

The Story of Now

A data snapshot of HOPE SF residents



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Executive Summary

Launched in 2007, HOPE SF is “the nation’s first large-scale, explicitly anti-racist community development initiative.”¹ As a cross-sector initiative, it seeks to transform San Francisco’s most distressed public housing sites into vibrant and healthy mixed income communities without mass displacement of original residents.

While new housing units have been developed and residents have connected with resources located throughout San Francisco, the initiative has yet to fully realize a culture of data, in which data are regularly used to advance racial equity, inform decision-making, and determine the ways in which HOPE SF has impacted the lives of residents. In spring 2020, the San Francisco Foundation (SFF) contracted with Social Policy Research Associates (SPR) to provide technical assistance to guide the data infrastructure for HOPE SF and support the initiative on its journey to using data more strategically. This report both provides data about HOPE SF residents and recommends additional efforts the initiative needs to better use data.

The data in this report provide a snapshot of HOPE SF residents across five City departments in which eligible residents could enroll in. Some key findings in this report are that

- Relocation and retention of families at Hunters View and Alice Griffith is high.
- Evictions in the privately managed units are low, with only four evictions having occurred since 2017.
- Although increasing, household income for HOPE SF residents in converted units is still extremely low compared to the City average.
- CalFresh enrollment for potentially eligible HOPE SF residents at 73% is comparable to California state enrollment trends, but below national enrollment rates.
- HOPE SF residents participating in the Office of Economic and Workforce Development’s (OEWD) workforce programs have an average placement wage of \$20 per hour, which is comparable to the overall average placement wage of all OEWD workforce program participants.
- African American / Black students make up the largest racial/ethnic group of HOPE SF students representing roughly a third of all HOPE SF students,

¹ <https://www.hope-sf.org/>

demonstrating that African American / Black families continue to comprise a large percentage of HOPE SF residents.

- Supports for students, such as the use of Hubs for distance learning in the 2020-2021 school year, appears to have increased students' participation in distance learning and supported students' socioemotional and physical well-being.

In providing a snapshot in time using administrative data, this report illuminates data that are readily accessible and those that are not. Additional analysis can and should be harnessed. For example, research using administrative data could allow for comparison of outcomes for residents versus similar non-residents. And while some qualitative data exists, it is not systematically collected to tell the story of HOPE SF, and therefore, this report does not include the rich narrative that qualitative data provide. And while we present some data disaggregated by race/ethnicity, further analyses could illuminate the extent to which the initiative is (or is not) supporting racial and economic equity.

A major recommendation we provide is the need for HOPE SF to invest in the use of data for strategic decision-making. This investment would include engaging in a strategic planning process around data. During the strategic planning process, stakeholders, including City departments, community-based organizations (CBOs), and residents could identify key measures of success for each goal and develop processes for ongoing data collection, analysis, and sharing. Much is left for the initiative to fully embody and live HOPE SF's principle *to use data to hold the initiative accountable to communities*. We trust that this report will foster dialogue and strengthen a deepening relationship and commitment across City departments to share data and make collective investments in pursuit of improving outcomes for HOPE SF residents.

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Introduction

Launched in 2007, “as the nation’s first large scale, explicitly anti-racist community development initiative,” HOPE SF seeks to “center resident voice, build community wealth, and support healthy communities.” HOPE SF aims to develop “vibrant, mixed income communities at four public housing communities without mass displacement of original residents.”² The four public housing communities are Hunters View, Alice Griffith, Potrero Terrace & Annex, and Sunnydale) (see Exhibit 1 for location of sites). By increasing density, HOPE SF will replace 1,900 public housing units one-for-one and add low-income and market rate units, with all new housing being managed privately.

Construction and development of the new units is phased to minimize displacement. In 2012, the first families moved into Hunters View, and in 2017 the first families moved into Alice Griffith. And in 2019, the first families began to move into Potrero Hill and Sunnydale. Construction and development will continue through 2035 ([see a full timeline here](#)).



Exhibit 1. Map of San Francisco & HOPE SF

However, the initiative seeks not just to build housing, “but to change whole systems, so that race and place are not barriers to prosperity and opportunity.”³

² <https://www.hope-sf.org/>

³ <https://www.hope-sf.org/goals-strategies/>

Specifically, HOPE SF has four goals –

1. Build racially and economically inclusive neighborhoods;
2. Recognize the power of residents to lead their communities;
3. Increase economic and educational advancement; and
4. Create healthy communities.



Exhibit 2. Four goals of HOPE SF

To accomplish these goals, HOPE SF uses a variety of strategies through a public-private partnership that includes the City and County of San Francisco, the San Francisco Foundation (SFF), Enterprise Community Partners, housing developers, City agencies, community-based organizations (CBO), funders, and residents. These strategies include anti-eviction policies and wrap-around services to help prevent displacement of families, development of resident-driven governance, job placement and career pathways support to increase economic attainment, efforts to strengthen connections between public schools and the communities to promote academic success, youth development programming, and community safety.

HOPE SF's Data Journey

Without effective use of data, cross-sector initiatives are unable to effectively coordinate activities or measure shared progress.⁴ For HOPE SF, a guiding principle of the initiative is *to use data to hold the initiative accountable to communities* by analyzing and disaggregating data on a regular basis to inform decision-making and advance racial and economic equity.⁵

To live up to this guiding principle, the initiative has sought to engage with research, evaluation, and data from the early days of the initiative. Since 2009, the initiative has commissioned six academic research papers, two white papers, and 19 evaluation reports about HOPE SF,⁶ including a [baseline report](#)⁷ completed in 2012, and a [mid-](#)

⁴ <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7362706/>

⁵ HOPE SF established eight principles with the community in 2007. To read all the principles, visit the HOPE SF website <https://www.hope-sf.org/guiding-principles-2/#incorporate-trauma-informed-practices>

⁶ To view all the various reports, visit <https://www.hope-sf.org/our-impact/>

⁷ https://www.hope-sf.org/wp-content/uploads/2019/07/7645-3-HOPE-SF-Baseline-Data-Report_Final_7-3-121.pdf

[course assessment](#)⁸ in 2017. Despite these efforts, the initiative has struggled to use data systematically. For example, the mid-course assessment report presented recommendations for data use, which have been partially implemented.

As part of HOPE SF's data journey, in April 2020, SFF partnered with Social Policy Research Associates (SPR) to provide technical assistance and capacity building for the initiative to strengthen its use of data. SPR launched a Data Leadership Institute with six CBOs receiving grants from Mayor's Office of Housing and Community Development (MOHCD) to support housing stability for HOPE SF residents. CBOs each received a grant of \$25,000 from SFF for their participation in the Data Leadership Institute. The objectives of the institute were to develop relationships with CBO partners, share MOHCD's vision for data, build a culture of data across HOPE SF, support collective learning, and develop a shared understanding of how to use data to better support residents. The institute included a kick off meeting, data security webinar, data needs assessment, one-on-one technical assistance calls, and homework exercises to collect a snapshot of relevant CBO data elements.

A component of SPR's work also included the development of a report to tell the story of HOPE SF using extant data to determine the impact of the initiative. SPR was not charged with primary data collection, rather the objective was to tell a story using existing data sources. Initially, we anticipated using program data collected by the CBOs. However, through the Data Leadership Institute, we discovered that the initiative had not yet identified, developed, or aligned indicators that can be used across CBOs. In addition, we learned of limitations of data CBOs collected and housed in MOHCD's grants management system (GMS). These limitations included data entry issues associated with poor usability of the system and a lack of data fields that could demonstrate outcomes or impact across measures of interest for HOPE SF.

We, therefore, adjusted our strategy and convened a data workgroup with five City departments (listed below in the following section) in the summer of 2021. These meetings laid the foundation for data sharing and collaboration across departments and identified administrative data that could be used to tell the story of HOPE SF.

⁸ <https://www.hope-sf.org/wp-content/uploads/2019/08/HOPE-SF-Mid-Course-Assessment-Report.SUMMARY.pdf>

About this report

The five City departments that participated in the data workgroup are:

- 1) MOHCD,
- 2) Office of Economic and Workforce Development (OEWD),
- 3) Human Services Agency (HSA),
- 4) San Francisco Unified School District (SFUSD), and
- 5) Department of Children, Youth and their Families (DCYF).

These departments provided the data used in this report to develop a snapshot of HOPE SF residents. The report is organized around three headline measures identified by MOHCD and SFF as critical for understanding the impact of HOPE SF. These headline measures for which data were readily available are:

1. Stably housed
2. Change in financial circumstance, wealth, prosperity and
3. Youth development and education

These headline measures align with two of the four goals (i.e., build racially and economically inclusive neighborhoods and increase economic and educational advancement), as those were the goals that had the best existing data. Data for the other two goals (i.e., recognize the power of residents to lead their communities and create healthy communities) were either limited or difficult to obtain at the moment.

Data were provided by each of the five City departments. Analysts from each of the five departments matched their data with the addresses of HOPE SF residents as provided by MOHCD. Data ranged from 2014 through 2021. To protect resident privacy, SPR did not collect any individual personally identifiable data from City partners. Rather, City partners provided data in the aggregate as shown in this report.

As noted earlier, this report is not meant to serve as an evaluation of the HOPE SF initiative. We did not conduct primary data collection, nor do we capture the voices of residents, nor the entirety of services provided to them through the City. The analyses presented here do not use any sophisticated statistical comparisons of HOPE SF residents with an appropriate comparison group.

In providing a snapshot in time using administrative data, this report illuminates data that are readily accessible and those that are not. A major finding during this process, which partners acknowledged, is the need for HOPE SF to invest in the use of data for strategic decision-making. The work moving forward should include these five City departments, as well as other partners, including CBOs, and residents themselves. We provide recommendations for HOPE SF at the end of this report.

Much is left for the initiative to fully embody and live HOPE SF's principle *to use data to hold the initiative accountable to communities*. For now, we trust that this report will foster dialogue by documenting engagement with services and identifying areas where residents may need additional supports. We also hope this report will strengthen a deepening relationship and commitment across City departments to share data and make collective investments in pursuit of improving outcomes for the City's most vulnerable residents.

Stably housed





A primary goal of HOPE SF is to build racially and economically inclusive neighborhoods by developing new homes that replace all public housing across the four converted sites and add additional affordable and market-rate housing. A key strategy of the initiative to ensure economically inclusive neighborhoods is to ensure the legacy families (those who lived in the original public housing units prior to conversion) are safeguarded against displacement and are prioritized for relocation into new units. In addition, HOPE SF seeks to ensure that residents are stably housed through the use of anti-eviction policies and wraparound services provided by CBOs receiving City grants administered by MOHCD.

In this section, we share data on the housing units converted to date, provide data on relocation and retention of legacy families, and present a series of indicators regarding anti-eviction. All data presented were provided by MOHCD and their data collection systems, including data from their Annual Monitoring Reports (AMR) – which collect data on HOPE SF units and households and grants management system (GMS) – which collects data on clients served by MOHCD-funded services. We also provide data collected directly from the private property management companies.

Units to date

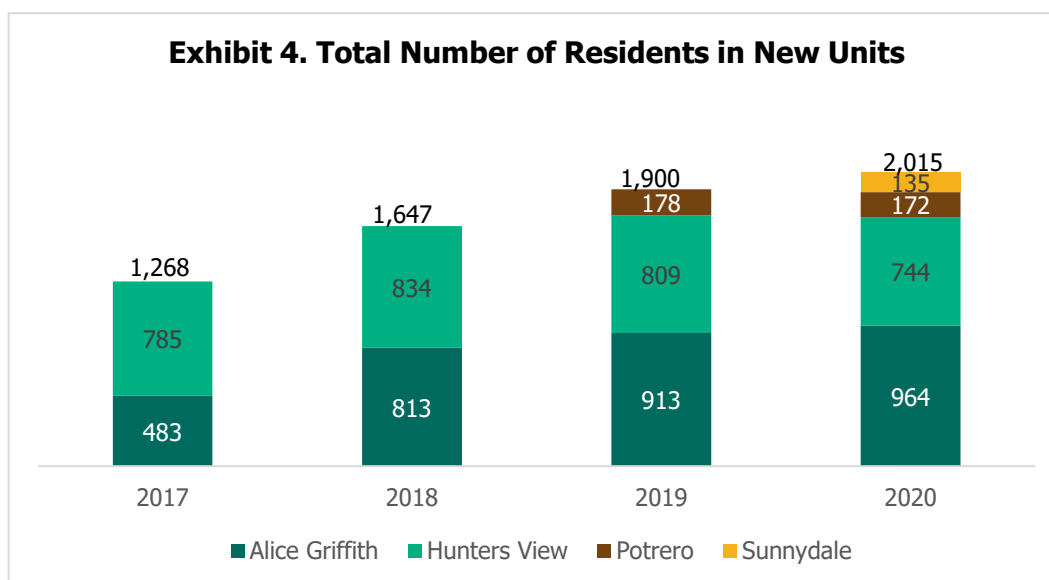
As of 2021, of the original 1,914 original public housing units, 535 replacement units have been built, along with 211 additional affordable units, with an additional 167 replacement and affordable units currently under construction and 616 units in pre-development (Exhibit 3). As noted earlier, construction and development of the new units is phased to minimize displacement. While Hunters View and Alice Griffith are further along in construction, as seen in Exhibit 3, Sunnydale and Potrero Terrace and Annex are in the earlier phases of public housing replacement. By 2035, when construction is expected to end, HOPE SF anticipates a maximum of 5,100 new units including public housing replacement units, affordable units, and market rate units.

Exhibit 3. Number of original units and new units in the pipeline, by housing site

	Original public housing units 	Completed to date 		Under construction 	Pre-development 	Max units final
		Public housing replacement	Tax credit aka "affordable"			
Hunters View	267	214	72	–	118	650
Alice Griffith	256	226	107	–	0	1150
Sunnydale	775	41	14	167	341	1700
Potrero Terrace & Annex	616	54	18	0	157	1600
Total	1914	535	211	167	616	5100

Source: Data provided by MOHCD

Over the last four years, the total number of HOPE SF residents in replacement and affordable units has increased nearly two-fold, with a total of 2,015 individuals residing in the new units (Exhibit 4). The average household size in these units has stayed fairly consistent over the last four years with an average of 2.70 individuals per household.

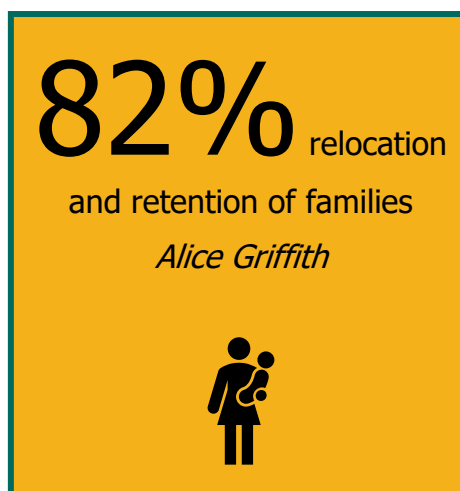
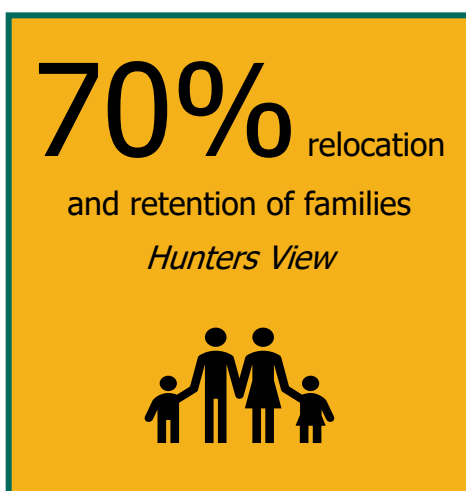


Source: Annual Monitoring Report data from MOHCD⁹

⁹ <https://sfmohcd.org/asset-management-multifamily-rental-housing>

Relocation and Retention

The initiative also seeks to prevent mass displacement of original tenants, which includes the right to return legislation that allows any former resident a priority to return to an affordable or public housing replacement unit. As of 2021, Hunters View and Alice Griffith have a remarkably high percentage of legacy families, 70% and 82%¹⁰ respectively, who have been successfully relocated and retained so far.¹¹ In contrast, the HOPE IV program, funded by the U.S. Department of Housing and Urban Development (HUD), which also sought to replace distressed public housing with mixed-income communities, had on average only 28% of legacy families return to new units.¹²



Anti-Eviction

A strategy of the initiative to ensure economically inclusive neighborhoods is through the use of anti-eviction policies and wraparound services provided by MOHCD and partner CBOs.

Since 2017, MOHCD has provided approximately \$1.1M in grants for HOPE SF-specific on-site service delivery housing stabilization support. These CBOs provide a range of supports including information and referral, needs assessment, case planning, case management and service connections, case coordination and advocacy, culturally appropriate interpretation, document review and preparation, communication and support with property management and maintenance, conflict mediation, and barrier

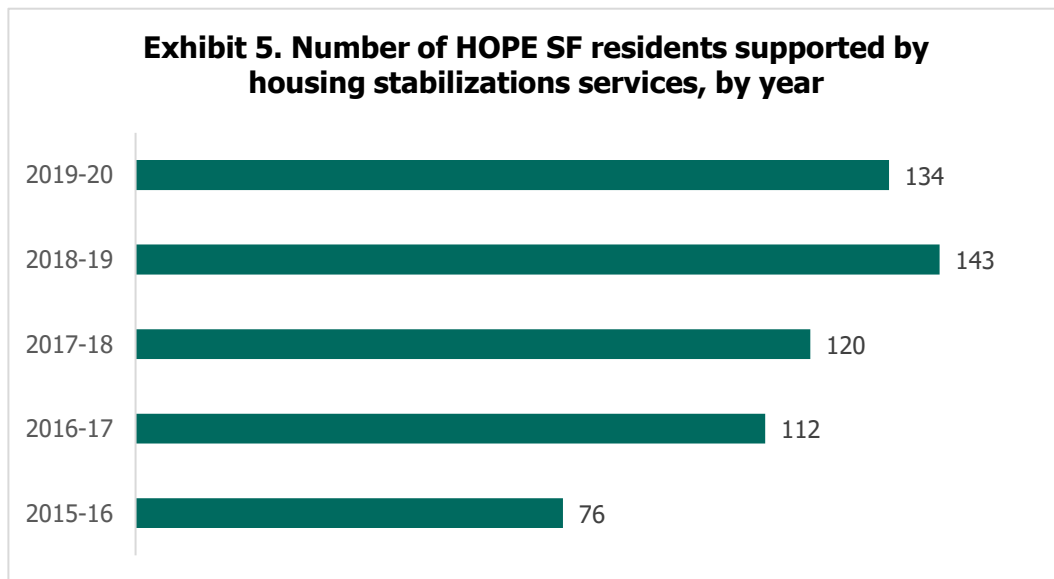
¹⁰ Data retrieved from <https://sfmohcd.org/sites/default/files/Documents/Reports/2020-2021%20CAPER.pdf>.

¹¹ The Right to Return gives former residents a priority to return to new replacement or affordable units, so there is a potential for this percentage to increase in the future for Hunters View and Alice Griffith. Since Sunnydale and Potrero Terrace & Annex are still in the process of development, data on relocation of families from Sunnydale and Potrero Terrace & Annex are currently unavailable.

¹² <https://www.huduser.gov/portal/sites/default/files/pdf/HOPE-VI-Data-Compilation-and-Analysis.pdf>

removal. CBOs have bilingual and culturally competent staff who provide primarily one on one support to each household as needs are identified.

Additional City-wide investments, totaling \$34M in fiscal year 2020 – 2021, in housing stabilization and anti-eviction efforts, such as through the Tenant Right to Counsel program and tenant organizing efforts, have also included supports to keep HOPE SF families stably housed. Exhibit 5 presents the number of HOPE SF residents provided eviction prevention services through these HOPE SF-specific grantees over the last five years.



Source: GMS data provided by MOHCHD grantees funded by MOHCD

The above efforts may have helped ensure HOPE SF residents are stably housed. In addition, every year, HOPE SF monitors the housing-related legal status of tenants who have relocated to replacement units or have moved to affordable units that are privately managed in order to ensure tenants are receiving appropriate supports. Remarkably, since 2017, only four evictions have resulted from HOPE SF properties.¹³ Exhibit 6 shows the legal action of cases across each of the

4 evictions since 2017
across privately managed units

¹³ This report only includes data collected by the City agencies listed above and does not include data from SFHA. Therefore, eviction numbers are only of the managed properties who report their data to MOHCD.

housing sites. Data are only shown for the years in which converted units were available for occupancy.

Exhibit 6. Number of legal action cases and resulting eviction for privately managed units, by housing site and year

	Hunters View		Alice Griffith		Potrero		Sunnydale	
	Legal Action Cases	Eviction	Legal Action Cases	Eviction	Legal Action Cases	Eviction	Legal Action Cases	Eviction
2017	1	1	-	-	-	-	-	-
2018	4	1	1	1	-	-	-	-
2019	12	0	14	1	0	0	0	0
2020	0	0	6	0	0	0	0	0
# of Units	286		333		72		54	

Source: John Stewart Company, BRIDGE Housing, Mercy Housing

Summary and Conclusion

Based on data available from MOHCD and the companies that are privately managing converted units, HOPE SF appears to have low eviction rates and a high relocation and retention rate of families at Alice Griffith and Hunters View. These data seem to suggest that the combination of prevention and support strategies provided to HOPE SF residents are having the desired effect of keeping residents stably housed and preventing the mass displacement of original residents. Additional research can identify the key resources and supports that may be contributing to this positive outcome and these best practices can serve as a model for other cities and municipalities.

Further data and analyses based on demographics of residents should be conducted to ensure racial and economic equity in housing stability. Lastly, analysis of data from the SFHA can support a more thorough understanding of the extent to which HOPE SF residents, including legacy residents are stably housed.

Change in financial circumstance, wealth, prosperity

Unlike prior redevelopment efforts that have largely displaced the existing population, HOPE SF has expressed commitment to the current residents and to preserving the racial and economic diversity of San Francisco. This commitment necessitates deep investments in services and supports to address the issues of concentrated poverty, including employment and economic mobility and engagement with existing supportive services. HOPE SF residents have access to a range of services and supports, including nutrition assistance (i.e., the Supplemental Nutrition Assistance Program known as CalFresh in California), cash aid and services to families with children (CalWORKs), and job trainings and placement support.

This section of the report examines data from MOHCD, HSA, and OEWD. Data include household income in converted units, enrollment in public benefits (i.e., CalWORKs and CalFresh), and experience with job trainings and supports.

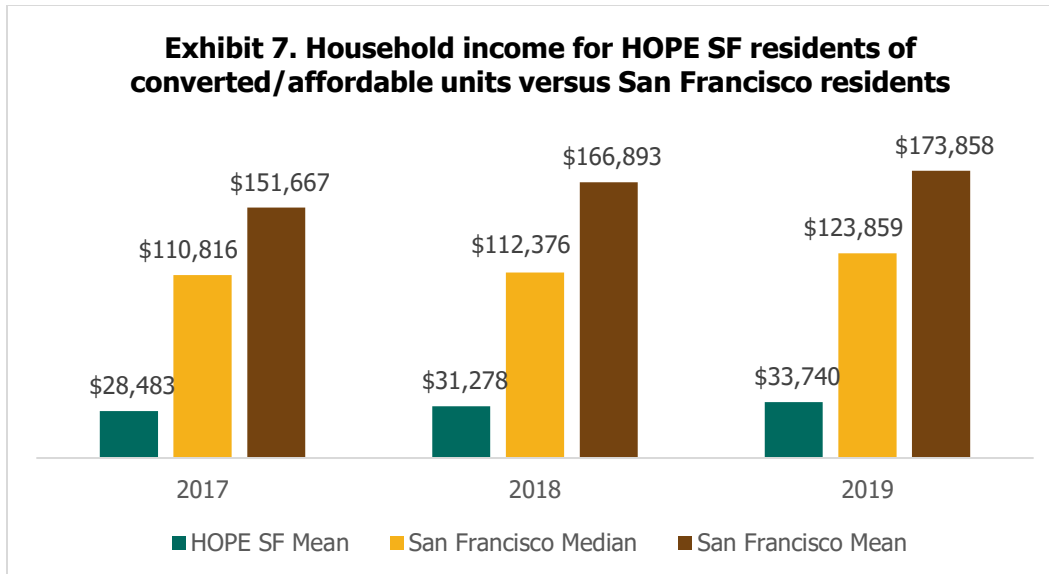
Household Income

San Francisco has one of the highest average household incomes in the country. While the mean U.S. household income in 2019 was \$92,324, the mean household income in San Francisco in 2019 was \$173,858.¹⁴ HOPE SF residents living in converted public housing units or affordable units' average household income was about a fifth of the mean San Francisco household income at \$33,740 in 2019. Exhibit 7 shows the average household income for San Francisco residents compared with HOPE SF residents. And despite the COVID-19 pandemic, in 2020 the average household income for HOPE SF residents in converted units and the affordable housing units slightly increased to \$34,536.

One of the goals of HOPE SF is to support economic advancement and wealth building for HOPE SF residents.¹⁵ These data on household income for HOPE SF residents suggests that little progress has been made on economic advancement for residents. However, additional data, including data on income of individual households over time can better shed light on whether the initiative has been able to build wealth of residents.

¹⁴ https://www.census.gov/quickfacts/fact/table/US_sanfranciscocountycalifornia_sanfranciscocitycalifornia/INC110219

¹⁵ <https://www.hope-sf.org/goals-strategies/#goal-3>



Source: AMR data for HOPE SF residents of converted units and American Community Survey data for mean and median household income for San Francisco residents¹⁶

Enrollment in Public Benefits

One strategy for increasing economic advancement of HOPE SF residents is to ensure their basic needs are met. Three primary federally funded programs exist to support low-income residents in their basic needs: the Temporary Assistance for Needy Families (TANF) known in California as CalWORKs, the Supplemental Nutrition Assistance Program (SNAP) known in California as CalFresh, and Medi-Cal.

To ensure HOPE SF residents understand what public benefits they may be eligible for and how to enroll, HSA and partner agencies conduct outreach to residents in public housing sites (although some outreach efforts have been halted due to the COVID-19 pandemic). Outreach efforts have included backpack giveaways, tabling events, and mailings to residents who have opted to receive information about benefits.

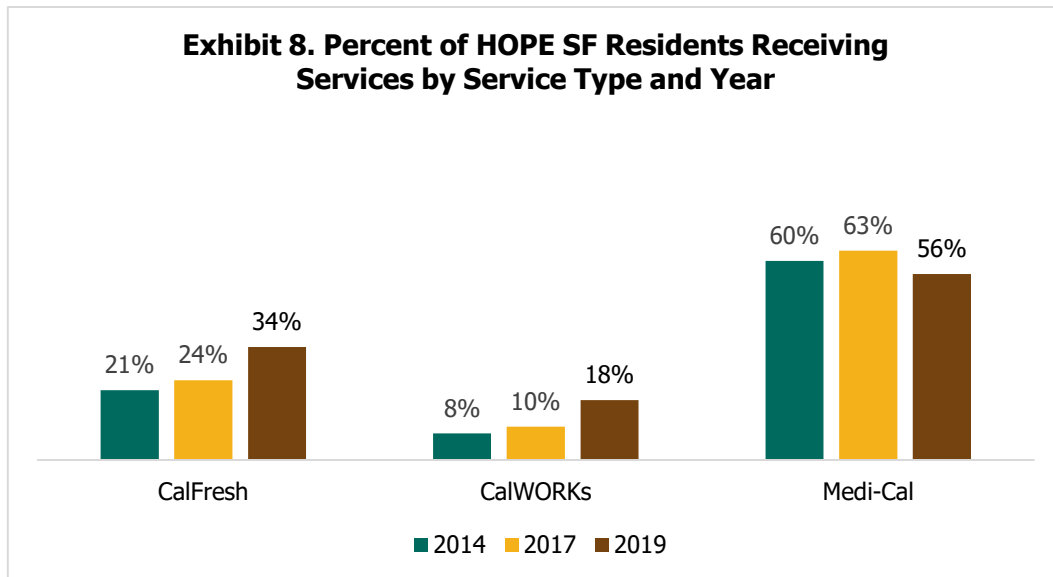
CalWORKs provides low-income families with children and pregnant individuals cash aid, employment support and other supportive services if they meet the income and eligibility criteria.

CalFresh is the food support program that provides eligible individuals and families monthly electronic benefits to purchase food.

Medi-Cal is the no cost or low healthcare program for eligible Californians.

¹⁶<https://data.census.gov/cedsci/table?q=san%20francisco%20household%20income&tid=ACSST1Y2017.S1901>

Since 2014, point-in-time estimates indicate that the percent of HOPE SF residents participating in CalFresh and CalWORKs has increased while the percent of HOPE SF residents enrolled in Medi-Cal slightly decreased between 2017 and 2019 (Exhibit 8).



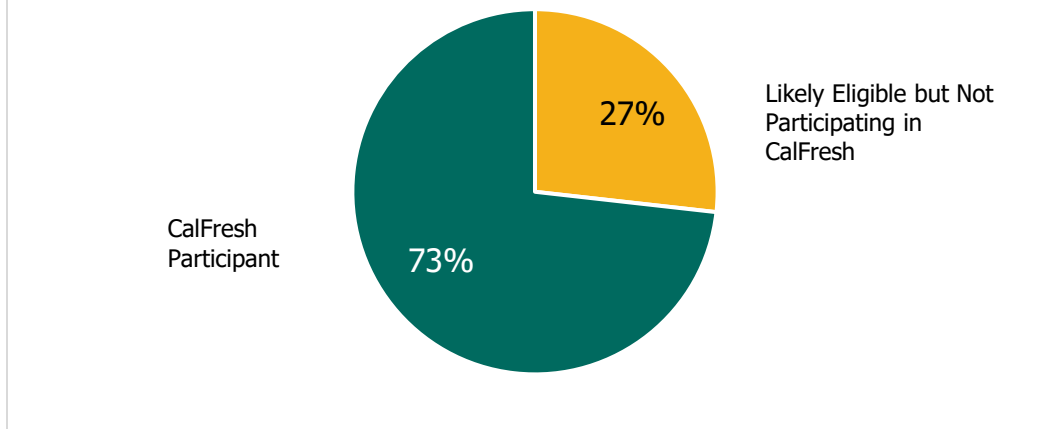
Source: HSA client administrative database

However, the rate of participation in CalFresh among HOPE SF residents is much higher when limiting the analysis to residents that are likely eligible based on their federal poverty level (FPL).

Of residents likely eligible for CalFresh, as determined by having an income level of below 130% FPL, 73% (n=1,236) of residents who are eligible to receive CalFresh were enrolled in the program as of July 2019 (Exhibit 9). These results align with data from the California Department of Social Services indicating that CalFresh reaches 75.6% of eligible San Franciscans.¹⁷ While program reach locally is comparable to or slightly better than statewide averages (which indicate that 30% of eligible Californians are not receiving CalFresh food assistance), additional supports may be needed to increase enrollment in CalFresh for eligible HOPE SF residents. Though enrollment of HOPE SF residents is comparable to the State, California consistently ranks in the bottom ten states in terms of the reach of SNAP.¹⁸ The data also suggest eligible residents not participating in CalFresh may be facing additional food insecurity due to their lack of participation in CalFresh.

¹⁷ CalFresh Data Dashboard: Program Reach Index, 2019. <https://www.cdss.ca.gov/inforesources/data-portal/research-and-data/calfresh-data-dashboard>

Exhibit 9. CalFresh Participation of HOPE SF Residents Potentially Eligible for CalFresh, 2019



Source: HSA client administrative database

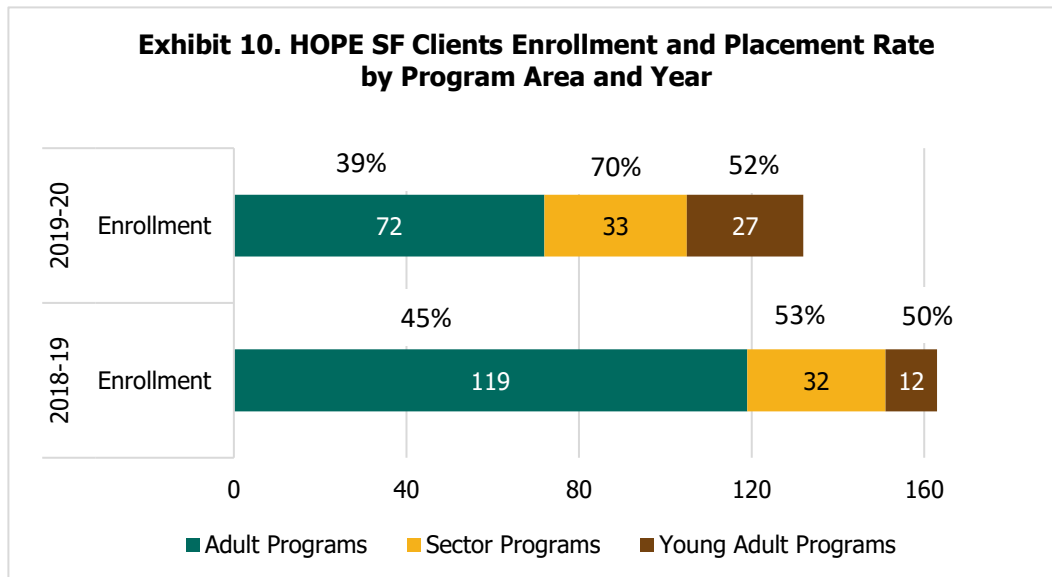
Job Trainings and Support

Economic advancement can also be achieved by training and connecting residents to sustainable jobs and strong careers. OEWD’s Workforce Development Division connects job seekers in San Francisco with employment opportunities in growing industries through the Adult, Young Adult and Sector Workforce programming. Through Job Centers, OEWD provides an array of workforce services including career planning, job search assistance, interview preparation, training workshops, unemployment information, access to computers, and supportive services such as childcare and transportation. OEWD supports all residents of San Francisco.

Between 2018-2020, HOPE SF clients represented about 3% of OEWD’s adult, young adult, and sector workforce development programs. Only a small number of HOPE SF residents enrolled in OEWD’s sector training program (i.e., CityBuild, Health Care Academy, Hospitality Initiative, and TechSF) with 21 HOPE SF residents enrolled across OEWD’s sector training programs during the 2018-19 fiscal year and 16 HOPE SF residents enrolled during the 2019-20 fiscal year.

3%
of OEWD’s clients are
HOPE SF residents

Exhibit 10 shows the number of HOPE SF clients and their placement rate across OEWD’s three program areas (i.e., adult programs, sector programs, young adult programs). While there is variation in the placement rate for these program areas from 2018-19 FY through 2019-20, the overall placement rate for HOPE SF clients participating in OEWD programs for these two years is similar.



Source: OEWD administrative data

Exhibit 11 provides a breakdown of the number of HOPE SF residents participating in OEWD programs by demographics over the last two fiscal years. As can be seen, most participants are African American / Black (62% in 2018-19 FY, 56% in 2019-20 FY), Female (58% in 2018-19 FY, 60% in 2019-20 FY), and between the ages of 25 to 54 (62% in 2018-19 FY, 53% in 2019-20 FY). Clients that identify as African American/Black make of a greater share of HOPE SF clients (59%) when compared to all participants across the City (30%).

With a two-year average placement rate of 48%, HOPE SF residents are placed in employment or training programs at a lower rate than for OEWD workforce development clients overall, who are placed at a rate of 60%. This difference may be due to differences in employment experience between HOPE SF residents and other OEWD participants. Or there may be other reasons for this difference. Additional research would be needed to further interpret this finding.

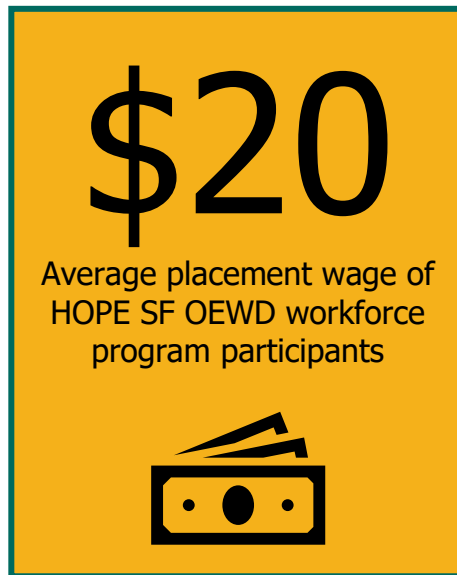
Exhibit 11. HOPE SF resident participation in OEWD programs, by demographics, and year*

	Fiscal Year 2018-19			Fiscal Year 2019-20		
	Enrollments	Placement Rate	Placement Wage	Enrollments	Placement Rate	Placement Wage
Race/Ethnicity						
African American/Black	101	52%	\$22	72	43%	\$18
American Indian/Alaskan Native	<5			<5		
Asian/Pacific Islander	18	44%	\$19	23	74%	\$18
Latino/Hispanic	19	42%	\$17	19	47%	\$19
White	<5			<5		
Two or More Races	18	33%	\$24	9		
Not Reported	<5	50%	\$18	<5		
Gender Identity						
Female	94	45%	\$20	77	51%	\$19
Male	68	50%	\$22	52	46%	\$19
Transgender/Genderqueer	0			0		
Age Groups						
Under 18	8	25%	\$17	8	13%	\$16
18 to 24	38	34%	\$19	45	67%	\$18
25 to 54	100	54%	\$22	68	41%	\$20
Over 54	10	60%	\$17	8	50%	\$17
Not Reported	6	17%	\$16	0		
Total	162	47%	\$21	129	49%	\$19

Source: OEWD administrative data

Note: * Data were suppressed for any subgroup that represented fewer than 5 individuals.

While HOPE SF residents have a lower placement rate into a job compared to other OEWD participants, at \$20 per hour the average placement wage of HOPE SF residents is comparable to the overall average placement wage of all workforce program participants.



Summary and Conclusion

A goal of HOPE SF is to improve the economic advancement of residents through building wealth for residents and ensuring basic needs are met. The data presented here suggests that the current supports and services available to HOPE SF residents may not be sufficient in order to change their financial circumstance, wealth, and prosperity. HOPE SF residents (in converted or affordable units) have extremely low household income, as defined by the California Department of Housing and Community Development, with little change over time.¹⁹ When analyzing public benefits, HOPE SF resident participation in CalFresh appears lower than the national average. Training programs can provide opportunities for better quality jobs and HOPE SF residents average placement wage of \$20 per hour is comparable to the overall average placement wage of all workforce program participant. However, enrollment of HOPE SF residents in OEWD's sector training programs seem low, although additional research would be needed to determine the accuracy of that assessment. Additional research, in which HOPE SF households can be linked and studied over time can support additional interpretation of these data.

¹⁹ <https://www.hcd.ca.gov/grants-funding/income-limits/state-and-federal-income-limits/docs/income-limits-2021.pdf>

Youth Development and Education

HOPE SF aims to provide intergenerational support, in part by increasing educational advancement and success of HOPE SF students.²⁰ The City funds a series of programs aimed at ensuring children and youth are supported by nurturing families and communities; are physically and emotionally healthy; are ready to learn and succeed in school; and are ready for college, work, and productive adulthood.²¹

Educational Outcomes

We begin by presenting some descriptive information about HOPE SF students compared with all SFUSD students. When looking at all students in SFUSD, HOPE SF students appear to represent a small percentage of all students enrolled in SFUSD (Exhibit 12). However, these enrollment numbers are most likely an undercount and may reflect changes in the methodology used in this report to identify HOPE SF residents compared with prior methods to identify participants.²²

Exhibit 12. Enrollment of HOPE SF students and all SFUSD by school year

	HOPE SF students	SFUSD
2017-18 SY	532	48,163
2018-19 SY	583	48,557
2019-20 SY	550	48,487
2020-21 SY	541	47,330

Source: SFUSD administrative records

Exhibit 13 provides the breakdown of students by race/ethnicity for both HOPE SF students and all SFUSD students. Exhibits 14 and 15 present suspension rates and chronic absenteeism by HOPE SF students and all SFUSD students. Exhibits 16 and 17 present the percent of students who meet or exceed standards on the Smarter Balanced Assessment Consortium (SBAC) assessment in English Language Arts (ELA) and Mathematics by HOPE SF students and all SFUSD students. SBAC scores are not available for school years 2019-20 or 2020-21 due to the COVID-19 pandemic.

²⁰ <https://www.hope-sf.org/goals-strategies/#goal-3>

²¹ To learn about other services supported by DCYF please visit their Services Allocation Plan <https://www.dcyf.org/sap>

²² The baseline report identified 1,200 HOPE SF students enrolled in SFUSD. The matching process used in the baseline report began with a master list of tenants from the SFHA that contained full names, dates of birth, and social security numbers were applicable. That information was then used to identify specific participants. The matching used for this process was not tenant specific matching, but rather identifying students based on a list of all addresses that are part of HOPE SF.

Exhibit 13. Racial/ethnic breakdown of HOPE SF students versus all SFUSD students by year

School Year	African American		Latino		Asian		American Indian		Pacific Islander		Filipino		Two or More Races		White	
	HOPE SF students	SFUSD	HOPE SF students	SFUSD	HOPE SF students	SFUSD	HOPE SF students	SFUSD	HOPE SF students	SFUSD	HOPE SF students	SFUSD	HOPE SF students	SFUSD	HOPE SF students	SFUSD
17-18	38%	7%	29%	28%	8%	36%	1%	0%	10%	1%	1%	4%	7%	5%	2%	14%
18-19	37%	7%	31%	28%	6%	35%	1%	0%	8%	1%	1%	4%	8%	6%	2%	14%
19-20	32%	6%	32%	28%	6%	34%	0%	0%	12%	1%	1%	4%	7%	7%	2%	14%
20-21	33%	6%	28%	29%	6%	34%	0%	0%	14%	1%	1%	4%	9%	7%	2%	14%

Exhibit 14. Suspension Rates

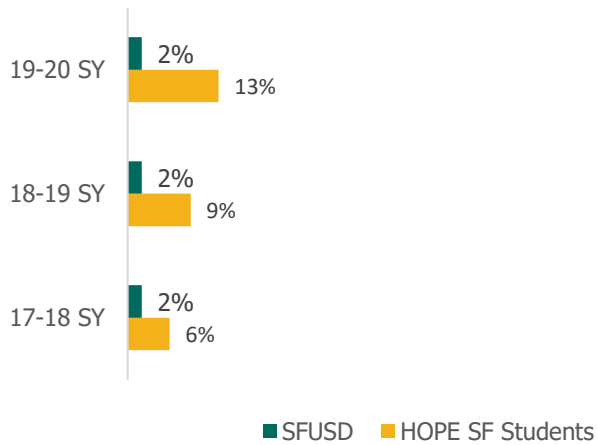


Exhibit 15. Chronic Absenteeism by year

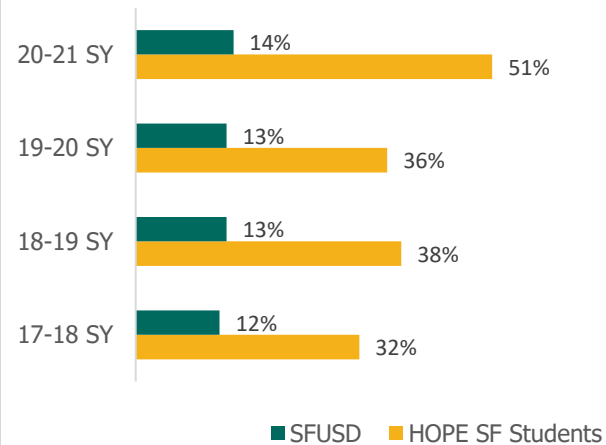


Exhibit 16. Percent of Students who Met or Exceeded Expectations in SBAC ELA by Grade Level and Year

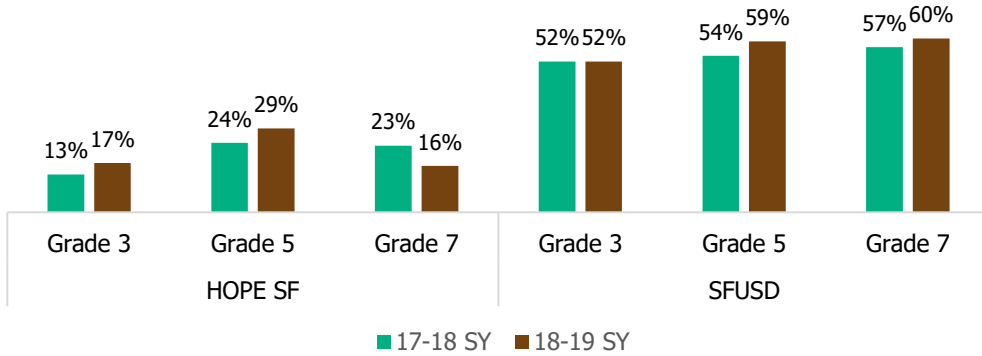
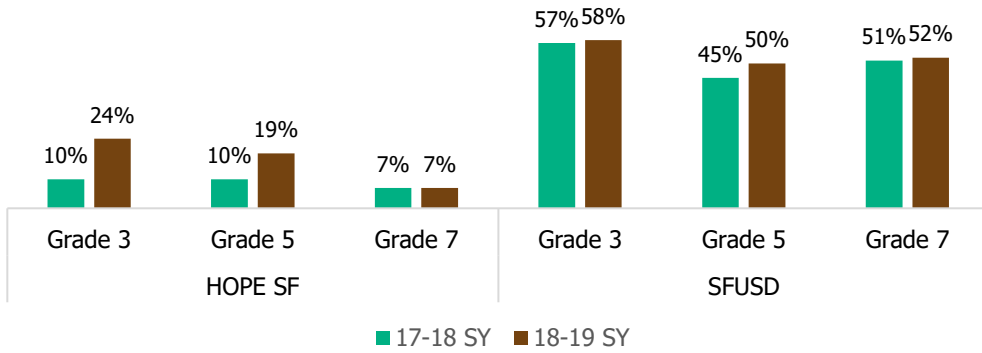


Exhibit 17. Percent of Students who Met or Exceeded Expectations in SBAC Math by Grade Level and Year



As the data show, African American students represent a larger share of HOPE SF students than within the district. This suggests that African American / Black families continue to comprise a large percentage of HOPE SF residents. HOPE SF students have higher suspension rates and more chronic absenteeism than the district average. Fewer HOPE SF students also meet or exceed expectations in the SBAC in ELA and Mathematics compared with the entire district.

Community Hubs Initiative

In the summer of 2020, DCYF and the San Francisco Recreation and Parks Department (RPD) in partnership with other City departments developed the Community Hubs Initiative (CHI) – an initiative that created supervised learning centers to support distance learning for high needs students during the 2020-21 school year. CHI set to both mitigate learning loss from virtual instruction as well as provide social-emotional support of youth. In an effort to support HOPE SF students, two HOPE SF sites served as hubs for students.

Of the 2,750 students who participated in CHI, 322 (12%) were HOPE SF students. These 322 HOPE SF students represent 60% of all HOPE SF students enrolled in SFUSD.²³

60%

of HOPE SF students enrolled in SFUSD participated in the Community Hubs Initiative

Preliminary findings from an evaluation funded by DCYF of CHI shows that the program supported students in a variety of ways.²⁴ The results presented are for all CHI participants including HOPE SF students, as the evaluation did not parse out findings for HOPE SF students.

- **Children’s participation in distance learning increased.** Eighty nine percent of parent survey respondents agreed their child’s participation in distance learning increased and that the Hub helped their child with schoolwork.
- **Children experienced a conducive learning environment and received individualized attention and academic support.** Parents reported that the Hubs were a better learning environment than home and that the individualized attention by the Hub staff helped improve academic engagement.
- **Hub participation supported students’ socioemotional well-being.** Parents reported that the hubs created stability for children during the disruptions and stresses of the pandemic. Eighty eight percent of students also

²³ As noted above, due to the matching process used for this report, these numbers may represent an undercount of the number of HOPE SF students enrolled within the district and within the CHI.

²⁴ Summary of results presented here come from the [San Francisco Community Hubs Initiative Final Report](#).

reported enjoyed being part of the hub. Almost all staff survey respondents (97 percent) agreed that students developed socioemotional skills at their Hub.

- **Hub participation provided opportunities for healthy social engagement and physical well-being.** Parents reported that the hubs provided opportunities for their child to socialize and engage with peers, as well as opportunities for physical activity. Overwhelmingly, staff (86 percent) reported that youth got more physical activity at the Hub than they would at home. Youth (77 percent) also agreed that they got more physical activity since attending the Hub. Many parents expressed gratitude for these opportunities, noting how important they were for the mental health of their children.

Summary and Conclusion

The data presented here shows that HOPE SF students fare worse on a variety of student outcomes compared to the average for the school district. These data highlight the need for additional targeted supports and resources for HOPE SF students. Results from the CHI report, provide an example of programming that may be critical in supporting youth throughout the City. While the evaluation results are not disaggregated by HOPE SF students and families, they suggest that investments in children and youth can have positive effects across a variety of measures, including academic outcomes, socioemotional health, and physical well-being.

Conclusion

The data in this report provide a snapshot of HOPE SF residents across five City departments. Below we summarize key data points from the report:

- About a quarter of the public housing replacement units have been constructed.
- Relocation and retention of families at Hunters View and Alice Griffith is high at 70% and 82% respectively (and since Sunnydale and Potrero are still in the process of development, data on relocation of those families are unavailable).
- Evictions in the privately managed units are low, with only four evictions having occurred since 2017. This low rate may be due in part to the investments San Francisco has made in providing housing stabilization supports to HOPE SF residents.
- Although increasing, household income for HOPE SF residents in converted units is still extremely low compared to the City average. These data suggest that economic advancement of HOPE SF residents may be limited.
- CalFresh enrollment for potentially eligible HOPE SF residents at 73% mirrors California enrollment rates. However, both of these enrollment rates are low compared to national enrollment rates.
- Most OEWD HOPE SF participants are African American / Black, Female, and between the ages of 25 to 54. Only 16 HOPE SF residents enrolled in OEWD sector training programs during the 2019-20 fiscal year.
- HOPE SF residents average placement wage of \$20 per hour is comparable to the overall average placement wage of all OEWD workforce program participants.
- African American / Black students make up the largest racial/ethnic group of HOPE SF students representing roughly a third of all HOPE SF students. This suggests that African American / Black families continue to comprise a large percentage of HOPE SF residents. In contrast African American/Black students only represent about 6.5% of all SFUSD students.
- HOPE SF students appear to fare worse on a few student outcomes (i.e., suspension, chronic absenteeism, SBAC ELA and Mathematics proficiency) compared to SFUSD students. Supports for students, such as the use of Hubs for distance learning in the 2020-21 school year during the COVID-19 pandemic appears to have increased students participation in distance learning, provided opportunities to engage with other peers, supported students' socioemotional and physical well-being.

These data provide a snapshot into the lives of HOPE SF residents. However, there are numerous caveats to consider. First, the method used by the five City departments to identify HOPE SF residents for this report varied from the method used in the baseline report. We are uncertain if this difference resulted in undercounts in any of the reporting. While we provide some comparisons, we do not know the experience of residents compared with similar non-residents. In addition, we are unable to track individuals across programs or to track changes in individual experiences over time. We do not have qualitative data, and therefore, are missing the rich narrative that is captured in qualitative form and is helpful for storytelling. And while we present some data disaggregated by race/ethnicity, additional analyses could further illuminate the extent to which the initiative is (or is not) supporting racial and economic equity.

Recommendations

The recommendations provided here align with recommendations made in the mid-course assessment from 2017. They are informed by the TA SPR provided to the initiative over the 20 months and conversations with CBOs that participated in the Data Leadership Institute, MOHCD and the other four City departments whose data we present and SFF. The recommendations represent both ambitious long-term work (e.g., conduct a formal strategic planning process) and other short-term activities (e.g., convene regular data meetings). In order to live its principle *to use data to hold the initiative accountable to communities*, we provide the following recommendations to the HOPE SF Initiative.

- **Invest in data.** Invest in data infrastructure resources and the time it will take to have and share data that will demonstrate outcomes/impact. This investment could include better training on data collection and use of data for decision-making, improved usability of data systems (e.g., GMS), and development of a dashboard for on-going external data reporting.
- **Identify leadership.** Appoint a data steward that would function as the general caretaker of data, responsible and accountable for all of HOPE SF's information assets, including processes around availability, quality, security, and making data usable across HOPE SF.
- **Convene regular data meetings across stakeholders to engage in strategic conversations.** Building off the work of this project, regular monthly meetings between City departments and other stakeholders could provide an opportunity for these varying stakeholders to share data already collected about HOPE SF residents. These meetings could provide

opportunities to engage in collective meaning making and identify actionable next steps.

- **Conduct a formal strategic planning process around data.** During the formal strategic planning process, City departments, CBOs, HOPE SF residents and other key stakeholders would develop a learning agenda, identify key metrics and indicators to inform that agenda, determine how to identify a HOPE SF resident, map out data collection, and create a process for regular reporting of the data.
- **Re-engage with an evaluator to support learning in the initiative.** If HOPE SF has a strong interest in learning about the collective impact of the initiative, an external evaluator can provide the expertise and capacity needed to develop the study design, collect the data, and analyze and report on the findings. Often even data analysts housed within initiatives have limited bandwidth to take on the work of a full evaluation, including all the mechanisms needed for qualitative data collection. An external evaluator can solve this problem.

Using data strategically in a cross-sector initiative is not easy, but it is a critical component of strengthening an initiative. We hope that this report and our work on this project will support the HOPE SF Initiative on its data journey, lead to actionable next steps on the use of data and serve as a springboard for strategic engagement with data.

Acknowledgments

SPR would like to acknowledge and thank the City departments who engaged and supported this work including MOHCD, DCYF, HSA, OEWD, and SFUSD. We also would like to acknowledge the support of the San Francisco Foundation who funded this work and served as a critical thought partner. We learned a tremendous amount about the challenges and successes of engaging with data from the six CBOs that participated in the Data Leadership Institute. Throughout this process, we appreciated everyone's commitment to HOPE SF residents and the initiative's promise of racial and economic equity.