

Exhibit A: Executive Summary

McCormack Baron Salazar

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Exhibit A. Executive Summary. The Eastern Bayview/Alice Griffith Transformation Plan

(Transformation Plan or Plan) focuses on the San Francisco community known as Eastern Bayview (the Target Neighborhood, Neighborhood or EB), which includes the Alice Griffith (AG) site, a severely distressed public housing development. The Plan seeks to reverse the effects of historical and social disparities Alice Griffith and Neighborhood residents face: lack of access to quality housing, decent jobs, health care, good schools, and a secure environment. It also describes these challenges and sets forth a transformative vision for AG and Neighborhood residents, and for the Neighborhood itself. The Plan establishes how this vision can be achieved through three core approaches: 1) collaboration among all Neighborhood stakeholders, from residents to investors to government; 2) leveraging of financial and human resources; and 3) comprehensive commitment to change shared by all Plan participants. The strategies for change included in the Plan's Housing, People, and Neighborhood Components are evidence-based, feasible and sustainable. The framework for the Plan's success is already in place with over \$230 million in leveraged funds invested or committed. The achievable, expected result will be a transformed and vibrant, mixed-income neighborhood that will enhance all Neighborhood residents' quality of life.

Grant Applicants: McCormack Baron Salazar (MBS) is Lead Applicant and Housing Implementation Entity; San Francisco Housing Authority (SFHA) is Co-Applicant; San Francisco Redevelopment Agency (Agency) is a Principal Team Member and Neighborhood Implementation Entity; CP Development Co., LP (CP Development) is a Principal Team Member; Urban Strategies (Urban) is a Principal Team Member and People Implementation Entity; San Francisco Unified School District (SFUSD) is a Principal Team Member and Educational Implementation Entity; and the Mayor's Interagency Council (IAC) is a Principal Team Member. Housing Component: The core of the Housing Component is the revitalization of Alice Griffith, which includes the re-creation of the severely distressed, 256-unit public housing site as a physically viable, financially feasible,

mixed-income community. The AG transformation will directly address the Neighborhood need documented in the Round 1 application, and will proceed according to the aligned principles of HOPE SF, San Francisco’s program for converting distressed public housing properties into vibrant, healthy communities. Central to this program is the 1-for-1 rebuilding of all AG units in an integrated development that will also include 248 new LIHTC units in order to both retain affordability and establish a mix of incomes. After the AG and LIHTC units are complete, CP Development and third party builders will develop on the AG site (adjacent to the buildings housing the newly constructed 504 units) market-rate and additional affordable units (310 market-rate units, 31 inclusionary units—assuming 10%—affordable to moderate-income households, and 281 workforce units that will be priced below-market). The 1,126 total units will serve households at all income levels. Housing Component goals outside of AG include the improvement of the existing EB housing stock, new mixed-income and affordable development on Neighborhood infill parcels, and, as a long-term goal, the revitalization of Candlestick Point into a mixed-use community with up to 6,724 additional mixed-income housing units (see Exhibit D). People Component: Positive outcomes for AG residents will be achieved through on-site case management providing a range of needed services and backed by a network of City and community service providers. In response to 55% of AG residents looking for work, a particular emphasis will be on job readiness, training and placement programs, including the Agency’s Job Readiness Initiative (JRI), San Francisco’s CityBuild program, and other training academies. Economic development assistance will also be provided through CP Development’s Workforce Program Fund. Improved access to health care and services aimed at improving residents’ health will occur through expansion of the Southeast Health Center, partnerships with community health providers, and development of a Neighborhood senior center and aging campus. Educational enhancements will be implemented at the Neighborhood’s three elementary schools. Positive outcomes will be achieved through SFUSD’s implementation of

the Chicago turnaround model, including fostering principal leadership, increasing teacher effectiveness, using data to drive instructional improvements, and integrating education with wrap-around services via partnerships with family support nonprofits. Other efforts will include enhancing early and preschool programs that build age-appropriate skills; constructing a high-quality early learning center at the renovated AG site; and linking residents to Bridges to Success, a Citywide effort to double the number of at-risk youth attending college. Neighborhood Component: The Plan will build on existing EB assets, including the Candlestick Stadium/49ers Foundation and Bayview Opera House Anchor Institutions, and will also include construction of new facilities. Outcomes will include transportation improvements, investment in existing and new housing stock, retail attraction, improved resident health and healthier food options, and support for greening and recreational improvements. At Candlestick Point, extensive plans for retail and office/R&D development and 104 acres of new parks/open space will provide new commercial assets, job development opportunities, services, and recreation assets. Primary Relationships and Means of Agreement: SFHA owns and has site control of AG, and MBS has site control of two replacement housing parcels adjacent to AG. SFHA has worked for years with the Agency, IAC, and the City on improving its most distressed properties, including AG, and the City, SFHA, and Agency have executed an Alice Griffith Revitalization MOU. To leverage the multiple benefits accruing as part of the Candlestick Point development, including substantial subsidies for reconstruction of AG, SFHA received HUD approval for a sole-source procurement of CP Development as the redeveloper of AG. Following this sole-source procurement approval, CP Development executed a joint-venture development agreement with MBS. CP Development also contracted with Urban for support services, case management, and neighborhood services liaison work. The IAC will work directly with Urban to assist in the provision of social services. Finally, SFUSD will be working with Urban and the IAC to improve Neighborhood schools. Requested Grant Amount: \$30,500,000.

Exhibit B: Vision for Housing

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Exhibit B. Housing. This Exhibit presents the well-defined, high quality, sound plan that will achieve the housing goals of the Transformation Plan.

Exhibit B.1: Overall Vision. The Housing Component is anchored around the Alice Griffith (AG) site and follows the model of HOPE SF, a program for change created by a broad coalition of community stakeholders. The principles of HOPE SF align with the major goals of the Choice Neighborhoods Initiative (CNI): HOPE SF seeks to replace neighborhoods of entrenched poverty with physically viable, financially feasible, mixed-income communities that enhance residents' quality of life. Specifically, HOPE SF requires: 1) lose no public housing units; 2) create an economically integrated community; 3) maximize affordable housing; 4) include residents in all levels of planning; 5) provide economic opportunities through the rebuilding process; 6) integrate the process with neighborhood improvement plans; 7) provide environmental sustainability and accessibility; and 8) create a strong sense of community. Through the application of these principles and implementation of the Housing Component, AG will transform from being at the center of the neighborhood's challenges to being the heart and catalyst for positive neighborhood change. The Housing Component for AG will convert an obsolete, inefficient, inaccessible, and unsafe public housing site into a 504-unit, high quality, mixed-income community. MBS, the Housing Implementation Entity, will partner with other team members to leverage substantial additional funding for housing activities, as described in Attachment 17. The Housing Component, as an integral part of the larger Transformation Plan, is designed to improve outcomes for AG and Neighborhood residents, respond to the identified lack of affordable housing opportunities, and help surmount crime, poverty, and disinvestment by addressing Neighborhood-wide needs. Revitalization of AG will result in vastly improved living conditions for the existing residents and will also result in positive, measurable outcomes for both AG and Neighborhood residents, as described in Exhibit C.

The Housing Component includes a diverse range of housing types, energy-efficient design, defensible space, accessibility for people of all abilities, a healthy environment, and strong connections to the surrounding neighborhood. It is designed to build upon and complement existing Neighborhood assets and local revitalization efforts currently underway. Demolition and Reconstruction/Additional Units and Affordability: Because the deterioration and obsolescence of the existing units are so severe, the Housing Component calls for the phased demolition of the 256 existing units using deconstruction techniques. MBS will develop 256 new ACC (PHA) replacement units (meeting the one-for-one replacement requirement) and an additional 248 LIHTC units, in order to both retain affordability and establish a mix of incomes. All 504 units will have, at a minimum, a 55-year affordability restriction. Acquisition: An important HOPE SF goal is to minimize displacement and relocation, so the Housing Component calls for building the initial phases on two adjacent, vacant parcels. The Agency, a Principal Team Member, currently has fee title to one parcel and controls the other parcel under the *Candlestick Point State Recreation Area Reconfiguration, Improvement, and Transfer Agreement* and the *Hunters Point Shipyard/Candlestick Point Title Settlement, Public Trust Exchange and Boundary Line Agreement*. The Agency and MBS have entered into Purchase and Sale Agreements for both parcels (Attachment 11 documents the requisite site control by the Applicant.)

Units Funded by Choice: As described above, the unit mix for the new AG will include 256 replacement ACC units and 248 LIHTC units. Site Planning: Key input will continue to come from those who know the existing site's deficiencies best, AG tenants. Residents will be involved at all stages of site and vertical development planning as well as implementation. Site Design: The existing streets will be reopened and reconnected to the surrounding grid, thereby connecting the community back into the larger neighborhood. Under the Plan, Egbert Avenue will be configured as a large parkway, with parallel parking and Class II bike lanes on each side. The center of this

parkway will be a community park stretching almost the length of the neighborhood, with community gardens, tot lots, sports courts, picnic areas, or other amenities. Egbert Avenue will become a one-way couplet surrounding the park. The residential buildings fronting Egbert Avenue will be the tallest in the neighborhood, framing the street and defining the edges of the park. The transformed AG will be a predominantly residential neighborhood. Buildings will generally be three to four stories along main streets and two and three story townhomes along smaller streets. Building façades will be articulated in order to maintain a fine-grained scale. The existing highly terraced topography will be re-contoured at more consistent grades in order to facilitate mobility, accessibility and development. More information on the design of the site and buildings can be found in Exhibit D.5 and Attachment 26. Unit Configurations: The new units will be built to current standards and codes, with appropriate room sizes and with bedroom counts and types that meet the needs of current resident family sizes. Defensible Space: Reopening the street layout to the surrounding neighborhood and orienting buildings to the grid, with secure, interior courtyards, will deter and prevent criminal activities. Proper exterior lighting and secure parking facilities will ensure a sense of personal security. Environmental Remediation: The deconstruction process will include the safe removal of all lead and asbestos material as well as any impacted soils on the site. Buildings will be constructed with low and no-VOC paints and adhesives, and construction will include sealing building envelopes to prevent water intrusion, insect penetration and mold propagation. Accessibility: As detailed in Attachment 22, most steep grades and hills that are barriers to pedestrian movement will be removed. Sidewalks and paths of travel will be designed to ADA standards. HUD requirements will be exceeded: 10% of the public housing/LIHTC units will be accessible to people with disabilities and 100% will be visitable and adaptable. At least 2% of these accessible units will be wired for people with visual or hearing impairments. Energy Efficiency: AG currently suffers from antiquated site infrastructure, inadequate building

systems, poor building envelopes and insulation, and inefficient appliances that have led to excessive energy and repair costs. The Housing Component includes reconstructing the site's sewer connections and installing LED site lighting, in addition to other site infrastructure improvements. High-efficiency water fixtures and toilets will significantly reduce water consumption on the site. The building envelopes will be significantly tighter, with high-efficiency glazing, insulation and sealing. Appliances will be Energy-Star rated and each unit will have a programmable thermostat attached to its energy-star, central HVAC system. All of these features are part of the overarching goal of achieving Green Point Rated certification, as outlined in Exhibit B.6 and Attachment 23. The entire Transformation Plan is anticipating pursuing USGBC LEED for Neighborhood Design (LEED-ND) certification, which combines energy-efficiency measures similar to those described above with New Urbanist principles such as neighborhood connectivity, smart locations, neighborhood design, and access to jobs, quality schools, quality services, and retail. Strategies for achieving LEED-ND certification are outlined in Attachment 30. Broadband Connection: The developers have committed to pursuing an ultra-high broadband and mobile network and providing free (or affordable), ubiquitous wireless internet service through the City of San Francisco or through the private sector. Neighborhood Housing on the AG Site: After the AG and LIHTC units are complete, CP Development, a Principal Team Member, and third party builders will develop market-rate and additional affordable units on the AG site, adjacent to the buildings housing the 504 newly constructed units. These additional 622 units (comprised of 310 market-rate units, 31 inclusionary units—assuming 10%—affordable to moderate-income households, and 281 workforce units that will be priced below-market) will serve households at all income levels. In addition, the new AG community will blend seamlessly with other Plan activities related to enhanced housing assets in the larger neighborhood, including rehabilitation efforts for existing housing stock, new affordable and mixed-income development on neighborhood infill parcels (See Exhibit D).

Summary: The AG transformation will result in a stable, safe, energy-efficient, accessible, connected, mixed-income community with 504 replacement and LIHTC units, and 622 market-rate and below-market units (for a combined 1,126 total units). The vision will ensure the one-for-one replacement of the 256 public housing units and a minimum 55-year affordability for all replacement and LIHTC units. Revitalization of the AG site will be an integral part of the overall Transformation Plan for the Neighborhood.

Exhibit B.2 Access to Opportunity. All replacement housing will be provided within the Target Neighborhood on the AG site and/or adjacent parcels, as shown in Attachment 10.

Exhibit B.3 Replacement Housing. The Transformation Plan is subject to one-for-one replacement of the 256 AG units.

Exhibit B.4 Mixed-Income Development. The Housing Plan provides market rate and affordable housing to households at a mix of income levels, including extremely and very low income, low income and moderate income households (256 replacement ACC units that serve households below 50% of AMI and 248 LIHTC-only units without project-based vouchers for households at 50% of AMI). The AG site will also include 310 market-rate units, 31 inclusionary units and 281 workforce units, all serving households above 50% AMI. Of these 1,126 units, 870 units are available at or above 50% of AMI and 256 units below 50% AMI. Thus, on the AG site alone, 77% of the housing units to be developed will serve households at 50% of AMI and above (exclusive of public or assisted housing units). In response to the NOFA's request for data on all units in the Plan, of the 7,850 units projected (the maximum unit count) to be developed on the AG site and in the EB, up to 7,594 (or 97%) will be available to households at 50% of AMI or higher.

Exhibit B.5 Long-Term Affordability. MBS will reconstruct 256 new ACC (PHA) replacement units (meeting the one-for-one replacement requirement) and an additional 248 LIHTC units, in order to both retain affordability for households at less than 120% of AMI and establish a mix of

incomes on the site. These PHA and LIHTC units will have, at a minimum, a 55-year affordability restriction. The affordability restrictions will be required as part of the deed restrictions/LURA (Land-Use Restriction Agreement) on the site.

Exhibit B.6 Green Building. All 504 replacement and new mixed-income housing units, as well as new mixed-use buildings constructed as part of the Plan, will be built according to the San Francisco Green Building Ordinance (Green Building Code) standards. The Green Building Code combines all mandatory elements of the 2010 California Green Building Standards Code (CALGreen), as well as stricter City requirements. The San Francisco Department of Building Inspection (DBI) must verify that the Green Building requirements have been met, with compliance reported by a third party certifying organization or design professional, at various project milestones and at the conclusion of construction. The Plan will comply with the Green Building Code requirements through the registration and achievement of Green Point Rated status as well as through certification as a LEED-ND neighborhood. In addition to meeting the requirements of the Green Building Code, the development team will comply with various additional sustainability measures outlined in Attachment 23, including storm water management techniques, construction material requirements, traffic reduction, emissions and waste management, and wetland and habitat protection and restoration. Attachment 23 provides a summary of the Green Point Rated program, and outlines how the new AG will achieve certification. At this point in the design and development process, many of the points are considered “to be determined,” depending on final design and construction strategies. However, the development team commits to achieve the minimum rating necessary to be certified (50 points plus all mandatory items and the required minimums in each category), and anticipates that at least 50 additional points will be earned. The Plan also commits to achieving, at a minimum, LEED-ND Certification, as shown in Attachment 30.

Exhibit C: Vision for People

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Exhibit C. Vision for People. The People Component of the Transformation Plan will improve outcomes related to household education, health, safety, and relocation and reoccupancy for Alice Griffith (AG) residents. Outcomes will be achieved through a results-driven plan based on surveys and other primary data, and which utilizes both proven and innovative programs.

Exhibit C.1. Resident Needs Assessment and Results. In order to understand conditions and needs of the Neighborhood, Urban analyzed a variety of primary data sources, including responses to a comprehensive household survey conducted in April 2011, in which 130 of 228 households (57%) participated. The survey was designed to identify the needs and concerns of children, youth, and families; investigate career aspirations and job training needs of adults; and determine resident interest in homeownership, entrepreneurship and post-secondary education. Urban also analyzed demographic data for AG and Neighborhood residents obtained from SFHA and other City sources.

Demographics of AG Residents. Analysis of SFHA data and household survey data revealed many demographic characteristics for AG residents that guided the development of the People Strategy.

Household Composition: The median household size is relatively small (about 3). Almost 70% of the households have at least one dependent under the age of 18, and the average number of dependents per household is 2. Although less than 60% of all AG residents are female, women head about 81% of households. **Income Characteristics:** Median annual income is \$10,140, and 138 of 228 households (61%) live below the 2011 federal poverty guideline (\$18,530 for a family of 3). The average annual income for all households is \$13,462. Of the 321 adults in AG, 70 have earned income, 69 receive SSI, 70 receive TANF and 57 receive Social Security. **Language and Ethnicity:** While 75% of residents are African-American, AG is a diverse community that includes residents of Hispanic/Latino, Chinese, Filipino, Samoan, Vietnamese, and other Asian descent. About 16% of adults and 21% of children are non-native English speakers. **Age Characteristics:** The average age of adults on lease is 39, and a majority of the entire population is children and youth. **Children Aged**

0-5: Infants and toddlers represent 26% of all non-adults, and more than 13% of all residents. Only 12% are enrolled in early childhood education. An estimated 3% of women living at AG are currently pregnant. School Aged Children: AG residents include 120 children aged 6-12, and 75 young teens aged 13-15. 100% of surveyed parents indicate that they want their child to finish high school and 93% want their children to go to college, but only 85% think that their child is on track to graduate and enter college. About 30% of parents worry about their child(ren) dropping out of school, and 15% said that it is hard to motivate their child(ren) to go to school everyday. 31% of parents think their children need tutoring or academic assistance to graduate high school. Transition Age Youth: AG is home to 145 youth ages 16-24, of whom 74 (51%) are full-time students. This age group includes 103 youth between the ages of 18 and 24, of whom approximately one in five is a head of household. Working Age Adults (Ages 19-62): About 22% of AG adults are employed, about 14% are retired, and 8% are full-time students. About 55% of surveyed heads of households have a high school diploma and 9% have a GED. Elderly and Disabled: 45 residents (14% of AG adults) are over the age of 62. About 4% of AG heads of households receive SSDI and 22% of adults are disabled. Of 670 residents, 69 (10%) receive SSI. Disabled adults head about 26% of households (14% of all AG residents are disabled). Hard to House: More than half of surveyed households (51%) reported that they have paid their rent late at least once in the past 12 months. 48% of heads of households said they do not always pay their credit card bills on time, although far fewer said they have problems paying their utility and phone bills on time. 46% of heads of households report they experience high stress. In addition, 6% of heads of households worry that something from the past might get in the way of finding a job, and about half as many have legal problems that need to be resolved in order to be able to work.

Demographics of Target Neighborhood. Eastern Bayview (EB) is located in the 94124 zip code, which has the highest concentration of public and subsidized rental housing units in the City. Urban

compared the survey data with Census 2000 data for 94124; secondary data from the Mayor's Office of Housing (MOH), Human Services Agency (HSA), San Francisco Unified School District (SFUSD), Juvenile Probation Department (JPD), and Department of Public Health (DPH); and anecdotal evidence from residents and service providers. Household Composition: EB has the City's largest concentration of households with children (55%). The average household size is 3.4 compared to the City average of 2. Income Characteristics: As demonstrated in the CNI Round 1 application, nearly 40% of EB households live in poverty or with extremely low incomes, compared to 11% citywide. The EB child poverty rate, at almost 25%, is 2.5 times the citywide rate. 73% of children live in low-income households (2000 Census). Language and Ethnicity: EB is 16% Hispanic and 15% of residents are non-native English speakers. Overall, the City population is 6% African-American, while 34% of EB residents are African-American; 37% are Asian, Native Hawaiian, or Other Pacific Islander; and 22% are Caucasian (Census 2000). Age Characteristics: EB has the largest percentage of children under the age of 18 (32%) in the city. Only 11% of EB residents are seniors (Census 2000). Children Aged 0-5: EB has the highest rate of babies with low birth weight (13%) in the city. Only 66% of pregnant women receive prenatal care in the first trimester. EB children have obesity rates higher than citywide rates, and are less likely to have had immunizations and developmental screenings (2007 and 2008 DPH). School-Aged Children: EB children scored the lowest across multiple assessments of school readiness. By third grade, only 22% are proficient in English and 40% are proficient in math. By high school, less than 20% are proficient in English and only 15% are proficient in Math. Over 8% of middle and high school students have attempted suicide, and over 40% are sexually active. 52% of middle school students have been in a physical fight and 8% of high school students reported having carried a gun, knife or club to school (2009 SFUSD). 12% of patients at the Bayview Child Health Center (BCHC) are involved in the foster care system. Transition Age Youth: By age 17, over 70% of African-

American youth in the 94124 zip code have been referred to the juvenile justice system. In 2010, 18% of referrals to the City's juvenile justice system are from 94124, twice as high any other zip code. Girls in 94124 are three times as likely as those from other zip codes to be booked in juvenile hall for criminal offenses (2010 JPD). As shown in the Round 1 application, only 24% of EB residents over the age of 25 graduated high school, compared to the citywide rate of 86%. Student risk factors that have been shown to be associated with lower attendance rates include chronic illness (e.g., asthma), physical abuse or exposure to abuse, substance use, poor nutrition, lack of physical activity, high-risk sexual behaviors, teen pregnancy, and lack of safety traveling to and from school (2007 SFUSD). Working Age Adults: EB unemployment is twice the 5% citywide rate. As of Jan 2011, 23% of TANF recipients, 32% of Safety Net families, and 40% of Food Stamp recipients in the City live in EB. According to HSA, almost 15% of City recipients of other forms of cash assistance live in 94124 and about 27% of food stamp recipients in 94124 are able-bodied adults without disabilities. Of residents over age 25, 18% have less than a 9th grade education (2007 SFUSD). Elderly and Disabled: 11% of EB residents are elderly. 10% of SSI applications pending final determinations in the City are from EB residents. Hard to House: Anecdotal evidence suggests that EB receives the largest number of re-entering ex-offenders in the city. About 10% of BCHC patients have been exposed to domestic violence. Residents' exposure to community violence is estimated to be 4 times higher than the citywide rate. Residents reportedly have easy access to drugs and the area has the City's highest rate of alcohol/drug abuse (DPH 2009).

Key Data for Neighborhood. In addition to indications of overall distress, data for Bayview shows many specific areas of concern. Health: Between EB, one of the City's poorest neighborhoods, and the City's most affluent neighborhoods, the life expectancy discrepancy is 14 years. A DPH community survey showed that 43% of Bayview residents smoke inside their home. Violence, COPD and cardiovascular disease are the leading causes of deaths in Bayview, and residents are

three times as likely to suffer from asthma, twice as likely to be obese, and more likely to be hospitalized than other San Francisco residents (2007 and 2008 DPH). Education and Employment: Almost 19% of Bayview adults attended high school but did not graduate, and fewer than 17% of Bayview residents have a college degree. The self-sufficiency wage in San Francisco for an adult with a pre-school child is \$23.21, and the combined self-sufficiency wages for 2 adults with 1 preschooler and 1 infant is \$34.00. Yet, the average wage for workers without a college degree is less than \$11.41 per hour (Census 2000). Personal Safety: As described in the CNI Round 1 application, rates of violent crime (e.g., assault, robbery, rape, and homicide) in EB are approximately 3 times higher than citywide rates. Only 41% of surveyed AG residents responded that their neighborhood is safe. Social Cohesion: Although 62% of AG residents surveyed said that they had nice neighbors, only 1% of City permits for block parties were issued to 94124 residents, and only 3% of neighborhood watch groups are based in the Bayview. Relocation and Reoccupancy: For needs of AG residents, see Exhibit C.4.

Resident Satisfaction with Quality and Accessibility of Existing Services. Neighborhood Indicator Profiles generated by DPH's Healthy Development Measurement Tool (HDMT) were compared with the survey responses. Families that participated in the household survey process were asked to rate the accessibility and quality of a number of neighborhood amenities and services. Schools and Community Facilities: 82% of surveyed AG parents are satisfied with the quality of their children's school, and 90% have confidence in the school's guidance counselor, but only 73% are satisfied with their children's grades. (Note that AG children attend schools throughout San Francisco.) Although 86% of EB residents live within 0.5 miles of a community center, and 96% live within a mile of a public library, only 42% of surveyed AG residents said that Neighborhood parks were safe for children. Childcare: 50% of EB residents pay an average of 21% of their income on childcare costs. According to a 2007 Needs Assessment conducted by San Francisco Childcare

Planning and Advisory Council, EB has 5,080 children aged 0-12 who are eligible for state childcare subsidies, but only 1,775 children receive subsidies. Healthcare: 78% of AG residents said they live close to a health clinic. Banking: 44% of EB residents live within 0.5 miles of a bank or credit union. Although 70% of AG residents said that they were aware of a nearby bank, only 33% of them said that currently access services at a bank or credit union. Transportation: 100% of EB households are within 0.25 miles access to local bus or rail link (HDMT). 87% of survey respondents indicated that bus stops are conveniently located, 60% of adults indicated that they are familiar with public transportation, and 51% indicated that they would consider regular commute via public transit.

Resident Preferences for Improved and New Services. Schools: 57% of AG residents said that SFUSD overall has good schools, but when specifically asked about Brett Harte and Malcolm X, only 26% said they are good. Recreation: 35% of AG residents said recreational facilities need improvement, and 83% express interest in new gym or exercise facilities. Shopping and Retail: 37% of residents said they have good shopping and retail access. 78% of residents are interested in a laundry, and 71% are interested in a farmers market. Grocery Store: Although 57% of residents said they live close to a grocery store, only 26% said it is good. Health Services: 70% of residents are interested in a health clinic or expanded health services, and 63% are interested in a pharmacy.

Exhibit C.2. Supportive Services Strategy. Based on the results of the Needs Assessment described in Exhibit C.1 and evaluation of resources available in San Francisco, it is clear that AG residents are severely disconnected from existing community assets. Thus, the Plan focuses on strategies that address the disconnection, reform under-performing schools, and meet the self-sufficiency needs of AG/EB residents. In addition, the Plan seeks to help residents achieve socioeconomic stability and upward mobility. HOPE SF Service Coordination. The HOPE SF human service model is designed to serve the original residents as well as the future residents of

revitalization sites. Since July 2010, Urban has worked closely with public sector partners via the IAC to establish a network of 22 high quality human service programs. Together, members of the HOPE SF Service Provider Network (SPN) provide a broad array of services, possess the capacity to serve residents of all ages, and have committed program resources for EB. SPN also functions as a professional learning community that meets monthly to identify and address gaps in needed services, share results, and coordinate strategies. Existing Assets. The Alice Griffith Opportunity Center (AGOC) was established in 2006, and currently serves as an on-site hub for human capital and community building activities. Managed by Urban, AGOC provides access to technology resources and afterschool academic assistance provided by 100% College Prep. AGOC also offers a schedule of legal clinics, seminars/workshops, community events, and regular on-site orientations for employment training and other off-site services offered by SPN members. Case Management and Staffing. HOPE SF Service Connection is built around a core of on-site and in-home case management services that are family focused and strengths-based. (For supporting analysis, see “Balancing Family-Centered Services and Child Well-Being: Exploring Issues in Policy, Practice, Theory, and Research,” esp. “Family-Centered Assessment and Goal Setting,” Sandau-Beckler, et al., 2001). Starting in July 2011, all participating adults, transition-age youth and parents/caregivers of children aged 0-18 at AG will receive comprehensive assessment and goal planning assistance along with referrals to community-based services coordinated with housing and school-based services. Core on-site staff working directly under Urban includes 1 FTE employment-focused case manager and 1 FTE family-focused case manager supported by 2 FTE Resident Outreach Workers (Section 3 hires). Urban staff will also work on site with two staff from HSA, the local administrative entity for TANF and other welfare-to-work programs and public benefits, as well as two DPH clinicians providing behavioral health services. Plan for Tracking, Scaling and Sustaining Efforts. Employing an existing client tracking database purchased and customized for HOPE SF

(Tracking At a Glance, or TAAG), and using real-time reporting, Urban will ensure that human services planning, program development and evaluation are evidence-based and results-oriented. Urban will work closely with the SPN to develop needed on-site programming, and track referrals to and participation in off-site services using TAAG. In addition, Urban will place emphasis on community and resident engagement in the design, implementation and evaluation of services.

Partners and Resources. Urban will work with IAC, HSA, and SPN to disseminate key data and information about progress and outcomes among residents, local and regional stakeholders in order to: a) evaluate programs, guide staffing and resource allocations, and make course corrections as needed; and b) identify emerging needs of the community throughout the Transformation effort—from planning and early engagement, to early implementation and community building, to planning and implementing long-term sustainability strategies.

Vision for People. The Plan envisions a results-oriented supportive services strategy that leverages safe, affordable housing and community-focused schools to help AG residents overcome the effects of multi-generational poverty (see “Socioeconomic Status and Health: The Potential Role of Suboptimal Physical Environments,” Evans, et al., University of California San Francisco, 2008). Adult services will be built with a “Work First” approach, and focus on transitional employment and intensive job skills training with wrap-around health, mobility and family support services. For children and youth, services will be built on Urban’s “Every Child, Every Need” model, and focus on increasing college and career readiness. The Plan’s Vision for People has five components:

1) Education/Youth Development, 2) Employment, 3) Health, 4) Mobility, and 5) Safety.

1. Education/Youth Development. Vision: Children enter kindergarten ready to succeed in school; youth are prepared for success in college and career. Key Data and Needs. According to SFUSD, 20% of children entering EB schools are just beginning to learn school readiness skills, compared to 11% citywide (First Five SF). Furthermore, 1 of 5 youth have had trouble at school, and 1 in 3 need

academic support and tutoring to graduate high school and be on track for college and career. Key Assets and Promising/Evidence-Based Programs. See Exhibit C.3. Education Strategy. Proposed Activities. Community-based services will contribute to the success of school-based strategies through 1) ensuring strong linkage to health services and universal developmental screenings followed by early intervention as needed to ensure healthy child development; 2) drawing parents/caregivers into parenting classes, fatherhood support and other peer-reinforced activities to nurture parent-child bonds; 3) assertively marketing Preschool for All and Head Start to increase the enrollment of AG infants and toddlers in evidence-based early childhood education programs; 4) supporting parents in exercising school choice, increasing engagement with their child's school, and providing targeted case management for truant students and their families; and 5) offering universal youth development programs, such as after-school academic support and enrichment; summer programs with computer training, community service and sports; and college prep, employment and leadership training for transition-aged youth. Proposed Strategies. 1) *Establish Family Development Plans (FDP)*. Case management revolves around the implementation of a multi-dimensional FDP developed in partnership with the head of household, and designed to address every need of each child in the household, within the context of family, school and community. *Partners and Resources*: See Exhibit C.2. Urban will provide comprehensive wrap-around services linking children and youth with school-based programs and community-based services/resources (including those provided by partners described here and in Exhibit C.3). 2) *Engage Youth in All Plan Components*. Ensure that youth activities are integrated into the overall structure of the Service Connection program since youth engagement is a key aspect of strategies for all components of the Plan. *Partners and Resources*: Youth engagement partners and resources are listed for youth-related strategies described under each component. For partners and resources related to school-based strategies, see Exhibit C.3. Outcomes and Metrics: See Exhibit C.3.

2. Employment. Vision. All able-bodied AG residents work; children succeed in school and prepare for college and career; the poverty rate among AG residents will reduce by 50%. **Key Data and Needs.** 55% of surveyed heads of households are currently looking for a job, 53% said they need help finding a job, 48% are interested in job training, and 13% would like to enroll in GED classes. Nearly all AG teens express an interest in working, but are under-represented in all available youth training and employment programs. Poor education, inadequate work readiness and job skills, and criminal history are prominent among barriers to employment identified by adults and youth alike. For detailed income and employment data, see Exhibit C.1. **Key Assets and Promising/Evidence-Based Programs.** Case management and service connection will be used to leverage all high-quality services available in San Francisco (see "Sectoral Strategies for Low-Income Workers: Lessons from the Field," Conway, et al., Aspen Institute, 2007). Successful program models that have committed priority services for AG residents are as follows: 1) *Job Readiness Initiative.* Services developed by SFRA and implemented in EB by Young Community Developers, Hunters Point Family, SF Conservation Corp, and Goodwill to alleviate barriers and increase readiness for training and work. In addition, Urban will offer computer training and broadband adoption activities at AGOC. 2) *Sector Academies.* In partnership with the City College of San Francisco, the Office of Economic and Workforce Development (OEWD) offers job-training programs designed to prepare participants for sustainable careers in rapid growth industries. These include CityBuild Academy for the construction industry, TrainGreen SF for recycling solar and green industries, and a Healthcare Academy. With Choice Neighborhoods funding, OEWD will create a new entry level Community Health Outreach Worker track within the Healthcare Academy to train up to 25 AG residents per year to serve as health ambassadors in EB. 3) *Welfare-to-Work and Transitional Employment.* Since 2010, a successful transitional jobs program known as Jobs Now 2.0 offers subsidized paid employment in the private sector along with

supportive services for TANF recipients. In addition to Jobs Now 2.0, HSA operates TANF (i.e., CalWORKS) and Food Stamps Employment and Training. 4) *Teenage and Transition Aged Youth Employment*. The Mayor's Youth Education and Employment Program provides key job readiness and quality first work experiences for at-risk youth aged 14-17, and the Summer Youth Employment Program serves at-risk youth aged 16-21. A new tenant-driven innovative social enterprise known as Green Streets will provide transition-aged youth facing multiple barriers with beginning work experience and wrap-around supportive services. (See Exhibit C.5 for details).

Proposed Activities. Increase the penetration of all available and successful barrier removal, job readiness, youth employment, adult education/GED classes and job skills training programs. The Plan will strictly enforce Section 3 hiring requirements (See Exhibit C.4) and ensure priority for AG/EB residents in employment and other economic opportunities. Proposed Strategies. 1) *Align public and private sector initiatives*.

Urban will work closely with residents, stakeholders and community leaders to evaluate and where necessary, reshape existing service delivery models in partnership with philanthropic partners, the SPN and various public sector partners via the IAC.

Partners and Resources: The on-site Service Coordination team will include two co-located staff from HSA, as well as two clinicians providing on-site behavioral health services supported by DPH. For off-site services, Goodwill Industries, San Francisco Conservation Corps, Hunters Point Family, Young Community Developers and OEWD Sector Academies are major private sector partners.

2) *Offer Comprehensive and Integrated Services*. Urban will broker and coordinate an array of workforce partnerships and leverage physical revitalization resources fully to benefit residents and local businesses. Successful but currently underutilized programs that provide job placement and retention services for all able-bodied adults (including those with criminal backgrounds) and prepare transition-aged youth for college and career will be marketed aggressively to residents.

Partners and Resources: Urban will work closely with the development team and other public

sector partners to ensure that all job training, entrepreneurship, employment and homeownership prep activities are offered in coordination with real estate activities. Outcomes and Metrics. 1) Double number of working AG heads of household; 2) 30 TANF and 45 SNAP recipients work or engage in work-related activity; 3) 65 AG residents aged 26-40 receive work readiness training; 4) 30 AG residents aged 16-25 complete job training.

3. Health. Vision. The vision is for AG residents to increase their health-seeking behaviors and their ability to manage existing illnesses. Key Data and Needs. The survey identified high stress, high blood pressure and asthma as the top three health problems. For additional information on mental health, substance abuse and trauma related public health issues in the community, refer to Exhibit C.1 (see “Health Matters in San Francisco, Health Disparities Snapshot, 2010”). *Access:* Although 86% of surveyed heads of households reported that they have some form of health insurance, 45% reported that someone in their household had to go to the emergency room within the past 12 months, and 13% said that they need urgent medical attention. 19% of surveyed AG residents do not have a primary care physician, 47% do not have a dentist, and 58% do not have an eye doctor. *Maternal and Child Health:* 8% of survey respondents reported a household member who had serious complications during pregnancy, and 7% indicated that a pregnant person did not receive prenatal care. Of babies born to AG residents, about 4% were born premature and 1% had low birth weight. About 3% of parents reported physical disabilities, 16% of parents reported developmental disabilities, and 5% of parents reported cognitive or functional delays among their children. 6% of parents indicated an interest in developmental screenings for their children. Key Assets and Promising/Evidence Based Programs. EB is home to the Southeast Health Center, BCHC, and the Third Street Youth Center and clinic, which provide evidence-based primary and behavioral health services. Bayview YMCA provides a state of the art health facility in the community, offering an array of health, fitness and nutrition programming for all ages, including a

walking club, fitness and nutrition classes. Fresh food providers and advocates such as Southeast Food Access Working Group, the Quesada Gardens Initiative, and Bayview Farmers Market assist EB residents in accessing healthy food sources. A new Fresh & Easy market, opening later this year on Third Street, will further enhance access to healthy food. Proposed Activities. Urban will work closely with co-located DPH staff to provide seamless linkages to health screenings and wellness education, drug/alcohol treatment, mental health and physical fitness activities, and support services. 100% of children and youth will receive primary healthcare and developmental screenings. Proposed Strategies. 1) Improve Access to Primary Healthcare. Increase the penetration of health insurance, primary care services and wellness programs. 2) Provide Linkage. Urban will work closely with co-located DPH staff to ensure linkage for all residents with primary health services and Shape Up SF. Residents without health insurance coverage will be evaluated by co-located HSA staff for Medi-Cal/Medicaid eligibility, and become enrolled in Medical/Medicaid or Healthy SF insurance plans as appropriate. 3) Ensure Community Involvement. Employ a peer-to-peer education model and leverage social capital in effecting positive behavior change as it relates to health and wellness. *Partners and Resources.* Children and youth will be engaged by SPN partners (See Exhibit C.3) via the visual and performing arts in after-school programs, and via computer technology and broadband adoption activities in the summer, to learn about and disseminate culturally sensitive public health messages to family members and neighbors. 4) Implement Community Health Outreach Worker Program. Urban will implement the HUD-recognized program that will employ residents who are interested in working on licensure for health careers or enrolled in the Healthcare Academy as community health outreach workers who inspire, motivate and educate their peers about accessing primary care for themselves and their families, preventing illness, accessing fresh fruit and vegetables, making healthy lifestyle changes and improving disease management practices. 5) Emphasize Maternal and Child Wellness and Mental Health Services.

Leverage residents' existing relationships with healthcare providers to ensure that women and children receive regular primary care and to provide evidence-based mental health services in coordination with (or at a minimum, in addition to) primary medical care for children, at-risk youth and families experiencing instability because of behavioral health problems. *Partners and Resources.* Residents will be linked to cutting-edge medical services provided by: a) Southeast Health Center and San Francisco General Hospital (for adults), where they will receive primary healthcare; b) BCHC (for children), where they will receive medical care that is informed by and integrated with psychological evaluation using the Adverse Childhood Experiences inventory and associated mental health services; c) Third Street Youth Center and Clinic providing primary, sexual and behavioral health for teens; d) Walden House, where at-risk adults and youth receive drug and alcohol treatment, mental health services and relapse prevention support; and e) DPH for a Medi-Cal funded pilot program that will provide onsite mental health services to adults, children and families. Outcomes and Metrics. 100% of residents without health insurance enrolled in Healthy SF or other programs; 100% of residents receive primary care; 100% of pregnant women receive prenatal care; 25% of at-risk residents receive health education with particular focus on diet, exercise and stress management; and 65% of residents take steps to improve health, prevent illness or learn to manage existing conditions so that they do not become debilitating. **4. Mobility. Vision.** All AG families, including high-need and hard to house residents, remain safely and stably housed. Families that are able to and so choose pursue homeownership. By linking housing with services, the goal is to increase family stability for children, decrease disruptions in education, and provide opportunities for adults to access a range of quality housing choices and amenities. Key Data and Needs. 51% of surveyed heads of households have paid rent late at least once in the past 12 months, 62% are currently on a rent payment plan, 7% of the 130 households surveyed stated they do not have a checking account, and 63% stated they do not have a savings account. For more information

on the needs of AG residents that are hard to house, see Exhibit C.1 (refer to “Using the Making Connections Survey Data to Analyze Housing Mobility and Child Outcomes Among Low-Income Families,” report submitted to the Center for Housing Policy, Kutty, 2008). Key Assets and Promising/Evidence Based Programs. *EARN*: A national leader in micro-savings programs, EARN will provide residents with access to financial education and Individual Development Accounts (IDA) designed to secure high-yield assets such as a for-sale home, post-secondary education and micro-enterprise. Saver deposits will be matched 2:1 up to \$2,000 through a combination of local and federal funds. *Homeownership SF*: The collaborative will provide specialized workshops for potential homeowners from underserved markets, and access to affordable loans and homes.

Proposed Activities. Urban will provide comprehensive evaluation of housing stability and risks for eviction, along with other self-sufficiency services such as workforce development, parenting education and support for children to succeed at school. Proposed Strategies. 1) *Improve Housing Stability.* Integrating case management services with property management subsequent to reoccupancy has been highly effective in helping residents eliminate barriers to reoccupancy and minimize evictions following reoccupancy. *Partners and Resources:* Case management staff will link households at risk to advocacy and legal services provided by Bay Area Legal Aid. Case management staff will support residents in preparing for the application for housing process and address issues such as delinquent rent or utility payments that may serve as barriers to reoccupancy. After reoccupancy, case managers will meet bi-weekly with MBR staff to review challenges in making timely rent payments, passing housekeeping inspections or experiencing behavioral health problems that could lead to lease violations or an eviction. 2) *Reduce Risk Factors.* In a 2006 study by Debra J. Rog, Westat, and John C. Buckner, Children’s Hospital Boston, the researchers identified conflict, trauma, violence, poor health and reports of substance abuse as risks for high residential mobility and even homelessness. Survey respondents disclosed that almost 39% of

children have been in trouble at school and 8% have had trouble with the police. *Partners and Resources:* Residents will have access to therapeutic treatments provided by on-site clinicians through a new partnership with DPH, on-site relapse prevention support groups, and linkage to off-site inpatient and outpatient substance abuse treatment provided by Walden House. 3) *Increase Financial Stability.* Rog and Buckner also identified a lack of human capital—useful skills and abilities—with respect to education and employment as another risk factor to high mobility and homelessness. *Partners and Resources:* Bank On San Francisco has changed bank products and policies to increase the supply of starter accounts and raise awareness among consumers about the benefits of mainstream banking. As a CN partner, Bank On SF, through its members, will provide qualified AG residents with an opportunity to transition away from relying on check cashing and predatory lending practices. 4) *Increase Upward Mobility.* 90% of surveyed heads of households stated they were interested in homeownership, 78% said they would be interested in improving their credit score or fixing their credit history, and 72% were interested in budgeting classes. *Partners and Resources:* CP Development’s Community First Housing Fund will offer second mortgages to AG/EB residents who successfully save for homeownership. Outcomes and Metrics: 1) 100% of lease-compliant AG households move into the newly revitalized community; 2) 90% of households in the revitalized site remain stably housed for 2 or more years and thereby reduce mobility rate at Bret Harte school by 50%; 3) 100% of residents who retain stable employment for at least 2 years are screened for homeownership readiness; 4) 100% of upwardly mobile public housing families transitioned into workforce, market-rate rental, or for-sale housing. **Component 5: Safety. Vision.** AG residents of all ages feel safe in their schools and community. Key Data and Needs: As described in Exhibit C.1, rates of violent crime in EB are approximately 3 times higher than citywide rates, and only 41% of surveyed AG residents responded that their neighborhood is safe (“Unsafe Neighborhoods, Social Group Activity, and Self-Rated Health,” Rohrer, et al., Texas Tech

University Health Sciences Center, 2004). Key Assets and Promising/Evidence Based Programs:

AG residents have articulated a strong desire to participate in community safety initiatives. The San Francisco Police Department (SFPD) has dedicated officers to Alice Griffith to support public safety and security efforts. Residents have partnered with San Francisco SAFE, a community crime prevention and public safety program coordinated with SFPD, to receive training and initiate neighborhood watch activities. Walden House provides behavioral health treatment specifically tailored to the needs of men and women, that includes individual, group and family therapy, case management, treatment planning, drug and alcohol counseling, re-entry planning and aftercare, HIV services, medication support, and infectious disease prevention services. Proposed Activities:

Transformation will ensure safe, accessible and defensible spaces. Urban will partner with DPH to establish an innovative place-based mental health program designed to address behaviors that lead to eviction, homelessness, criminal behavior, or domestic violence. Proposed Strategies. *1) Improve*

services for systems-involved families: Provide intensive, coordinated case management for 100% of residents involved with child welfare, juvenile justice and corrections systems. *Partners and*

Resources: Urban will collaborate with a wide range of local entities including the San Francisco Courts, The Family Mosaic Project, various faith-based organizations, mentors, educational programs, job-training centers, and counseling specialists to receive caring and meaningful support around family re-integration and re-entry services. *2) Improve Community Involvement:* Encourage and utilize resident input in the design and implementation of community policing and safety initiatives. *Partners and Resources:* SFPD and other City agencies assist Urban and AG residents to

organize events to build relationships between neighbors, merchants and police, establish neighborhood watch and business watch groups, provide personal safety trainings for residents of all ages, and conduct business and residential security assessments. Outcomes and Metrics.

1) increase by 10% the number of households reporting feeling safe in their neighborhood; 2)

increase by 10%, the number of residents participating in community safety initiatives; 3) decrease nuisance crimes by 25%; and 4) decrease Part I violent crime rates by 10%.

Exhibit C.3. Education Vision. The education efforts and specific strategic actions will provide a strong continuum of schools from Pre-K to college to serve Neighborhood children and youth.

Exhibit C.3.i.1. Early Learning Strategies. Over the last decade, San Francisco has become a national leader in developing and supporting strategies for improving access to affordable high-quality early childhood programs. In addition to HeadStart and Early HeadStart, a locally funded universal preschool program for four year olds known as Preschool for All (PFA) provides access to comprehensive, high-quality and free early childhood education. Despite these efforts, EB families, especially at AG, have remained significantly underserved. Although PFA served more than 443 Bayview children this year, the household survey data indicates that only about 12% of AG infants, toddlers, and prechoolers are currently enrolled in early childhood education programs. In 2007, only about 35% of Bayview families eligible for State and local childcare subsidies accessed these subsidies. (Exhibit C.1) Based on the needs assessment, strategies that address the developmental and education needs of children have been identified in three focus areas: 1) improved connections to healthcare; 2) expanded parenting support; and 3) improved school readiness.

1. Improve Connections to Proactive Health and Developmental Screenings. Key Data and Needs: In 2008, less than 4 in 6 mothers in 94124 received pre-natal care during the first trimester, and 13% of babies born in 94124 were of a low birth weight despite exceptionally high insurance coverage rates. The household surveys indicate that only 81% of AG households have established a relationship with a regular primary care doctor and less than half (47%) of families see a dentist.

Key Assets and Promising/Evidence Based Programs: The onsite Service Connection Team (SCT) at AG will partner with PFA and Parent University (PU) to improve linkages to primary and preventative care and provide proactive screening for health, vision, dental and developmental

issues. This will include intense outreach, parent education, bringing health resources into schools and other accessible locations within the community, and training parents to educate other parents. Children under age 5 will receive developmental screenings using the research validated ASQ-3 and ASQSE and referrals to early interventions if needed. Outcomes and Metrics. See Exhibit C.3.i.3.

2. Improved Parenting Skills and Support. Key Data and Needs: Research indicates that parents/guardians who are low income and/or have low educational attainment often need intensive parenting education and support. Research also indicates that children who are exposed to reading and highly verbal environments develop literacy skills more quickly and are more likely to become lifelong learners. 61% of AG residents live below the poverty line and as shown in the Round 1 application, only 24% of EB residents over the age of 25 graduated high school, compared to the citywide rate of 86%. Only about 27% of AG parents reported reading to their young children daily, compared to 80% citywide. Key Assets and Promising/Evidence-Based Programs: PU uses evidence-based parenting training curricula, such as Effective Black Parenting Program and Triple P's, to provide culturally responsive programs that have been shown to build bonds between children and their caregivers. SCT will partner with PU to forge early literacy skills through on-site parent-child activities at AG, connections to high quality supportive services, and an on-site or in-home caregiver education series focused on topics such as immunizations and health care, brain development, discipline, safety, literacy, and school selection. PU, with the support of Jumpstart, will address these barriers with a series of early literacy events, including the gifting of books so that participating families can build home libraries. Outcomes and Metrics. See Exhibit C.3.i.3.

3. Improve School Readiness. Key Data and Needs. While 83% of children citywide attend preschool, only 12% of AG children attend formal programs, despite reasonably good access to quality centers. According to SFUSD (First Five SF 2010), 20% of children entering EB schools are just beginning to learn school readiness skills, compared to 11% citywide. Key Assets and

Promising/Evidence-Based Programs. In line with national best practice models, the Plan includes programs that offer comprehensive early education, family support, parenting education, and nutrition and health services, including screenings and health and dental check-ups. Through vigorous direct marketing to AG parents, conducted in partnership with schools and service providers, the on-site service connection team will increase enrollment of AG families at: 1) an SFUSD-operated preschool in Bret Harte, which meets quality standards and participates in the City's PFA program; and, 2) the FranDelJa Enrichment Center located adjacent to AG, which provides infant, toddler and preschool services. Currently a signature participant in the Model Centers Initiative of the Mimi & Peter Haas Fund and a PFA site, FranDelJa plans to apply for NAEYC accreditation within the CNI term. These two facilities offer a comprehensive full-day program for 130 young children and a licensed afterschool and summer programming for 56 children. Outcomes and Metrics. See Exhibit C.3.i.3.

Exhibit C.3.i.2. Early Learning Post-revitalization. The preschool program at Bret Harte and at FranDelJa will continue to be strong post-revitalization partners. In addition, the Plan includes the development of a state-of-the-art NAEYC-accredited mixed-income child development center serving 70-100 EB children aged 0-5 and their families. The center will be built during phase one of the Plan, in part with CNI grant funds. To serve the needs of both AG and new residents, ongoing center operations will be funded through a combination of private-pay tuition, sliding scale tuition, California Department of Education-Child Development Division's standard reimbursement, PFA (for four-year-olds), Head Start (for eligible participants), grants, and fundraising.

Exhibit C.3.i.3. Early Learning Results The CN Early Care and Education (ECE) strategy seeks to increase the number of kindergartners ready for success in school by 5% every two years. The following results will be measured every two years. Result 1: Children have no untreated health conditions or avoidable developmental delays at time of school entry. *Measures.* Increase the

number of households connected to primary and preventative care by 20%; ensure 100% of preschool children receive immunizations and developmental screenings; make medical, dental, and vision screening available to 100% of children. Result 2: Children live with families that provide structure, nurturing, and high expectations. *Measures.* Increase the number of households reading daily to young children by 10%; enroll 65% of AG families in PU for family support services. Result 3: Families are connected to support networks and services. *Measures.* Enroll 100% of households with young children in comprehensive on-site case management services provided by Urban. (See Exhibit C.2 for details). Result 4: Children start school ready to learn. *Measures.* Increase enrollment in formal early-care/education programs to at least 50%. Prior to and during relocation, Urban’s on-site service connectors will enroll, track and support the attendance of families with children under age 5 in early childhood programs. They will also arrange for transportation services when necessary to ensure that AG families can access the program, although the proximity of the programs will minimize the need for transportation services.

Exhibit C.3.ii.1. School Strategies. Two years ago, SFUSD made closing the achievement gap its primary focus, and reorganized into “zones,” each with an Assistant Superintendent and dedicated academic, data, and support staff. EB schools are some of the highest need schools, and thus are part of the “Superintendent’s Zone,” which receives extra resources for targeted school improvement efforts. Only 26% of AG residents surveyed indicated that EB schools were good. The three schools within EB are all elementary schools: George Washington Carver (Carver), Malcolm X Academy (Malcolm X) and Bret Harte. The Plan focuses school improvement efforts on these schools and will partner with SFUSD to provide high quality middle and high school options. At all three schools, SFUSD will institute four reform strategies: 1) Develop principals as change agents; 2) Improve teacher effectiveness; 3) Build capacity for data-driven instruction; and 4) Integrate holistic student supports. In addition, at Carver, SFUSD will leverage Title I School Improvement

Grants to transform the school using the “Chicago turnaround” model, replacing the principal and 50% of the staff. At Malcolm X, the school recently scored 800 (considered “excellent”) on its Academic Progress Index. However, the school remains under-enrolled, and integrated health and mental health services are needed. At Bret Harte, which has the highest enrollment of AG students, the service connection team will work closely with the school to address issues of safe passage, truancy and parent engagement. 1. Develop Principals as Change Agents. The Bayview Assistant Superintendent has half the number of schools of other SFUSD zones, affording ample time to coach school principals on strategies for becoming instructional leaders and change agents using the “Organizing Schools for Improvement: Lessons from Chicago,” (Bryk, et. al, Feb 2010) framework, including: 1) Focus on school leadership; 2) Strengthen parent and community ties, 3) Build professional capacity, 4) Employ student-centered learning, and 5) Provide instructional guidance. Each school will be assessed using this framework, and the Assistant Superintendent will work with principals to identify evidenced-based strategies to address school specific gaps. To recruit and retain strong leadership, SFUSD has also implemented financial incentives of \$10,000 per year for principals serving in these challenged schools. 2. Improve Teacher Effectiveness. SFUSD will focus on the rigorous selection of teachers, supply evidence based curriculum, and provide professional development to align teaching to the acceptance requirements of University of California (the A-G requirements). Implementing a common core curriculum to align with state standards is a major strategy across all grade levels. For literacy, SFUSD uses the Houghton-Mifflin Reading Program, a research-based language arts curriculum. For Math, SFUSD has adopted Everyday Math and computerized tutorial programs, including Stanford University’s Education Program for Gifted Youth. Teachers will receive intensive professional development in “balanced literacy” models such as Fountas & Pinnell, and job-embedded supports including instructional coaches and teacher collaboration time to analyze student performance data, co-plan lessons, observe modeled

instruction, and conduct diagnostic assessments. In recognition of some of the current challenges in Bayview schools, SFUSD offers additional professional development days in the Bayview Zone, as well as financing incentives for teachers in these hard to staff schools. 3. Build Capacity for Data-driven Instruction. In 2010, SFUSD initiated common assessment tools and protocols across schools that will give teachers rapid-time data to assess student progress and adjust their teaching approach using a core set of strategies. Partners in School Innovation will provide technical assistance and coaching for implementation. SFUSD will also adopt the Response to Intervention model to identify students who need additional support, link them with appropriate academic interventions (including small group and intensive one-on-one skill development support with afterschool and online tutorials), and track their progress during the intervention. Existing data systems along with diagnostic and interim benchmark assessments will help target students and allow SFUSD to monitor the effectiveness of its interventions. 4. Integrate Holistic Student Supports. Expanded student supports will be integrated onsite to address non-academic barriers to learning. Each school will hire a family and community engagement coordinator to secure partnerships and services that respond to the school's unique needs. SFUSD will also work with the Center for Youth Wellness (CYW) to provide health and mental health services. Given the high rates of violence, poverty, and other trauma related factors in EB, CYW will provide clinical services for students exposed to trauma which will be integrated as appropriate into the household's family plan. SFUSD, CYW and University of California San Francisco will also partner to provide counseling for staff and classroom management strategies for working with students exposed to trauma. Urban's on-site service connection team members will arrange for transportation services when necessary to ensure that AG families can access schools. The proximity of the EB elementary schools will minimize the need. Quality Middle and High School Options. SFUSD's educational reform strategy for EB extends to middle and high school. Rebuilding a new, state of the art, quality middle school serving

Bayview children is a top Superintendent priority. Given performance problems, SFUSD is closing Willie L. Brown Academy at the end of the 2011 academic year, and, subject to passage of a School Facilities Bond in the November 2011 election, a new school and tangible symbol of educational improvement for EB will be built and opened during the term of the CNI grant. Reform efforts at the nearest high school (Thurgood Marshall), are also underway, with Annual Yearly Progress (AYP) targets met in the last three years. A community school model, including a Beacon Center, is in implementation. While these reform efforts will dramatically improve the educational quality of EB schools during the CNI grant term, Urban will partner in the near term with SFUSD's Education Placement Center and Parents for Public Schools to educate and support students and parents to make informed school choices for middle and high school, and, when needed, to use to their advantage the priority provided to students from AG/EB in SFUSD's enrollment process.

Exhibit C.3.ii.2. Student and Parent Outreach Plan. The Plan strategy includes the launch of a neighborhood campaign to provide services to assist parents in supporting their child(ren)'s education, increase on-time enrollment, and reduce truancy. The campaign will promote EB schools as quality choices, marketing the high scores at Malcolm X and the positive trajectory of Carver and Bret Harte. In addition, the campaign will educate students and parents to submit on-time school enrollment applications so EB families are given priority in the process. Currently, EB on-time application rates are a third lower than citywide. SFUSD has also adopted a new parent engagement plan that provides evidence-based training for school staff in parent engagement strategies, and for parents in how to support their students' learning goals. To supplement this plan, PU and Parents for Public Schools will provide support for EB parents to effectively engage with their child's teacher and school, and support for the EB schools to implement site specific strategies to improve parent engagement respectively. In addition, SFUSD will partner with the Center for Cities and Schools to implement the Y-PLAN (Youth – Plan, Learn, Act, Now) as the core of its student

engagement strategy. Y-PLAN builds on the resident engagement strategies by involving children and youth. Currently, Malcolm X students are working with National Organization of Minority Architects and Young People's Think Tank to vision a new future and home, which they then share with the development team and community. This creative work has sparked hope in students for their community and their own future. The CNI grant will enable this work to be replicated at Bret Harte using a project-based learning approach that connects academic lessons to the redevelopment process, empowering youth to have an active role in the transformation of their neighborhood.

Exhibit C.3.ii.3. Post-revitalization School Strategies. The Plan will ensure that all three EB elementary schools are “schools of choice” that attract and serve at least 65% of the children of original AG/EB families and those moving to the Neighborhood post-revitalization. Through CNI investment and partners, EB schools will be centers of the revitalized community – offering strong leadership, high-quality instruction, comprehensive student support, and active parent and community engagement for learners of all abilities and backgrounds.

Exhibit C.3.ii.4. School Results. The Plan's schools strategy seeks to achieve the following results.

Result 1: Students are ready for middle school by 4th grade. *Measures.* 10% annual growth in the number of students reaching English and Math proficiency on the California Standards Test (CST) in grades 3 to 5, with 75% at proficiency by the end of revitalization; and 35% of historically truant children demonstrate consistent school attendance for 90 days. Result 2: Students graduate middle school ready for high school. *Measures.* 10% annual growth in the number of students reaching proficiency in English and Math on the CST in grades 6 to 8, with 75% at proficiency by the end of revitalization; and 80% of children living at AG are enrolled in extended learning and enrichment programs. Result 3: Students graduate high school ready for college and career. *Measures.* 10% annual growth in the number of students graduating high school with their A-G course sequence completed, with a target of 90% graduating by the end of revitalization.

Exhibit C.3.iii. Education Programs. The Plan includes 3 education programs.

1. Community Schools and Extended Learning Time. To strengthen parent and community ties, each school will have a community coordinator who will understand school and student needs, identify partnerships with service partners, incorporate Service Connectors and other student/family support agencies into the school site plan, and ensure that those supports are integrated with the school's core instructional programs. SFUSD will facilitate alignment between the content of enrichment programs and classroom work by bringing afterschool providers into the classrooms, allowing teachers and providers to daily discuss the connectivity of their lessons and create a seamless set of academic and enrichment experiences for students. 2. College and Career

Preparation. To ensure that students obtain a postsecondary degree or credential, the City, SFUSD, City College and San Francisco State University (SFSU) launched the Bridge to Success (B2S) partnership with funding from the Bill & Melinda Gates Foundation. B2S links together a series of college-going supports beginning with Kindergarten to College (K2C). Based on a successful model in England, K2C provides college savings accounts for kindergarteners with matching incentives for parents to contribute to the account. The program is linked with a college-going curriculum and parent education workshops. Malcolm X and Carver are pilot sites for K2C. The on-site Service Connection team will work with AG parents to ensure that they enroll in K2C, and help them meet their matched savings goals. In middle school, students will be enrolled in SF Promise. This program provides guaranteed admission to SFSU for students who graduate with the eligibility requirements. Beginning in the 6th grade, SF Promise provides support for students including: creating college plans; integrated project-based curriculum for college/career in the classroom; and parent education on college-related topics (e.g., financial aid, etc.). In high school, students take the PlanA(head) curriculum in 9th grade to ensure they plan high school courses and activities aligned with their desired college and career. Senior year B2S organizes college-readiness activities at local

colleges, and students without a college plan are taken through the City College enrollment process, guaranteeing every student has a college option upon graduation. For AG students, 100% College Prep will supplement these programs with college tours and on-site afterschool and summer programs to develop academic skills and create a college going orientation. 3. Positive Youth Development. The HOPE SF Service Connection team through the SPN has developed an array of partnerships with strong youth development programs to meet a range of resident needs. The Bayview YMCA provides comprehensive camps, afterschool, health, fitness and academic recovery programs for the community. The Willie B. Mays Boys & Girls Club provides year-round recreation, academic, arts, leadership, and sports programming in a newly constructed state of the art facility, including an edible garden and healthy cooking and nutrition classes. Hunters Point Family, a community and family focused organization, provides case management to at-risk youth as well as youth development, leadership, entrepreneurship and employment programs.

Exhibit C.4 Relocation and Reoccupancy. The AG Relocation and Reoccupancy strategy (Reoccupancy Strategy) is designed to insure that all AG tenants benefit from the revitalization. The Reoccupancy Strategy was developed in conformance with the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (URA), as amended, HUD Handbook 1378, California Relocation Assistance Law, and section 7260 et seq. of the California Government Code. The Plan to transform AG into a mixed-income, racially and economically diverse neighborhood, where AG tenants will successfully reside for the long-term, is consistent with HUD's Strategic Plan goal to increase the proportion of HUD-assisted families in low-poverty and racially diverse communities. The Reoccupancy Strategy also adheres to the principles of HOPE SF, which include minimizing displacement of households during and after construction, and to SFHA Resolution 5390, which extends the right to revitalized housing to existing residents that have not been evicted or terminated from the program. During the AG Needs Assessment, 121 residents (95% of

respondent households) reported that they want to return to the rebuilt community, and the Reoccupancy Strategy is designed to meet this goal. To minimize displacement and implement full reoccupancy, Urban commenced supportive service work in August 2010, in advance of SFHA's issuance of a "General Information Notice of Non-Displacement" (NND) in October 2010, the first step in establishing tenants' eligibility for relocation benefits. The NND advised tenants that: 1) a revitalization development team had been selected; 2) SFHA intends for all current residents at the site, with certain limited exceptions, to move into the newly built units; 3) tenants should not move prior to revitalization for reasons related to the redevelopment; and 4) SFHA will be working closely with tenants to identify and address their specific relocation needs. Urban worked with residents at that time to ensure full understanding of the meaning and intent of the letter, and they counseled tenants at meetings and individually that as long as a tenant was not terminated from assistance by SFHA, their right to revitalized housing in the rebuilt community would be preserved. A significant part of Urban's work at AG over the next 5 years will be to provide ongoing case management that will facilitate tenants' maintenance of lease compliance with SFHA. In addition to counseling, case management and the provision of information regarding tenants' right to return to the revitalized community, the core of the Reoccupancy Strategy is to phase demolition so that no tenant is forced to relocate off-site. AG's first replacement phase, consisting of 125 units, will be on vacant land acquired by MBS adjacent to AG. Of the 125 units, 65 are AG public housing units. Once the first 65 tenants move in the first phase, and with some on-site temporary relocation, demolition of existing buildings can begin. This cycle will repeat 4 times. In addition to supporting residents' desire to remain in their neighborhood, thus achieving preservation of the community, on-site relocation has the benefit of maintaining school stability for children, an especially vulnerable population. Tenants who do not wish to stay on site due to the inconvenience of living in proximity to a construction zone will have the option of temporarily relocating with a Housing Choice

Voucher (HCV). SFHA has extended this option of off-site relocation on a case-by-case basis at other HOPE SF sites. In order to accommodate all the needs that may arise, SFHA applied through the Choice Grant for 207 HCVs. Urban, SFHA, and a professional relocation specialist will work closely with any tenant household that temporarily relocates off-site to provide relocation planning, mobility counseling, and assistance (e.g., reviews of school options, benefits, reoccupancy plans, and services access). Urban will work specifically with the AG senior population to assist voluntary relocation to 5800 Third Street, the pending, service-enriched, senior housing development less than a mile from AG. Urban will provide follow-up counseling and case management to ensure continued success in the new locations. SFHA will properly notice and track individual households in order to maintain compliance with 49 CFR Part 24, and Urban will measure the success of these efforts by tracking the number and percentage of households that: 1) move directly from their existing unit into a new unit or only temporarily relocate once on-site before successfully moving into their new unit; 2) move to a temporary off-site location and return to the revitalized site; and, 3) move off-site yet report high levels of success and stability in the new location, including positive outcomes in the areas of employment, school achievement rates for children, social connectedness, and health. Urban will also track the number of school moves during the academic year for children that must relocate, the percentage of children and youth enrolled in a new school due to relocation, and the percentage of involuntary terminations of tenant leases during relocation/redevelopment period. Note that because San Francisco, with the exception of some neighborhoods, is not minority- or poverty-concentrated, has high-quality schools and early learning programs, and has an effective public transit system, AG tenants who seek to relocate to higher-income, diverse communities within the City can do so. Urban will assist these families with counseling and supportive services for 5 years. Tenants who seek these same amenities, but not in San Francisco, will be offered the same supportive service assistance.

C.5 Economic Opportunities for Low- and Very-Low Income Persons. (a) Section 3 Plan.

The Plan seeks to exceed Section 3 obligations through the use of special provisions and actions required under contractual agreements between SFHA and MBS (and via MBS with the prime contractor, sub-contractors, and professional services contractors) to ensure 1) SFHA residents constitute a minimum of 25% of the workforce, calculated by person hours; 2) 30% of new hires in each construction trade are low-income; and 3) MBE/WBE firms and businesses providing economic opportunities to lower-income neighborhood residents are awarded 20% of Plan contracts. In addition, the Agency's Bayview Hunters Point Employment and Contracting Policy (BVHP ECP) and Equal Opportunity Policies, which are contractual obligations for CP Development and MBS, require, as goals: 1) 50% of construction workforce hires for each trade are qualified BVHP residents or, as a second tier, San Francisco residents; 2) 50% of all workforce hires are qualified BVHP residents or, as a second tier, San Francisco residents; 3) at least 50% of all contracts are awarded to SBEs, (defined as independent, for-profit, economically disadvantaged businesses whose gross profits do not exceed a certain level), with first consideration given to BVHP SBEs. Employment, training, and contracting opportunities will occur at all phases of the Plan, beginning with demolition, abatement, and infrastructure installation through vertical development. To the greatest extent possible, economic opportunities will be directed to AG tenants through enforcement mechanisms that ensure priority hiring and contracting with AG tenants. Opportunities will be made accessible to AG residents through on-site linkages to training, placement and retention services. Through sustained outreach, residents are connected to JRI for assistance with barrier removal, after which they will be guided to move to CityBuild or other Sector Academies for job training and placement assistance. The scale of the proposed Plan phases is expected to be similar to that of the HOPE SF effort currently underway at Hunters View, another

SFHA site located within the Neighborhood, where demolition and abatement work hours totaled 16,617, and utility/back-tie total work hours were 1,824. Workforce hiring and contracting goals that govern the Hunters View project, and the HOPE SF Service Connection model for workforce linkages, to be implemented by Urban Strategies, are similar to those proposed for AG. The Hunters View project reports the following job statistics as of May 2011: 42% of demolition and abatement work hours, 30% of utility back-tie work hours, and 54% of Phase 1 infrastructure work completed by Section 3 residents. The hard cost for vertical development of 504 units of housing at AG is anticipated to be approximately \$158 million. Based upon a larger pool of eligible residents at AG, and the sustained access to Urban's case management services that residents will have starting as early as July 2011, the Plan is anticipated to exceed the Section 3 hiring achievements at Hunters View. Section 3 individuals can also pursue employment opportunities through Green Streets, an innovative entrepreneurial approach to fostering economic opportunities through social enterprise. Green Streets currently offers recycling, composting, janitorial and grounds-keeping services at SFHA developments managed by McCormack Baron Ragan (MBR), MBS' agent for leasing and managing mixed-income communities across the country. Green Streets was developed and is currently operated by SFHA residents. MBR and Urban recently helped Green Streets secure funding from REDF to help expand its services to other large rental housing sites within San Francisco, and expand its business model to include hauling services. The \$541,586 grant from REDF (along with a dollar for dollar match by MBR and Urban) will create significantly more jobs for public housing and low-income housing residents, and facilitate upward mobility for the people who created and are employed by the business. Green Streets is currently working with SFHA and AG tenants to launch Green Streets at Alice Griffith. Certifying Section 3 eligibility: SFHA provides residency verifications to confirm Section 3 eligibility for AG and other public housing

residents. For other low-income hires, Worker Referral forms used by Urban, JRI and CityBuild will include individual income data to confirm Section 3 jobs-eligibility. Section 3 businesses applying for contracts will be required to produce tax returns and other financial records to confirm eligibility. This information is entered into "Elations," the City and Agency compliance record keeping system, which allows for ongoing monitoring. Process of notifying Section 3-eligible workers and businesses: For AG residents, this process will be centered on Urban's case management role, its established AG relationships, its resident outreach, and its ongoing involvement in encouraging resident enrollment in job training and placement programs that will lead directly to work. Other efforts include SFHA outreach, job-site and community advertising, and mailing list maintenance. MBS will be contractually required to perform outreach to and keep Section 3 businesses informed of contracting opportunities through advertisements and web postings. Methodology for monitoring efforts: Monitoring begins with the issuance of RFPs for contracting opportunities and mandatory pre-bid conferences, where Agency staff explains hiring requirements. Follow-up includes review of hiring obligations at pre-construction conferences, and 1-on-1 meetings with developer-selected contractors and CityBuild staff, who serve as liaisons to individual workers. Monitoring occurs through the contract term (contractors' submissions of certified payroll/recording of payroll data in Elations, which tracks Section 3 workers. (b) Compliance. SFHA submits Section 3 Annual Reports (HUD 60002) to HUD. See Attachment 24.

Exhibit D: Vision for Neighborhood

McCormack Baron Salazar

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Exhibit D. Vision for Neighborhood. The implementation of the Neighborhood Component will improve access and opportunity for neighborhood residents, and ensure the desired impact and sustainability of the Transformation Plan (Plan).

Exhibit D.1 Goals and Outcomes. The Neighborhood Component of the Plan will transform the Neighborhood into a livable, sustainable and successful community. Its core short-term focus is on neighborhood revitalization through investment, retail retention and attraction, job development promotion, support for healthier food options, and public asset enhancement. In the long-term, it will create new commercial opportunities, jobs, recreation assets, and recreation services through development at Candlestick Point. The Neighborhood Component builds upon the existing activities identified in Exhibit D.2 and the achievements of the Anchor Institutions, described in Exhibit D.4 and shown on Attachment 9. The Plan's long-term goals for the Neighborhood also include the revitalization of Candlestick Point by CP Development, as authorized in a Development and Disposition Agreement between the Agency and CP Development known as Candlestick Point-Hunters Point Shipyard Phase 2 (CP-HPS2). Collectively, these efforts will address the distress and deficiencies identified in the CNI Round 1 application, including continued neighborhood disinvestment, lack of job opportunities, lack of quality affordable housing, high vacancy in the commercial corridor, decreasing home values, high concentration of poverty, and high crime rates.

1) Job Development: A desired outcome is the creation of new jobs opportunities and a decrease in the unemployment rate, one of the Neighborhood's most pressing problems. A demonstrated connection exists between job training and placement programs and individuals' ability to secure employment (see "Sectoral Strategies for Low-Income Workers: Lessons from the Field," Conway, et al., Aspen Institute, 2007). Through the Neighborhood Component, the Agency and City seek to bolster their efforts to assist Neighborhood residents with barrier removal, job training and job placement (see Exhibit D.2), and to exceed the 2010 rate of jobs going to local residents for

Agency-sponsored projects (22%). The Agency will measure the success of job development efforts through its access to construction payroll data; analysis of the Plan's developer hiring reporting requirements; and review of data provided by the Agency's community-based partners in job development, such as the Bayview's Young Community Developers and Goodwill Industries. Long-term job generation will be assisted by the Candlestick Point buildout, which is expected to generate thousands of new construction and permanent jobs. Neighborhood residents will have first priority for these opportunities through CP Development's contractual obligation as master developer of Candlestick Point to meet the requirements of the Bayview Hunters Point Employment and Contracting Policy, which also includes a 50% local hiring goal.

2) Transportation Improvements. Empirical evidence shows that an effective public transportation system increases households' access to job opportunities and promotes environmental health (see "Factors for Success in California's Transit-Oriented development," Arrington, et al., California DOT, 2001). The desired outcome for the Neighborhood is improved transportation access and amenities. Building on the 2007 opening of the T-Third light rail line, large and small-scale transportation improvements are planned. Larger efforts will include reconnecting the AG site to the surrounding neighborhood's street pattern and completing the Bayview Transportation Improvement Project (BTIP), which will re-route truck travel to decrease conflicts between truck traffic, light-rail trains, and pedestrian uses (see Exhibit D.2). More fine-grained improvements will make public transportation more user-friendly, e.g., through pedestrian upgrades to plazas and rail-stop waiting areas. Long-term goals are focused on implementing the CP-HPS2 Transportation Plan, including extensions of Muni routes in the Neighborhood and a Bus Rapid Transit connection between Candlestick Point and a new Hunters Point Shipyard transit center, which will then connect to Caltrain, BART, SamTrans, and other bus lines. San Francisco Metropolitan Transportation Authority's (SFMTA's) progress reports and ridership data will provide the means of evaluating the

success of these efforts. **3) Neighborhood and Housing Stock Investment.** Another desired outcome for EB is the provision of additional high-quality, mixed-income housing, with an emphasis on affordable housing, to not only enhance the Neighborhood's prosperity, but also create the safe, secure environment necessary to physical and psychological well-being (see "Socioeconomic Status and Health: The Potential Role of Suboptimal Physical Environments," Evans, et al., University of California San Francisco, 2008). The Agency will leverage a distinct community's desire to take back its street by implementing a second round of its Model Block program. Larger, neighborhood-wide efforts will include continued investment in multifamily affordable housing development, such as 5800 Third Street, 121 units of affordable senior rental housing. As a long-term goal, up to 6,724 housing units affordable to households at all income levels are planned for Candlestick Point as part of the CP-HPS2 development. Housing production will be measured through analysis of building permits, annual median home price data and assessed valuation rolls, as well as through data analyzed for the Agency's Five-Year Implementation Plan (see Exhibit D.2). **4) Retail Retention/Attraction.** A desired outcome for EB is a decrease in Third Street business vacancies and an increase in businesses and services located in the Neighborhood. Because empirical evidence suggests that high crime and commercial disinvestment can be reduced through physical planning and the active, alert presence conveyed by upgraded, well-cared for spaces that empower communities (see "Crime Prevention Through Environmental Design Theories," Cozens, et al., 2005), the Agency supports economic development and business attraction and retention programs. Ongoing efforts include San Francisco Shines (SF Shines) Third Street Façade and Tenant Improvement Program, Bayview Revolving Loan Program, and the Small Business Assistance Program. Each of these programs serves a separate niche; yet all are designed to decrease Neighborhood blight, reduce vacancies, assist and retain existing businesses, and generally improve the Neighborhood's economic center. Their success will be measured through

loan/grant values and milestone completion rates, as well as business tax registrations and payroll data from the Assessor's Office. As a long-term goal, CP-HPS2 development at Candlestick Point will supplement and diversify the existing Neighborhood economy with extensive additional retail (755,000 sf), office (150,000 sf), and community facilities (50,000 sf). Building permits and business tax registration will also be indicative of the success of these long-term goals.

5) Educational Opportunities. A desired outcome for EB is to create new educational opportunities that help children succeed in school (beginning with preschool), graduate from high school and college, and emerge as strong, well-rounded and engaged citizens. Without a good education, individuals are often resigned to low-skill, low-paying jobs that create life-long challenges, such as restricted access to quality health care (see "The Big Payoff: Educational Attainment and Synthetic Estimates of Work-Life Earnings, Day, et al., 2002). To achieve this outcome, the strategy is to support the schools' curricula with affordable tutoring and after-school programs (see Exhibit D.2). The success of these after-school efforts will be measured by the high school graduation and college enrollment rates of their participants. **6) Healthier Food Options.**

Pursuant to the 2009 Mayoral Executive Directive on Healthy and Sustainable Foods, which specifically discusses the link between a healthy diet and personal well-being, a desired outcome for EB is additional fresh, healthy and convenient food options. To help achieve this goal, the Agency seeks to facilitate the expansion of an existing grocery store. It is also encouraging private investment in a new healthy food venture. These efforts will enhance the work of private partners such as the Southeast Food Access Working Group and Hunters Point Family's "Urban Farms" and fresh food programs. Data provided by community-based organizations such as Hunters Point Family regarding their outreach and participation rate among Neighborhood residents will measure the success of this effort, as will building permit records for new and expanded fresh-food facilities.

7) Public Asset Enhancement. The desired outcome for the Neighborhood is strengthened public

assets that mitigate, through artistic and physical expression, social disconnectedness and that promote public health (see “The Arts and Civic Engagement: Involved in Arts, Involved in Life,” National Endowment for the Arts, 2007, and “Health Matters in San Francisco, Health Disparities Snapshot, 2010”). Renovations in progress to the Bayview Opera House and the Anna E. Waden Bayview Branch Public Library serve as examples of public asset enhancements that will significantly improve the Neighborhood. In the public health realm, a critical public asset is the Southeast Health Center, which provides extensive, community-based services for individuals at all income levels and without which many Neighborhood residents would have limited health care access. It is currently in the planning stages for an expansion to improve and expand its services. The Bayview Hunters Point Aging Campus/Multi-Purpose Senior Services (BHPMSS) Center will complement the services provided by the Southeast Health Center. As part of the affordable senior housing complex at 5800 Third Street, the Agency will fund a 13,700 sf aging campus serving the broader Bayview senior population. Finally, the Bayview YMCA is now in a third phase of a significant renovation to upgrade its services and facilities to better serve the fitness and health needs of Neighborhood residents. Planned additional renovations include a Teen Room, Early Child Development Center and Center for Family Life. The role of public assets and their beneficial effects on the Neighborhood will be measured by 1) schedule and program offerings from and enrollment in the various programs; 2) DPH-tracked health outcomes; and 3) SFPD violent crime data.

Exhibit D.2 Alignment with Existing Efforts. The Neighborhood Component aligns with and builds upon numerous efforts currently being undertaken by the public, private and nonprofit sectors, often acting collaboratively. These measures help address the distress and deficiencies identified in Round 1, including Neighborhood disinvestment, lack of job opportunities, numerous vacancies in the Third Street commercial corridor, decreasing home values, concentration of

poverty, and a high crime rate. **1) Job Development. Job Readiness Initiative (JRI):** In partnership with community-based organizations (CBOs), the Agency initiated JRI in 2009 to help develop the work-readiness skills of Neighborhood residents who faced multiple barriers to employment. JRI participants receive individualized assistance in barrier removal and prepare for graduation to one of San Francisco’s “Sector Academies,” which include Citybuild, the Healthcare Academy and TrainGreen SF. Citybuild, which provides pre-employment training and placement opportunities in City and Agency-sponsored construction jobs, will be especially relevant to Neighborhood and Alice Griffith residents as Transformation Plan work proceeds. CBO partners engaged to assist Neighborhood residents in this effort are Goodwill Industries, Hunters Point Family, San Francisco Conservation Corps, and Young Community Developers. **2) Transportation Improvements.** The beneficial effect of the 2007 opening of the T-Third Line for the Neighborhood and its new connections with downtown San Francisco, outlying City neighborhoods and regional job centers is difficult to overstate. Transportation improvements continue to build upon this asset. SFMTA’s “Bayview Connections” program, for example, includes pedestrian-friendly hardscape improvements to the T-Third line, such as the renovation of the Oakdale-Palou Transit Hub at the Bayview Opera House Plaza. The BTIP is also in progress and seeks to increase public transit efficiency by creating a more direct truck route between Highway 101 and the industrial districts of Hunters Point Shipyard and the larger Bayview neighborhood without adversely affecting public transportation travel paths. The BTIP is concluding its community-based research effort and will conclude in 2012. **3) Neighborhood and Housing Stock Investment.** As described in Exhibit B, 1,126 housing units will be built on the AG site, including units available to households of all income levels. Hunters View: The first HOPE SF project—the transformation of the Hunters View Public Housing into a mixed-income, sustainable, vibrant new community—is underway in the Neighborhood. Phase 1 infrastructure is under construction; at its completion, and including

subsequent phases, all 267 of the existing public housing units will be rebuilt within a community of over 740 total units, including below-market and market-rate homes. 5800 Third Street Senior Housing: The Neighborhood will gain 121 affordable senior housing units with the development of 5800 Third Street Senior Housing, for which the Agency has completed the land acquisition and authorized a first phase of predevelopment funding to the developer. Private Sector Development: Carroll Station, a large, mixed-use, market-rate project, is also located at 5800 Third Street, bringing the total investment value for this site—both public and private—to over \$200 million. When complete, this catalyst development will include, in addition to the affordable senior housing, 239 market-rate and affordable condominium units and extensive ground floor commercial space, bringing major commercial growth and hundreds of new residents to the Neighborhood. The 137-unit Phase 1 is complete, and Fresh & Easy Neighborhood Market has purchased 15,000 sf of commercial space with plans to open later this year. Three restaurants are in the process of opening at this location. **4) Retail Retention/Attraction.** Bayview Business Resource Center (BBRC): Through San Francisco’s Renaissance Entrepreneurship Center and with Agency financial support, BBRC provides business resources and technical assistance and training to entrepreneurial business ventures in the Neighborhood, including assistance with commercial loan applications and packaging, bonding assistance, and the provision of low-cost shared office space with administrative support. Third Street Merchants Association (BMA): Offering complementary services to BBRC, BMA advocates for local business, conducts multi-party marketing campaigns, and promotes business activity and economic development in the Neighborhood. Agency Revolving Loan Fund: Below market-rate loans offered through this program encourage economic development and retail retention/attraction. In March 2011, the Agency authorized \$1 million in funding for this program. Third Street Façade and Tenant Improvement Program: Through grants and design assistance to property owners and merchants for facade, storefront and interior tenant

space improvement, this program seeks to improve the overall quality of the commercial sector on Third Street for business and patronage attraction. In 2010, this effort was funded at approximately \$500,000. In April 2011, the Agency and City authorized an additional \$845,574, much of which will be directed to the Third Street corridor within the Neighborhood.

5) Educational Opportunities. In 2011, the Agency provided \$1 million in financing to College Track, a CBO in operation since 1997, for the renovation of a Third Street building that will be used for after-school tutoring and mentoring for 8th through 12th graders, with a particular emphasis on assisting these students attend a Cal State or University of California school (College Track's success record is a 90% college enrollment rate for its participants.) College Track has to date raised approximately \$2.5 million in private funds for the buildout of the facility. Construction completion is expected by late 2012. **6) Healthier Food Options.** In FY 2010-2011, the Agency budgeted [REDACTED] to leverage [REDACTED] in private sector funding for the expansion of the Neighborhood's Super Save, with the explicit purpose of increasing fresh and healthy food options. The pending buildout of the Fresh & Easy marketplace at 5800 Third Street will complement Super Save's expanded selection by offering additional fresh foods and healthy prepared foods. CBO efforts in this area include Hunters Point Family's Urban Farms, which offers local residents job training and employment opportunities in the operation of two farms and sales at local farmers' markets.

7) Public Asset Improvements. The historic Bayview Opera House (BVOH), one of two Neighborhood Anchor Institutions, is undergoing a renovation that will strengthen its role as a cultural and artistic center (refer to Attachment 20). Bayview/Anna E. Waden Branch Library: A new 9,000 sf library (at a cost of \$11.8 million) is under construction and scheduled for opening in 2013. Funded by voter-approved bond funds and private donations, the library will be a green building offering an expanded collection and new programming specifically relevant to Alice Griffith and Neighborhood residents, including literacy assistance for young children, laptop

lending, homework help, environmental literacy programs, specialized senior services, job search classes, and activities that support multiple literacies. In addition, the Public Library and Office of Economic and Workforce Development are negotiating a partnership that will allow the Library to offer workforce training opportunities. Bayview Hunters Point Aging Campus/Multi-Purpose Senior Services Center: As previously stated, the Agency has acquired the land and authorized predevelopment funding for 5800 Third Street, an integrated housing/senior service center. These milestones begin the implementation phase of a decade-old community vision that will give Bayview seniors the health care, recreational opportunities, financial assistance and social support they need to age in place.

Exhibit D.3 Access to Amenities. The Neighborhood provides access to a variety of existing and planned amenities within a 1-mile radius of the Alice Griffith development. As described below and indicated in Exhibit 25, the amenities far exceed the full point requirement of seven existing amenities in at least three groupings within 1 mile of the site and include both an existing and a planned fresh food option. **1) Fresh Food Retail.** Within the Neighborhood, the 10,000 sf energy-efficient Fresh & Easy Neighborhood Market at 5800 Third Street scheduled to open later this year will provide a grocery store with fresh produce and healthy prepared foods within 1 mile of Alice Griffith. Also within 1 mile, the 20,000 sf Foods Co., located at 345 Williams Avenue, is a hybrid supermarket and discount warehouse that offers fresh produce and meat and includes a bakery and deli. **2) Community-Serving Retail.** The Walgreens at 5300 Third Street is the local pharmacy for the Neighborhood, which also hosts a hardware store and a bakery within 1 mile of Alice Griffith. Several convenience stores supplying groceries and toiletries are located in the Neighborhood within 1 mile of Alice Griffith (four are mapped on Attachment 25). **3) Services.** Numerous services are located along Third Street within 1 mile of Alice Griffith. Bank of America and U.S. Bank have local branches, and residents also have access to dry cleaners, restaurants and a

barbershop. In addition, three local restaurants, Limon Rotisserie, Crossroads Café, and Brown Sugar Kitchen, have leased space and will open later this year at 5800 Third. **4) Civic and Community Facilities.** Several community facilities are located within 1 mile of Alice Griffith, including two fire stations, one police station, three medical facilities (the Southeast Medical Center, Third Street Youth Center and Clinic, and Arthur H. Coleman Medical Center), five parks, and two elementary schools. The Bayview Branch Library is under construction, and when complete will include room for an expanded collection and many upgrades. During construction, full library services are offered at Bayview Hunters Point YMCA.

Exhibit D.4 Anchor Institution Engagement. The Neighborhood includes two place-based entities that have regional significance, serve as economic drivers and contribute significantly to the development of human, social and cultural capital. **1) Candlestick Stadium/49ers Foundation.** The Neighborhood includes Candlestick Stadium, an outdoor sports and entertainment stadium owned by the City that serves as the home field for the San Francisco 49ers NFL football team, whose presence creates significant economic and social benefit to the Neighborhood and region, including economic activity and charitable contributions. Positive fiscal impacts include the generation of sales tax and property tax revenues. Each year, the stadium hosts at least ten 49er games (with potential additional games if the team makes the playoffs), and two or three soccer games. Between 40 and 50 special events are also held annually, including a monthly antiques fair and car shows. On 49er and soccer game days, approximately 3,000 employees work at the stadium, including City Recreation and Parks employees, police, private security, food and beverage workers, restaurant employees, and ticket takers.

With its mission to keep kids “Safe, on Track, and In School,” the 49ers Foundation is in its 19th year of supporting development programs for underserved youth. A significant portion of the \$10 million donated by the 49ers Foundation over the last eight years has been allocated to the Bayview

Hunters Point YMCA. The Foundation also supports the San Francisco Police Activities League (SFPAL). The SFPAL conducts sports programs year-round, including a boxing program at the Bayview YMCA, and sponsors the PAL Cadets, who assist at the Bayview Magic Backpack Giveaway and community safety events. SFPAL recently began placing PAL Cadets graduates in year-long internships working alongside police officers at the Bayview and Ingleside stations. The 49ers, whose stadium lease extends through the 2014 season, are currently pursuing a new stadium given the functional obsolescence of Candlestick Park, and may potentially relocate outside of the City. However, the 49ers Foundation is committed to continuing its support for Neighborhood CBOs and San Francisco youth. **2) Bayview Opera House (BVOH).** Located in the Neighborhood at 4705 Third Street, the City-owned BVOH is the City's oldest theater and a registered historical landmark. Funded by the San Francisco Arts Commission and public and private donations, it operates as a community cultural and arts center run by the nonprofit Bayview Opera House, Inc. Its mission is "to serve as the focal point for art and culture in the Bayview Hunters Point community by providing accessible, diverse, and high-quality arts education, cultural programs and community events in a safe environment." A vital community institution for Neighborhood residents, BVOH develops human, social and cultural capital by providing residents with inexpensive or free arts education and cultural programs. It hosts performances, festivals, art exhibits, and classes. Recent offerings include drama, dance and yoga classes for adults; Dare to Dream Arts after-school classes for school-age children; toddler and parent/toddler classes; and an eight-week summer arts camp serving over 300 children. BVOH also hosts cultural events, community gatherings and seasonal celebrations. BVOH provides special programming throughout the year in connection with the Joseph Lee Recreation Center, the Providence Foundation, the Bayview YMCA and the Willie Mays Boys and Girls Club.

Exhibit D.5 Design. The New Alice Griffith community and the additional housing and commercial improvements in the broader Neighborhood are subject to the Design for Development (D4D) plan developed as part of the master planning process for Candlestick Point. The D4D guidelines establish high standards of site and building design, incorporate the principles of New Urbanism, Smart Growth and sustainability, and have resulted in a design for the New Alice Griffith that will be a model of excellence for HUD. The Neighborhood is currently distinguished by disinvestment and deterioration centered, in part, on the current housing site, and opportunity and redevelopment focused to the north and south of the site. The New Alice Griffith combines the best sensibilities of new development (compact, dense, and transit- and pedestrian-oriented), with the needs of the existing community (preservation of affordability, a range of housing options, a mix of uses, and open spaces with a variety of recreational activities). **1) Neighborhood**

Enrichment. As illustrated further in Attachment 26, Neighborhood architecture is characterized by low- to mid-rise multifamily buildings and row/townhouse single-family units. The single-family homes are closely knit, often with shared walls and stacked-under parking. The design of the New Alice Griffith (illustrated in Attachment 26 by elevations, sections, renderings, and site plans) updates and upgrades the existing vernacular to create an identifiable neighborhood with distinctive characteristics. The low-rise buildings feature the siding and bay windows prominent in San Francisco's traditional architecture, and traditional front stoops and steps divide the public realm from the private. The design of the New Alice Griffith housing integrates seamlessly with the existing Neighborhood to create a vibrant, safe, high quality, appealing district that will appeal to the intended market segments and provide a major anchor to the whole revitalization of southeast San Francisco. **2. Compact, Pedestrian-Friendly, Mixed-Use Neighborhood.** The new Alice Griffith neighborhood is woven together with the existing (and to the additional neighborhood and housing improvements to be developed on Candlestick Point) by an open space network, pedestrian

pathways and landscaped streets that connect to the existing street grid. This network is anchored by a City Park that extends through the center of the site along Egbert Avenue. The park links visually with the boulevard character of Egbert Avenue (see Attachment 26) in order to create a sightline to the Bay and connect to the additional mixed-use development further southeast. The townhouses, stacked townhouses and stacked flat buildings have appropriate setbacks to allow a pedestrian scale, and building entrances and elevation variations further ensure activation and interest on the street level. Parking entrances are situated away from high pedestrian/vehicular traffic areas and are concealed with canopies and landscaping. **4) Location Efficiency/Disaster Resiliency.** As shown in Attachment 27, the Alice Griffith site already has numerous location efficiencies, including excellent access to local and regional public transit and, therefore, to job opportunities in downtown San Francisco, the burgeoning Mission Bay district and throughout the Bay Area. In order to enrich these connections, the plan includes enhanced infrastructure with bike lanes, improved sidewalks and upgraded streetscapes. Improved access to transit is also a benefit in the event of a disaster.

4) Community Spaces/Recreation. The new Alice Griffith Neighborhood park at the center of the site serves as the community commons for the renewed Alice Griffith neighborhood. It is designed to become the outdoor living room of the community, where neighbors get to know each other, socialize and celebrate their commonalities and differences. The park's east-west orientation is purposeful—it acts as a link between the existing Bayview neighborhood and the rebuilt Alice Griffith housing development, as well as the Candlestick Point development—with the intent that the existing adjacent community will use this open space to connect with its new neighbors. The park offers a mix of active and passive uses including two multi-purpose open lawn areas, a playground and tot lot, a fenced running area for dogs, a shade pavilion with barbeques and picnic tables, and a basketball court. A community garden with fruit trees, garden plots and a tool shed will replace the existing Alice Griffith Community Garden. The new park connects to other

proposed green spaces, public spaces and the enhanced Candlestick Point State Recreation Area through green street connections (see Attachment 26). **5) Defensible Space.** The new community has been designed with the principles of defensible space. Ground floor units have entrances fronting public streets, parks, or along pedestrian mews in addition to the access from interior corridors, lobbies, or parking structures. Entrance design emphasizes security and defines private space by creating a sense of “territoriality” while remaining visually accessible. The ground floors of buildings animate the street by containing active uses supported by generous windows, entrances and outdoor spaces at the street level. In instances of mid-block breaks (pedestrian mews or small private drives), rich landscaping and bump-outs are included to act as traffic calming devices for pedestrians and children, while extensive lighting ensures that the mews are as lively and secure as a public street. Public and private spaces are clearly defined, with public, shared courtyards at the center of multifamily buildings, and small private lawns behind townhouses. The courtyards are secure at the center of the buildings, with windows fronting onto them, to allow for “eyes” on the courtyard. A variety of programming uses are provided in the courtyards to appeal to various constituents, including gardens and play areas. **6) Microclimate Appropriate Landscaping.** All open spaces, rooftops and green walls use climate-appropriate vegetation that does not require irrigation, and the use of native plants is encouraged. Native and climate appropriate street landscaping will be strategically placed to provide shade, control storm water, cleanse air and water, and provide habitat for other native species. Additionally, strategically placed rain gardens filter storm water and demonstrate how design interventions can mitigate the impacts of urbanization.

Exhibit E: Soundness of Approach

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Exhibit E. Soundness of Approach. The Transformation Plan is based on agreements that clearly define team members' roles, a sustained and substantive resident and community engagement process, and an assessment process rooted in data collection and use. The Plan will also be implemented to maximize the advancement of fair housing.

Exhibit E.1 Organizational Framework for Implementation. MBS, as Lead Applicant, will coordinate implementation with the Co-Applicant and all Principal Team Members. SFHA, the Co-Applicant, will continue working with residents and team members to ensure the Plan's success. This process is evidenced through the documentation provided in Attachments 15 and 16.

Key Roles. The legal agreements and contracts clearly assign specific roles and responsibilities of each party to the agreements. MBS is the Lead Applicant, Housing Implementation Entity, program manager, and coordinator of the transformation activities. SFHA, the Co-Applicant, provides critical financial support for the Plan in the form of operating subsidies, oversees relocation and Section 3 hiring, and enforces all HUD and SFHA regulations. The Agency is the Neighborhood Implementation Entity, a significant financial partner, and, in pursuit of efficient and ongoing City support in all Plan activities, serves as liaison to City agencies and departments involved in the Plan, such as DBI. Urban Strategies (Urban), as the People Implementation Entity, is responsible for facilitating the Plan's community supportive services through coordination with local service providers, fundraising, case management, and community partnership development. SFUSD serves as the implementation entity of the education component through the development of high-quality public schools, education programs and early learning programs in the Neighborhood. CP Development, as the master developer of CP-HPS2 and a Principal Team Member, provides site infrastructure and financial subsidies for the development of the ACC and LIHTC units. The IAC, the City's coordinating agency for social services, will provide assistance to the team by mobilizing the resources necessary to bring educational opportunities and social services to all Neighborhood

residents. **Decision-Making Process.** The leadership team, chaired by MBS and comprised of representatives from MBS, SFHA, and the Agency, manages the implementation of the Plan. The leadership team will meet monthly to review the progress of implementation, address any obstacles to timely implementation of the activities required under the CNI Grant Agreement, and settle any disputes among the parties to the Implementation Agreement in order to keep the Plan on schedule.

Exhibit E.2 Resident and Community Engagement. As discussed in Exhibit B, HOPE SF is the model for the proposed Housing Component. The Plan has actively engaged residents and the community since the beginning of the revitalization planning process, with the President of the Alice Griffith Tenants Association (AGTA) serving on the HOPE SF Task Force to specifically represent the needs of AG residents in discussions that included other community leaders, EB residents and government officials appointed by the mayor. An important milestone for resident and community engagement regarding the revitalization of AG was the publication on March 23, 2007 of “HOPE SF: Rebuilding Public Housing and Restoring Opportunity for its Residents – Summary of Task Force Recommendations to the Mayor and Board of Supervisors.” Essential Task Force recommendations related to community involvement include involving residents in all levels of planning, integrating the process with neighborhood improvement plans, and creating a strong sense of community. Other key HOPE SF provisions—no loss of public housing units; minimization of off-site relocation; maximization of economic opportunities for residents; and creation of an economically integrated community—continue to be driving principles for the proposed Plan. In 2008, San Francisco voters passed Proposition G (62% of voters approved), which encouraged the rebuilding of AG within the larger CP-HPS2 project subject to consultation with and approval by AG residents and in accordance with HOPE SF. Together, HOPE SF and Proposition G outlined the AG revitalization process and engaged the Neighborhood and voters citywide. The community engagement effort continued with the convening of multiple community meetings. The first AGTA

meeting held to discuss AG revitalization was on March 29, 2007. Resident meetings have continued regularly, with repeated discussion on the topics of supportive service activities, job development, relocation and reoccupancy, and site design. Translation services in Samoan, Spanish, and Mandarin are provided on an as-needed basis. Given the severe distress of the existing AG structures, high rates of crime, and high unemployment rate among AG residents, the recurrent concerns voiced by residents at community meetings between 2007 and May 2011 have been the quality of the new housing, safety, and job generation. AGTA, Urban, the development team, and CBO partners are working together to develop viable solutions to these problems within the Plan. In response to residents' concerns, housing quality and site design will be subject to an extensive community process, and will incorporate sustainable building features and materials, unit layouts, and site planning that will both create excellent habitability and enhance public safety (see Exhibit D.5 for additional materials and site design information). Job training and placement services and reduction in crime are important parts of the People component, with services and strategies discussed in Exhibits C.2 and D.2. In addition to the AGTA meetings, hundreds of general public meetings were held to discuss the larger revitalization plan at Candlestick Point, including renovation of AG, beginning on February 8, 2007 and continuing through to August 3, 2010, when the San Francisco Board of Supervisors approved agreements related to the larger mixed-use plan. These meetings were often held pursuant to the authority of the Bayview Hunters Point Project Area Committee (BVHP PAC), a diverse body of community members elected to lead the Bayview on development, economic, and social issues. An example of the BVHP PAC's influence on the formation of the Transformation Plan includes the addition of "Workforce" housing to the overall Neighborhood unit mix. BVHP PAC members and other community supporters wanted to add a tier of housing typically not included in planned developments: units affordable to households with incomes that exceed the cap imposed upon traditional affordable housing but that are too low to

afford market-rate mortgages. The result is 893 units of Workforce housing planned for the CP-HPS2 project. The BVHP PAC will continue to provide leadership on revitalization issues, and ensure that the interests of residents of all ages, CBOs, and local business are considered.

Resident and public meetings regarding the CP-HPS2 mixed-use project and revitalization of AG continue today, with the significant addition of support services provided by Urban, which meets regularly with AGTA and individual residents, and has implemented an inclusive resident engagement process to ensure that the HOPE SF revitalization plan meets the needs of current public housing residents. Urban's efforts are focused on: 1) building the capacity of AGTA members to lead and engage other residents in the HOPE SF process; 2) increasing access to clear, culturally accessible, and relevant information; 3) creating forums that support open and meaningful dialogue between residents and the development team, with encouragement of resident self-advocacy. Urban and AGTA have met with residents specifically to discuss the Choice Grant and the impact an award would have on the residents and community. AGTA and BVHP PAC meetings benefit from additional resources available to promote community engagement. First is the "HOPE SF Academy," a 15-week training course for public housing residents that equips residents with the information and skills they need to engage their fellow tenants and the broader community in the HOPE SF revitalization process. Several AG residents have graduated from HOPE SF Academy. Youth can be similarly empowered through participation in the HOPE SF Youth Leadership Academy, which combines a year long course designed for residents aged 14-16 with practical, real-world experience and job skills. Both programs will continue through the revitalization process. The work of the HOPE SF Academies will be strengthened by local CBOs engaged in planning and implementing programs through the existing HOPE SF Service Provider Network (SPN, See Exhibit C.2 for details). In order to track and monitor local stakeholder satisfaction, the development team will continue participation in regular AGTA and BVHP PAC meetings, as well

as solicitation of community input on critical issues such as design, relocation planning, recreational amenities, and property management leadership. AG residents have been invited to serve on a Design Committee. Urban will continue to collaborate with the SPN by providing real-time data about resident participation in the HOPE SF Service Connection program. This data will allow Urban, government programs through the IAC, and CBO partners to reshape services delivery on an as-needed basis as the revitalization moves through its lifecycle. Additional data will come from resident satisfaction surveys conducted at Alice Griffith as part of a larger, City- sanctioned third party evaluation for monitoring and tracking of the success of the HOPE SF initiative overall.

Exhibit E.3 Collection and Use of Data to Achieve Core Goals of Transformation Plan.

An essential component of the strategy for assessing how well the Plan is achieving the desired improvements and expected outcomes is the collection, use, and sharing of data.

1) Resident Data. The Plan is based on thorough, yet respectful information and data gathering processes, including surveys and resident meetings with nearly 60% of current AG families. The development team used the survey data to understand baseline characteristics, define housing and human capital priorities, and identify metrics on which to measure progress towards meeting Plan goals. The development team will continue to use data to drive decision-making throughout the course of revitalization using several tools. Tracking-At-A-Glance (TAAG): A user-friendly online database, TAAG is designed to track, in real time, the case management and service connection needs, activities and outcomes associated with implementation of comprehensive revitalization efforts designed to achieve housing, neighborhood and overall socioeconomic transformation. TAAG has the ability to track housing and relocation needs, preferences and status; residents' education, employment, income and rent payment history; childcare, child development, and educational needs and achievements of children; residents' risks of eviction, financial or family instability; health and social services; and all supportive services referrals, enrollments,

participation, and outcomes. Data from TAAG is aligned with HUD data and reporting systems, and has been recognized by HUD and by the American Association of Service Coordinators for its ability to respond to the data management needs of HOPE VI and ROSS programs. TAAG is especially suited to the HOPE SF model because it offers standard HOPE VI-type assessments and reporting features that are easily customizable to HOPE SF sites, and because it effectively tracks residents in real time as they relocate and/or prepare for reoccupancy into mixed-income housing developments. Urban has used TAAG since 2002 in several HOPE VI sites throughout the country, and has the experience and skills needed to develop client-tracking systems using TAAG suited to the tracking and analysis of activities, goals and outcomes of the Plan. Maximization of Collaborative Efforts: With the support of the IAC, TAAG has been adopted as the shared database of the HOPE SF Service Provider Network (SPN). Currently, the TAAG database has been purchased, installed and developed in pilot form for Hunters View, and has been used to store all baseline data collected through the resident surveys at AG. Currently, Urban is working closely with two public sector partners (HSA, with a focus on public benefits and welfare-to-work services, and MOH, with a focus on community services) and two City-funded private-sector service providers (Parent University, focused on children and Goodwill Industries, focused on adults) to develop and deploy functionalities in TAAG that track and analyze data on participants referred to them from the HOPE SF Service Connection program. The vision is for the pilot program to expand to include all City agencies and members of SPN that have made a commitment of resources to the HOPE SF initiative, and to use TAAG to share knowledge and lessons learned, and to improve or develop evidence-based programs and strategies to achieve the goals of the Plan.

Property Management Database (Yardi): The property management database used by MBR (Yardi), will be used to track, both initially and upon each annual recertification or lease renewal for all residents, demographic, LIHTC compliance and other housing-related data. Yardi data will include,

at a minimum, income and employment information for all adults, rent history, and housing needs for all families. This data will be collected by MBR for all returning original residents and new residents following reoccupancy, and will be shared with Urban to help guide Urban's continued leadership and involvement in program development for the new mixed-income community. The data will also be shared with City partners – particularly SFUSD, SFHA, IAC and the Agency – to update and adapt the Plan. Finally, it will be shared with HOPE SF evaluators for comparison with citywide and regional data in order to track long-term outcomes, including changes in rental and for-sale housing markets, labor market trends, emerging needs for childcare service and transportation linkages, and changes in educational and other socioeconomic characteristics.

2) Neighborhood Data. Throughout the revitalization process, Urban will analyze primary and secondary data gathered about children, youth, adults, and seniors for the Neighborhood as well as the City in order to fully understand the impact of the Housing, People and Neighborhood strategies on the socioeconomic and demographic characteristics of the Neighborhood. Urban and the development team will use this information to refine/develop new housing, neighborhood and supportive service strategies to address the needs of the Neighborhood over the long term.

Numerous sources of data are available to track the neighborhood's transformation: the Department of Building Inspection (DBI) tracks building permits related to new development, retrofits, and changes of use for all entities operating in the City; the Treasurer/Tax Collector tracks business tax registration and data on business location, primary activity, number of employees, and total annual payroll; SFPD collects crime data; and other public and private data resources provide information regarding real estate transactions and income levels. The Agency and MBS will provide data on the following metrics: 1) number of loans, total dollar amount and location of façade and/or tenant improvement loans, business improvement loans, and small business assistance loans; 2) activities and location of new cultural assets; 3) location of transportation and walkability-related

investments; 4) number and location of building permits for new construction and major rehabilitation; 5) number and location of new community amenities; 6) Third Street corridor sales tax revenues; 7) Third Street Retail Assessment (update the 2003 study by no later than 2013); 8) Part I violent crime rate per 1,000 residents for the City and Neighborhood; 9) median residential sales prices for the City and Neighborhood; and 10) median household income for the City and Neighborhood. The Agency and MBS will prepare and update the metrics and report on progress related to the Plan. These updates will be shared with other City departments and agencies, presented to the BVHP PAC and other stakeholders, and will be included in the Agency's Five Year Implementation Plan (required by Community Redevelopment Law), which will be presented to the BVHP PAC for its input. This report will include a summary of qualitative and quantitative analysis, photo exhibits, and maps, including a "What's Happening in the Eastern Bayview?" map. Drawing on this data and information, the Agency will assess the status of the neighborhood transformation, and describe public and private investment occurring in the neighborhood, new community assets locating in the neighborhood, neighborhood safety, and resident incomes. Based upon the data and metrics, the Agency and MBS will be able to identify progress toward promoting neighborhood vitality and improving transportation, incomes, community assets, and safety.

E.4 Affirmatively Furthering Fair Housing. The Plan will be implemented in a manner that will maximize the advancement of fair housing.

1. Increase Racial, Ethnic and Economic Diversity. The Plan has set goals to double the median household income for units in the Housing Plan (currently: \$10,140), and to increase racial diversity on the site by 15% (currently: 75% African-American; 13% Caucasian; 3% Asian/Pacific Islander; and 9% Other or Multi-Racial). These goals will be achieved through the implementation of the People Component, the introduction of mixed-income housing, and affirmative marketing strategies to be based on those used by MBR. At the recently completed Harmony Oaks in New Orleans, these

techniques resulted in a threefold increase in median household income (from \$7,800 to \$23,000), and a 21% increase in racial diversity (previously 98% African-American, 2% Other; currently 77% African-American, 13% Caucasian, 10% Other). The marketing strategy will include advertising in daily and weekly publications read by both minority and non-minority populations. The newspapers of record are the San Francisco Chronicle and the San Francisco Examiner. Neighborhood publications used for outreach are the SF Bay View, China Press, Sing Tao Daily, World Journal, El Reportero, Bay Area Reporter, West Portal Monthly, and the Western Edition. These publications will be used to attract a diverse group of potential renters. Marketing will also be targeted to appeal to the employees working in Hunters Point, Mission Bay and the financial district (all accessible to the site on the new light rail line). These employees will be attracted to the low-maintenance, convenient, amenity-rich housing and neighborhood, as well as the sunny location and opportunity for affordable housing. Brochures will be provided and meetings held with representatives of major nearby employers, such as UCSF in Mission Bay, San Francisco General Hospital, and PG&E, as well as downtown retailers (e.g., Macy's and The Gap), hotels and restaurants, in order to broaden the racial and socio-economic pool of prospective renters. MBR will also work with organizations such as Asian Neighborhood Design, La Raza Central Legal, and Asian Law Caucus to conduct outreach to recent immigrants and individuals with limited English proficiency. Economic diversity goals will be achieved by increasing incomes of current residents through successful implementation of the People Component, and the introduction of 504 mixed-income units, including 256 replacement units targeted to incomes between 0% and 50% AMI and 248 LIHTC units targeted to incomes at or above 50% AMI. Additional housing proposed on the site includes workforce and market rate units, further increasing economic diversity.

2. Provide Existing Residents with Choice. The Plan significantly expands housing choice while addressing the stated desire of the overwhelming majority of AG families to remain in the

neighborhood. Consistent with the wishes of current residents, no off-site relocation is required. If residents choose to relocate, vouchers and relocation services would be provided. These services would include counseling, referrals to low-poverty neighborhoods in San Francisco that are not poverty or minority concentrated, and tours and transportation to these areas to promote relocation to non-impacted areas.

3. Site Existing Housing to Enhance Diversity. All replacement housing is proposed on the existing AG site and adjacent parcels. The 504 units proposed in the Housing Plan are interspersed with additional Workforce and market rate units proposed in the Neighborhood. The siting of this mixed-income housing will help to ensure that residents, no matter which type of unit they live in, are part of a cohesive and diverse neighborhood. The Neighborhood's relative lack of diversity can be traced to settlement patterns resulting from the high-paying jobs available to African-Americans at Hunters Point Shipyard in the 1940s and 50s and the discriminatory housing policies that enforced those patterns when the City converted the temporary housing into public housing. With the economic opportunities and new housing provided by the Plan and the redevelopment of the CP-HPS2 area, (see Exhibit D) decades of social, physical, and economic disparities can be undone.

4. Ensure Accessibility and Visitability. As described in Attachment 22, the Plan commits to exceeding the accessibility requirements of federal, state and local laws. This includes exceeding the 5% accessibility requirement for mobility-impaired individuals by committing to build 10% of all units across unit types and bedroom sizes as ADA-compliant and fully equipped accessible apartments. At least 2% of the units will be wired for people with visual or hearing impairments. For ground floor units and units accessed by elevator, 100% will be visitable and FHA-adaptable. Also, 100% of the ground floors of multi-level townhouses will be visitable. The Housing Plan will feature barrier-free neighborhood design and sidewalks and paths of travel will be designed to ADA standards.