities of violence, mental health conditions, substance abuse and other trauma related issues. In accord with understanding community readiness (Gutting, et al., 1995), TICB sets goals that allow residents to grow, but does not push them past their capacity or understanding of an issue. By accepting all community members where they are in their lives, TICB can set realistic expectations and goals for the long-term outcomes and community improvements.

PRINCIPLE 3: COMMUNITY EMPOWERMENT: Recognize the importance of self-determination to encourage community investment and that everyone can play a supportive role. Inclusiveness is core to community development in trauma affected neighborhoods, where generations have been marginalized from development processes and excluded from reaping the benefits. Community empowerment theory exalts the importance of equitable participation and accountability among stakeholders to build community

perception of ownership over change (Freire, 1970; Malon, 2008). The process of empowerment begins at any stage of readiness to ensure community members feel control over the change that they are experiencing. Peer support in particular promotes a sense of hope and control, and validates individual actions as having meaning and value, which is necessary for visioning for the future and actualization of plans.

PRINCIPLE 4: REFLECTIVE PROCESS: Take a sustained approach over multiple generations to improve outcomes in a trauma impacted community. TICB engages in an ongoing reflective practice that responds to new developments and knowledge, and is constantly adjusting to meet the needs of the community and the overall vision for the neighborhood. It prioritizes working towards distinct community building outcomes, such as increased social cohesion, resilience and collective vision of change. Though its objectives should not be subsumed by larger community development goals, TICB provides a foundation for coordinated community development and the delivery of programs and services. TICB activities can occur throughout all the development phases. Once awareness of trauma is raised, TICB continues to incorporate the voice of residents into the planning of physical development and program and service design so that they address the root causes of trauma.

B. TICB STRATEGIES

The TICB model does not prescribe a set of activities, but rather a set of intentional strategies that address the challenges that trauma poses to traditional community building efforts. TICB recognizes the impacts of sustained stress and trauma in all aspects of neighborhood well-being. It’s strategies are framed by the social-ecological model, which portrays the interconnectedness of individuals with the social and environmental dynamics that influence them including interpersonal, community and system factors (McLeroy, Bibeau, Steckler, & Glanz, 1988; Stokols, 1992; Dahlberg & Krug, 2002). TICB proposes a set of intentional strategies at every level of the ecological model to have the greatest impact on community outcomes and to ensure their sustainability.

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APPENDICES

TRAUMA INFORMED COMMUNITY BUILDING
A Model for Strengthening Community in Trauma Affected Neighborhoods

PRINCIPLES
Do No Harm
Acceptance
Community Empowerment
Reflective Process

INDIVIDUAL
In a trauma affected community, TICB focuses attention on appropriately engaging individual residents with various needs and capacities. First, stakeholders should express acceptance of the experiences and circumstances of individuals, no matter if they may pose a challenge to community building activities. Due to the nature of traumatic experience and symptoms, individuals may engage in seemingly unhealthy or destructive behaviors. However, this does not preclude them from having leadership qualities and being able to contribute to their communities over time. Next, it may take multiple touches, or interactions to recruit an individual to participate in an activity, engage with the overall community building process, and eventually offer positive contributions to community change. Frequent touches must be intentional and authentic, to build credible relationships. To maintain individuals’ long-term participation in the community building process, providing incentives and tangible rewards for participation is key. Incentives bring community building beyond relationship building, to give residents a sense of accomplishment and self-efficacy, whether internal—or a sense of well-being—or external—like a gift card or other tangible reward. Finally, TICB takes great care that messaging and activities do not over promise, so that individuals do not feel disillusioned, or more re-traumatized, by their commitment to a group and process that was misrepresented.

INTERPERSONAL
TICB activities aim to build interpersonal relationships and create channels of communication to ensure awareness of and participation in the ongoing community building process. Social cohesion is a resilience factor that can both protect residents from the impact of trauma, as well as contribute to the prevention of future triggers. TICB activities offer a way for residents and their families to leave their homes and enter a safe and welcoming environment where they can share a positive experience with their neighbors. Activities at the interpersonal relational level can be valuable since they create opportunities for personal sharing and mutual support that become positive shared memories, in addition to any other tangible outcomes. Another objective of trauma informed community building activities is that they model healthy behaviors, and develop family and community norms that perpetuate healthy behaviors. The sharing of positive norms and the awareness built by modeling them to the community, can support collective influence and engagement in the community building process. TICB supports peer-to-peer strategies as a model to increase social support and social cohesion. Peer-to-peer strategies involve community residents working to address community issues by serving as a source of information, bridge to services, advocate for community needs, facilitator of community action and organizer of community building activities.

Weinstein, Wolin, Rose, May 2014
COMMUNITY

Promoting collective action at the community level, in the face of barriers caused by trauma, requires an investment of time and effort that build trust in a collective process. In many trauma affected communities there is a collective memory of past programs and services that were ineffective or ended without delivering on promised benefits. At all stages, TICB aims to provide visible, tangible activities that reflect community change.

Opportunities are provided for residents to play a role in decision-making, set the agenda, and reap the benefits of their collective actions. All stakeholders receive regular and dependable communications about past and upcoming community building activities and events, so that an inclusiveness sense of awareness is built around the process. Activities are designed to cultivate community leadership through support and skill building, to encourage a sense of ownership and to ensure that sustainability is a criterion for implementation and involvement in community efforts. TICB strategy plan for incremental growth so that the scope and trajectory of activities can build on previous successes.

SYSTEMS

TICB supports residents in identifying their needs, and reflects community voices and priorities to stakeholders. TICB builds the capacity of the community to innovate and advocate for the way that it wants community development to progress, and to inform the way that services should be designed appropriately for their community. It also builds the capacity of service providers to build partnerships for long-term investments in community change and effective service delivery, within a trauma informed service system. By encouraging community feedback, alongside frequent and transparent communication of the purpose and intention of all activities to all stakeholders, inclusive systems are developed that advance long-term community vision and develop a community wide strategy to reach goals.

CONCLUSION

Using a Trauma Informed Community Building (TICB) approach requires only small shifts in perspective, expectations and activities to achieve the positive outcomes of community strengthening work. Together these adjustments that take into account the reality of community members’ lives and emotional experiences make a powerful and necessary change in approach. It is the sum of the TICB strategies that make the long-term difference. Furthermore, using a trauma informed approach to community building paves the way for the effective delivery of individual, family and community services, as well as providing the foundation for a healthy, sustainable and thriving neighborhood. The system focused strategies of TICB — reflecting the voices of community members to system stakeholders and providing feedback to service providers — are a critical piece of ensuring that the revitalization of low-income and public housing and other trauma affected communities truly meets the needs of residents. Supporting the development and implementation of trauma informed services is an essential role for community building work and critical to the overall success of housing transformation efforts.

For housing developers TICB has significant implications for how comprehensive redevelopment efforts should be implemented in low-income, marginalized and sometimes violent communities. There is recognition that community “readiness” (Oetting, et al., 1995) is essential for the uptake and effectiveness of programs and services and in order to meet long-term neighborhood goals increasing the stages of readiness in public housing and trauma affected communities requires developers to prioritize community building as a first and essential step in their redevelopment efforts. However, TICB is not simply a step to be taken and then completed. TICB must continue over time to support resident needs and sustain systemic community change. TICB emphasizes the need for community stakeholders to be present “for the long haul” and avoid the harms caused by an inconsistent or short-term presence.

An ongoing challenge to all community building activities, and in particular TICB, is securing financial support for activities that are largely outside the scope of “redevelopment” services or predevelopment housing costs. TICB calls for flexible funding that is long-term. These resources would be well spent as they are critical to ensure the effectiveness of all investments in programs and services and to meet the long-term vision of a thriving and revitalized community. It falls upon developers and the policy stakeholders in the transformation of public housing and other distressed communities to create funding streams to support TICB.
REFERENCES


Weinstein, Wolin, Rose, May 2014.
### SECTION A PROGRAM

1. Describe your current menu of programs.

2. What is your vision for the future of programs as it relates to serving residents living in Potrero Hill and Annex?

3. When your organization decides to change its scope of services, including increasing services to a targeted population, who is involved in the decision-making process?

4. Of the five (5) PARADISE Plan strategy areas, please confirm the area(s) that are most aligned with the services you currently provide to Potrero Annex and Terrace residents; please include the name of the program where possible.

5. What are the strengths that your organization brings to the targeted program area(s)?

6. What would you need to have in place to provide better services to Potrero Hill Terrace and Annex residents?

7. What would you need to be able to increase the number of families you service in Potrero Hill Terrace and Annex?

8. What makes your work hard?
SECTION B. DATA COLLECTION

1. Do you currently conduct program/service evaluation? If so:
   a. What data do you track?
   b. How do you get the data?
   c. What tools do you use to store information?
   d. How do you enter/store information? (staff, contractor, etc.)
   e. Can you run reports?
   f. How often do you collect the data (Ad-hoc, monthly, quarterly, etc.)
   g. How does this tie back to the outcomes you are trying to accomplish?

2. What is the level of data collection?
   a. Individual (case management)
   b. Family Level
   c. Community/Neighborhood Level
   d. All of the above

3. What type of data do you collect?
   a. Quantitative
   b. Qualitative
   c. All of the above

4. Do you have any concerns about sharing data as part of this initiative? If so, what are they?

5. Please respond to the questions in the chart below according to the following scale:
   1 = Poor  2 = Average  3 = Good  4 = Excellent

| PURPOSE: To assess technology usage/capacity of the CNI proposed implementation partners |
| Rank the skill/knowledge level: |
| 1=Poor  2=Average  3=Good  4=Excellent |

<table>
<thead>
<tr>
<th>Technology Categories</th>
<th>Program Director</th>
<th>Program Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>File management: using a system to save and share files</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic maintenance &amp; troubleshooting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office productivity: MS Office or Google docs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Web browsing: search &amp; Internet safety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emailing: etiquette, attaching files</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online sharing and collaboration</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### Database/data collection

- Anything else to add related to technology?

### SECTION D. ORGANIZATION/CONCLUSION

1. Given what you have heard about the PARADISE Plan, is your organization interested in serving as a proposed implementation partner?

2. What questions or concerns do you have about the process or opportunity?

3. What do you think is essential to ensure the success of your work as an implementation partner?

4. Are you currently implementing any capacity building initiatives or activities?

5. When you work with other stakeholders with a lot of moving parts, what do you need and what does the group need to be successful?

6. Any final comments or questions?

### RECOMMENDATIONS/FOLLOW-UP

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### APPENDICES

<table>
<thead>
<tr>
<th>PARADISE Plan Practical + Realistic + Desirable Ideas for Social Enrichment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Database/data collection</td>
</tr>
<tr>
<td>Anything else to add related to technology?</td>
</tr>
</tbody>
</table>

### 1. Community-Based Organizations

**Boys and Girls Club of San Francisco (BGSF)** – Offers an array of academic, enrichment, and sports programs to youth throughout San Francisco, including a summer camp at Camp Mendocino. Website: www.kidsclub.org.

**Good Samaritan Family Resource Center** – Offers an array of educational programs focused on kindergarten readiness, including licensed English-Spanish child care, early learning services, and early literacy programming. Website: http://goodsamfrtc.org.

**Healthy Generations Program (HGP)** – A Potrero-based program that modifies parenting behaviors to encourage healthy brain development among children and to prepare them for kindergarten success. Website: not available

**Homeless Prenatal Program (HPP)** – Provides case management to pregnant and parenting women living in poverty. Website: http://homelessprenatal.org.

**Kai Ming Head Start** – Provides free preschool services to income-eligible children ages three to five years old living in San Francisco. Services include comprehensive health, nutrition, family support, and parental education services. Website: http://stayaliveandfree.org.

**Khan Academy** – Provides free online education and virtual tutoring for school-age youth and adults. Website: http://www.khanacademy.org.

**Omega Boys Club** – Nationally recognized youth development and violence prevention organization that offers a youth training engagement program that emphasizes violence prevention (Stay Alive & Free) to adolescents. Website: http://stayaliveandfree.org.


**Potrero Hill Neighborhood House (The NABE)** – Provides “cradle-to-grave” services with an emphasis on youth and education. Programs include Head Start preschool, summer enrichment, and teen programming. Website: http://www.potreshsf.org.


**Potrero Kids** – Year-round, Spanish-English bilingual, dual-campus preschool operated by the Potrero Residents Education Fund (PREFund) at Daniel Webster Elementary School and in their Third Street center. Website: http://www.potrerokids.org.

**San Francisco Safe Awareness For Everyone (SF SAFE)** – Works with communities via the San Francisco Police Department to create neighborhood watch groups, safety programs, and leadership training through the SF SAFE Academy. Website: http://sfSAFE.org.

**Shanti Project** – Provides professional case management and volunteer-based emotional and practical support to persons living with life-threatening or chronic illness. Website: http://www.shanti.org.

**Wu Yee Children’s Services** – Operator of the Potrero Hill Head Start and Early Head Start Programs. Wu Yee specializes in early child education, family support services, referrals to quality child care, and training and support for child care providers. Website: http://www.wuyee.org.
2. Public Agencies

Department of Children, Youth, and Their Families (DCYF) — Supports programs and activities that ensure children and youth are healthy, ready to learn, succeed in school, and live in safe and supportive families and communities. Website: http://www.dcyf.org.

Office of Economic and Workforce Development (OEWD): Workforce Development Division — Promotes economic development by providing employers with skilled workers and expanding employment opportunities for San Francisco residents. Job seeker services and training programs help residents enhance their skills to gain employment. Website: http://workforcedevelopmentsf.org.

San Francisco Children and Families Commission (First 5) — Funds a range of programs to support the developmental health and well-being of children ages 0-5. Programming includes preschool access for all four-year-olds in San Francisco County. Website: http://www.first5sf.org.

San Francisco Community Challenge Grant Program (CCG)* — Formerly known as the Neighborhood Beautification Fund, CCG provides matching grants to local residents, businesses, non-profits and other community groups to make physical improvements to their neighborhoods. Website: http://sfgsa.org/index.aspx?page=4264.

San Francisco Department of Health: Potrero Hill Health Center (PHHC) — Provides community-based primary health care to residents living in the Potrero Hill neighborhoods. Services include immunizations, cancer screenings, acute illness care, chronic illness care, prenatal and postpartum care, family planning, medical and social work services (including case management), and referrals to specialty and inpatient care services. Additional services include podiatry, nutrition education and consultation services, psychiatric consultation, substance abuse counseling and referral, diabetic teaching, and community outreach. Website: https://www.sfdph.org/dph/comupg/oservices/medSvs/ntlHlthCtrs/PotreroHlthCtr.asp.

San Francisco Department of Public Health: SF General Hospital and Trauma Center (SFGH) — Provides quality healthcare and trauma services. Website: http://www.sfdph.org/dph/comupg/oservices/medSvs/SFGH/default.asp.

San Francisco Police Department — Provides law enforcement to the city of San Francisco. Website: http://www.sf-police.org.


UCSF Medical Center* — Serves as the academic medical center of the University of California, San Francisco. The medical center’s nationally preeminent programs include children’s health, the brain and nervous system, organ transplantation, women’s health and cancer. UCSF Medical Center is building three specialty hospital centered on children’s health, women’s health, and cancer treatment. The facility will open Spring 2015 in San Francisco’s Mission Bay neighborhood. Website: http://www.ucsfhealth.org.
END NOTES


ix Ibid.


xiii Ibid., Pages 139-140.


xv Ibid.


xvii Ibid. Page 106.


xxi Ibid.