

2010-2014 Consolidated Plan
Summary of Relevant Planning and Policy Documents

Title	Department(s)	Contact	Date	Location/Neighborhood	Demographics	Findings/Priorities	Recommendations/Critical Issues	Relevance/Applicability	Overlap	Other Notes/Next Steps
Nonprofits: The Good, The Bad, The Ugly	Civil Grand Jury of San Francisco (2008-09)	Civil Grand Jury 400 McAllister Street, Room 008 San Francisco, CA 94102 415.551.3605	2008-2009	Citywide	All	<ul style="list-style-type: none">• The Civil Grand Jury investigated the nonprofit grant making process and interviewed the Department of Public Health, Department of Human Services, and DCYF (the largest funders of nonprofits followed by the Mayor’s Office).• The departments were interviewed regarding the procurement process, the City Budget process and the budget process known as “Addbacks”, consolidation of grants, joint monitoring of grants, and the corrective action process. (Facts, findings, and recommendations listed for the procurement process, addbacks, back office operations, and monitoring and performance measures.)• The Jury found that the City was not adequately utilizing numeric performance management techniques.• Grant “programs” should be consolidated and coordinated across and within departments to reduce administration costs and minimize duplicate services or expenses.	<ul style="list-style-type: none">• A citywide tracking and monitoring system for grants that are awarded by all City departments should be developed using DCYF’s Contract Management System as a model.• Nonprofits that receive money from the City should be required to disclose in writing each time they meet with the Board of Supervisors to discuss matters that may influence allocation of funds to their agencies.• The Board of Supervisor’s role in the budget process should be submitting budget proposals and funding priorities during a department’s normal budget preparation process, e.g. hearings, commissions and/or citizen advisory committee meetings rather than last-minute adjustments through the add-back process.• The Nonprofit Review/Appellate Panel should develop a monitoring and performance measurement methodology for health and human services’ programs provided by nonprofits.			
COO 2.0 Business Plan Update	Communities of Opportunity		May-08	4 pilot areas in southeast San Francisco/Bayview Hunters Point/Visitacion Valley	Low-income, Bayview Hunters Point and Visitacion Valley residents	<ul style="list-style-type: none">• The most in-crisis and fragile families in low-income areas often lack the most basic skills necessary to access relevant government services• There is a lack of service coordination between government agencies, nonprofits, and other programs that may be simultaneously serving the same individuals/families.• Many services are fragmented and duplicative and lack clear accountability for results.• Many residents in low-income neighborhoods are apathetic and/or skeptical of different services’ abilities to have a positive effect.	<ul style="list-style-type: none">• Work with government agencies & nonprofits to develop “on-ramps”, services that address residents’ most basic needs and barriers to engaging in the system; focusing on areas of housing, employment, and youth• Move towards a more integrated system through shared data, coordinated case management, and the creation of a Center for Social Equity that will serve as a policy think tank, a certification program for nonprofits, and a center for “on-ramp” access.• Build mechanisms for community participation and engagement by facilitating community meetings, increasing resident choice in the services they utilize; create Opportunity Centers in targeted neighborhoods; and implement a peer coaching system that advises residents on housing, truancy, and benefits/workforce issues• Bring together public and philanthropic funding in order to facilitate economic development, tap into nonprofits’ expertise, and bring in private investment	Directly tied to MOH and OEWD’s mission and objectives	The very nature of COO is to provide a comprehensive approach to coordinating and integrating existing services. While it does not provide direct services that overlap with existing agencies’/nonprofits’ work, it does require an incorporation of essentially all existing services.	
Human Services in a Time of Economic Crisis: An Examination of California’s Safety-Net Programs and Related Economic Benefits for Communities	County Welfare Directors Association of California and California State Association of Counties	CWDA 916.443.1749 CSAC 916.327.7500	Apr-09	Citywide	Low-income (affected by recession)	<ul style="list-style-type: none">• The demand for human services has greatly increased during the recent recession.• State and local funding for human services programs has greatly decreased.• Due to cuts to program operations, access to services has been reduced and/or delayed.• Human services spending stimulates the economy, and investment in these programs reduces the need for and cost of future services.	<ul style="list-style-type: none">• Consider policy/fiscal decisions that will minimize the worsening condition of the public assistance system and make it more resistant during periods of economic crisis, which is when it is most needed.• Federal stimulus funding is a helpful way to address funding issues in human services, although it is temporary. Specifically, the federal American Recovery and Reinvestment Act provides increases in Food Stamp benefits, workforce training funds, emergency Temporary Assistance to Needy Families funding, and boosts to Unemployment Insurance and COBRA benefits for the recently laid-off.• Human services programs (e.g., Food Stamps, CalWORKs, Medi-Cal, Homeless Assistance, and General Relief/General Assistance) should be given priority because they have the potential to help the economy in the short-run and prevent bigger problems in the long run.• Reevaluate the purpose of the public assistance system. Should it be just for the worst off, or should it also provide a temporary safety net (e.g., for laid off workers)? If the latter, the asset requirements for these programs (typically requiring no more than \$2000 in the bank) should be reconsidered.	This plan seems more targeted at state- and federal-level policymakers. While it certainly has implications for communities at a local level, these implications seem to rely on policy and budget decisions made at higher levels of government.		
Community Revitalization in the Tenderloin District, SF CA – Golden Gate Theater / Taylor Street Initiative	Cultural Connections and SCORE		May 2009	Tenderloin	TL residents and stakeholders	<ul style="list-style-type: none">• Great importance: enforcement, clean up, district art business development, additional businesses to complement art/cultural ventures, community assets, training for youth, seniors’ programs, parks• Little or mixed importance; traffic, lane closures, pedestrian safety	<ul style="list-style-type: none">• Influence business revitalization on Taylor St. btwn. Market and Geary.• Obtain opinion and commitment from all TL leaders• Work cohesively and collaboratively for the sole benefit of the community and economic revitalization of the TL• Partner with the district and the city to advance goals• Shepard the process and maintain community input			

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2007-2010 Children’s Services Allocation Plan	Department of Children, Youth and Their Families	Maria Su Director, DCYF 415.554.3547 maria@dcyf.org	Jan-07	Citywide	Children ages 0- 18 and their families	<ul style="list-style-type: none">• The CSAP presents the DCYF’s overall funding plan to meet the needs of the City’s child population.• Goals of the Children’s Services Allocation Plan, 2007-2010:<ul style="list-style-type: none">- Serve all neighborhoods, all children- Focus on children with the greatest need (risk factors to be considered include income level, poverty rates, CALWorks participants, youth on probation, SFUSD graduation rates, involvement in the child welfare and juvenile justice systems, and family unemployment)- Foster inter-departmental partnerships- Improve service quality and organizational capacity (e.g., created a Standards Initiative, which developed minimum, quality, and high quality standards in each service area)- Increase access- Engage families- Build community- Forge a collaborative system	<ul style="list-style-type: none">• DCYF will focus its funding in seven service areas:<ol style="list-style-type: none">1. Early care and education for children, ages 0-52. Out of school time activities primarily serving children ages 6-133. Workforce development strategies aimed at youth ages 14 – 174. Family support services5. Violence response and truancy reduction6. Wellness empowerment7. Youth empowerment• Also, in order to encourage better coordination of available services, DCYF will fund a variety of system-level strategies:<ul style="list-style-type: none">- Community-based neighborhood conveners – DCYF will fund 20 neighborhood agencies to convene public and private service providers in their neighborhoods to better coordinate and plan services.- Support for “anchor institutions” – DCYF will provide seed money for neighborhood anchor institutions that serve as hubs for community problem solving, leadership development and a wide range of services, with the hope of creating an inter-agency pool of funding for infrastructure needs and community engagement activities.- User-friendly parent and youth information – DCYF will be funding a parent-to-parent website, a youth-driven information system, and a peer-to-peer family ambassador program.- Family events under the Families Connect banner – In collaboration with service providers and cultural and educational institutions, DCYF will sponsor the Family Festival, Family Free Day, and Summer Resource Fair.	San Francisco’s population ages 0 to18 is characterized by extreme disparities in health and wellbeing. These disparities are often related to ethnicity, social class, and immigrant status. Also, the City’s family population has been steadily decreasing since the mid 1960s. Also works in alliance with DCYF’s vision, mission, goals, and values.	First 5 San Francisco and Human Services Agency (early care and education and family support), Recreation and Parks Department and Juvenile Probation Department (youth workforce development), SFUSD	The 2010-2013 CSAP is available for public review. Should this document be reviewed in addition/instead of the 2007-2010 plan?
Disconnected Youth in San Francisco	Department of Children, Youth and Their Families - Mayor’s Task Force on Transitional Youth	Marlo Simmons Staff Director, DCYF/DPH 415.554.8421 marlo@dcyf.org	2007	Citywide	Youth ages 16 through 24 who are disconnected from education, employment and social support systems. Specifically: youth in, or transitioning out of, public systems, high school dropout youth, homeless youth, youth who have a disability or other special need, and young unmarried parents.	<ul style="list-style-type: none">• Central problem: An estimated five to ten percent of young people will not make a successful transition to adulthood which puts them at risk of unemployment, homelessness, involvement with the criminal justice system and poverty.• The goal is to help these youth become productive and emotionally stable.• Priority populations: youth who are transitioning out of public systems, have dropped out of high school, are homeless, have a disability or other special needs, or are young unmarried parents.• Up to ten percent of young adults ages 16-24 are disconnected from education, employment, and social support systems.• No comprehensive, citywide policy direction regarding budget and programmatic priorities with respect to this population.• Lacking communication and interaction between City departments and CBOs to define set of desired results across systems and programs.• Resources and funds from the City need to be better coordinated and aligned.• Many youth and service providers are unaware of existing programs and services.• Lack of continuity of services as high-risk youth transition from child to adult systems.• The quality and capacity of service agencies varies tremendously: lack trained and well supported staff and most services are not comprehensive enough to meet the needs of this population.• Existing data and information systems are insufficient to assess the needs and status of young people as well as the effectiveness of current services.	<ul style="list-style-type: none">16 Recommendations under 4 categories• Making disconnected transitional age youth a priority<ul style="list-style-type: none">- Issue mayoral policy declaration- Issue mayoral executive order• Enhancing service coordination<ul style="list-style-type: none">- Create an interagency council on transitional youth- Strengthen partnerships to promote access to, and effectiveness of, education programs serving disconnected youth- Reconstitute the San Francisco Workforce Investment Board youth council- Improve management information systems related to transitional age youth• Improving quality of service delivery<ul style="list-style-type: none">- Develop minimum quality standards for programs serving disconnected transitional age youth- Improve transition planning- Increase outreach and awareness efforts• Increasing system capacity<ul style="list-style-type: none">- Develop comprehensive neighborhood-based multi-service centers for disconnected youth- Increase access to training and employment opportunities- Expand housing opportunities for homeless or marginally housed youth- Develop a residential treatment program for youth with significant mental health issues- Improve access to health insurance coverage- Increase the capacity of the public health safety net to meet the health care needs to transitional age youth- Expand the availability of safe recreational and social activities for transitional age youth			2. Convening stakeholders, and innovating policy solutions to current problems.

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Prevention Strategic Plan: 2004-2008 Five Year Plan	Department of Public Health		Feb-04	Citywide	All, Low Income, Racial minorities, Depressive individuals, Socially isolated individuals	<ul style="list-style-type: none">• Four social determinants of health to address are low social-economic status, social isolation/connectedness, institutional racism and transportation.• Two health outcomes to address are cardiovascular diseases and depression.• Ensure that prevention is a core component of new program initiatives and is part of the overall design.	<ul style="list-style-type: none">• Advocate for public policies that improve health status. Specifically, policies that:• Decrease the impact of low social economic status (SES) on the overall health of San Francisco population, such as livable wages, employment development/full employment, and results-based employment training• Promote social connectedness and reduce social isolation, such as an adequate supply of quality child care, improved quality and quantity of housing, ensuring the social safety net, increased public participation in political and social organizations, and improved availability of respite services• Decrease and/or eliminate the health effects of institutional racism, such as equal and fair education policies• Improved, safe and accessible transportation serving all communities justly.	Low social-economic status is listed as one of the four social determinants of health prevention priority issues to be addressed. Strategy 1.3 (a)(1-4) are particularly relevant to the Con Plan.	Low social-economic status is a priority.	Engage DPH-wide Prevention Workgroup or Prevention Planning Committee in strategic planning process.
Food Security For All: A Strategic Plan to End Hunger in Our City	Department of Public Health - Food Security Task Force	Anne Quaintance (Chair) 415.282.1907, x 263 aquaintance@sffb.org	Jan-07	Citywide	Low income families and individuals	<ul style="list-style-type: none">• A substantial proportion of SF's residents cannot meet their basic nutritional needs.• There are a number of existing federally-funded programs that address food security issues but many are underutilized by the populations that need them.	<ul style="list-style-type: none">• Focus on the following federal food security programs: Food Stamp Program (FSP), School Lunch and Breakfast, Summer Food Service Program (SFSP), Child and Adult Care Food Program (CACFP), Women, Infants, and Children (WIC), programs for older adults (such as house-delivered meals, food pantries, etc.)• Conduct public outreach to both individuals and CBOs in order to reach and assist those eligible for benefits• Support and fund the use of technology to make nutrition programs more easily accessible• Seek additional funding to fill in gaps not covered by existing federally-funded programs• Make state and federal legislative efforts to ensure funding for federal food security programs• Keep addressing food security issues in San Francisco by continuing the Food Security Task Force	As such a basic need, food security is necessary before an individual can succeed in an educational or professional setting and is also crucial in preventing later health problems.	Some programs may overlap with more locally-based efforts such as food banks. In many cases, however, federally-funded food security programs may be able to supplement the work done by these organizations as well as contribute to others such as schools, etc.	
The Performance and Needs of San Francisco's Mental Health System: Annual Report Fiscal Year 07/08	Department of Public Health - Mental Health Board of SF	mhb@mentalhealthboardsf.org 415-255-3474	Jun-08	Citywide	All	<ul style="list-style-type: none">• Advocate for increased funds in the Southeast sector by way of a needs assessment hearing.• Investigate mental health issues for veterans, including women veterans, through research and communication with current stakeholders.• Investigate and research points of entry to mental health services throughout the city.	<ul style="list-style-type: none">• According to the SF Fully Integrated Recovery Services Team and the Homeless Outreach Team, it is necessary to build trust with many people living on the streets before they will accept mental health services.• The program now has 330 stabilization rooms, all accompanied by case management services. Clients can stay as long as they need in the stabilization rooms and will be moved into permanent housing as units become available.	Homeless Outreach Team mentioned among the points of entry to mental health services that need to be investigated and researched in SF.		
Capital Plan Fiscal Years 2010-2019	Department of Public Works	The Capital Planning Program; 415-558-4003; www.sfgov.org/cpp	Apr-09	Citywide	All	<p>Capital funding principles/priorities:</p> <ul style="list-style-type: none">• Improvement is necessary to comply with a federal, state, or local legal mandate;• Provides for the imminent life, health, safety and security of occupants and the public or prevents the loss of use of the asset;• Ensures timely maintenance and renewal of existing infrastructure;• Supports formal programs or objectives of an adopted plan or action by the Board or Mayor;• Enhances the City's economic vitality by stimulating the local economy, increasing revenue, improving government effectiveness, or reducing operating costs	<ul style="list-style-type: none">• SFHA anticipates an annual allocation of \$8 million from HUD Capital Fund Program (CFP) for renewal needs of SFHA's aging public housing stock.• Since need exceeds available funding, an additional \$184 million in renewal needs are deferred from the plan; HUD funding also does not address the existing \$309 million backlog of deferred maintenance.• A Renewal Program, Enhancement Program (FY2010-FY2014) and Enhancement Program (FY2015 - FY2019) are proposed to help promote safety, address urgent needs, maintain long term viability, improve energy efficiency, partnerships with developers and 100 new senior and disabled apartments.	Funds for renewal and enhancement of public housing stock will not meet the needs, and deferral of some proposed projects will be necessary.	SFHA issues	Check next year's capital plan update for outcome of HSA's review/evaluation of impact of construction costs on deferral of some projects due to available funds.
ADA Transition Plan for Curb Ramps and Sidewalk	Department of Public Works and Mayor's Office on Disability		Jan-08	Citywide	Curb ramp and sidewalk findings	To ensure that the City creates accessible paths of travel in the public right of way for people with disabilities	Barrier removal focusing on the approaches used by the Department of Public Works	Related to MOH Capital and Public Space Improvement Programs		

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A Report on Girls in San Francisco: Benchmarks for the Future	Department on the Status of Women	Ann Lehman, Senior Policy Analyst and Carol Sacco, Policy Analyst DOSW 415.252.2570 cosw@sfgov.org	Apr-03	Citywide	Middle and high school girls in San Francisco, aged 10-17 years old	<ul style="list-style-type: none">• San Francisco has the smallest percent of youth of any county in the state: In 2000, San Francisco girls numbered a little over 55,000 and approximately 79% of all girls are girls of color, 89% who attend public middle and high schools are girls of color, 7% live in poverty, and 10% of public high school girls self identified as lesbian, bisexual, or sexual orientation unknown.• Primarily focused on African American, Asian/Pacific Islander, Latino, Multi-raced girls living in neighborhoods including Outer Mission/Excelsior/Ingleside, Inner Mission/Bernal Heights, and Bayview/Hunters Point.• Reporting on issues such as education/drop out rates/California High School Exit Exam, physical and mental well-being/self-esteem/health and fitness/STDs/suicide rate/drug use/race and poverty.• Minority youth are disproportionately represented in both the child welfare and juvenile justice systems, a phenomenon known as "disproportionality"	<ul style="list-style-type: none">• Utilize the report as a benchmark for measuring subsequent progress• Review services available to girls in the child welfare and juvenile justice systems, evaluate their effectiveness, and coordinate their services and resources.	As part of DOSW, important to analyze and address issues relating to girls and not just women		This report is an extensive data report...not much recommendations/proposals outlined on steps to be taken
Creating a Safer San Francisco: Integrating Multicultural Strategies to End Violence Against Women and Girls	Department on the Status of Women	Emily Murase Executive Director, DOSW 415.252.2570 dosw@sfgov.org	Sep-07	Citywide	Women and Girls	<ul style="list-style-type: none">• Barriers that prevent or delay access to violence-related services:<ul style="list-style-type: none">- No definition of abuse- Not knowing about services- Financial constraints- Language capacity- Culture and confidentiality- Isolation- Immigrant status- Not wanting to involve outsiders- Program and funder criteria- Information and misinformation- Concern about being treated with insensitivity- Other needs – Childcare and multiple issues• Challenges that department-funded agencies face: insufficient resources for infrastructure and programming, political climate, denial, cultural competency issues, lack of housing, infrastructure weakness, infrastructure shortcomings for youth• Additional services needed: (1) Housing, (2) Culturally-dedicated services, (3) Elder services, (4) Youth Services, (5) Centralized services, (6) Education and outreach, (7) Alternatives for addressing violence, (8) Other services: childcare, citywide collaboration between providers and public agencies, counseling and case support, crisis line staffing, job training, legal services and accommodations, sex worker support, substance abuse services, trafficking resources, and transportation.	<ul style="list-style-type: none">• Build upon existing strengths• Expand housing options• Support outreach and education: Reaching Youth, reaching diverse communities, social marketing campaign• Strengthen providers’ infrastructure• Cultivate new funding sources• Explore alternative justice models• Convene a task force to consider and prioritize needs assessment findings			
Justice and Courage: A Blueprint for San Francisco’s Response to Domestic Violence	Department on the Status of Women	Carol Sacco Grants Administrator, DOSW 415.252.2574	2002	Citywide	Women, victims/survivors of domestic violence	<ul style="list-style-type: none">• Many domestic violence homicides are preventable• Problems within the city’s response to domestic violence: lack of consistency and coordination between various agencies• The goal is to save lives and to effectively intervene in situations of domestic and family violence long before violence escalates to murder.	<ul style="list-style-type: none">• Recommendations under five categories:<ol style="list-style-type: none">1. Development of an oversight body2. Communication and coordination between departments and programs3. Protocols and policies4. Resources including personnel and training5. Data collection and management• Two overarching recommendations:<ul style="list-style-type: none">- A commitment to evaluation, accountability, and collaboration- Development of a multi-disciplinary oversight committee• Additional recommendations for: Interagency, SF Police Department, Emergency Communications Department, District Attorney’s Office, Adult Probation Department, SF Superior Court – Criminal Division, SF Superior Court – Family Division, Sheriff’s Department, Medical Examiner, Department of Human Services – Child Protective Services, and Community-Based Services	In response to the murder of Claire Joyce Tempongko and Veena Charan, analyzing the failures of the criminal justice system and other programs/services that failed to protect these women, model to increase safety, health, and well-being of victims/survivors of domestic violence		detailed accounts of the homicide investigations of Claire Joyce Tempongko and Veena Charan and the City’s response to the murders (the hearings, programs/services created, and strategies/recommendations that followed), and a long list of recommendations...
The Status of Women in San Francisco	Department on the Status of Women	Emily Murase Executive Director, DOSW 415.252.2570 dosw@sfgov.org	2009	Citywide	Women	<ul style="list-style-type: none">• Provides statistics and data on San Francisco women’s basic demographics, economics, employment, housing, education, and civic engagement (Women in public office and voting trends)• Economics, employment, and housing varies a great deal based on class, ethnicities and races of women	<ul style="list-style-type: none">• No specific recommendations			

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Violence Against Women and Girls in San Francisco: Meeting the Needs of Survivors	Department on the Status of Women	Emily Murase Executive Director, DOSW 415.252.2570 dosw@sfgov.org	Dec-00	Citywide	Women and Girls	<ul style="list-style-type: none">• Priority populations: sex workers, adult survivors of sexual assault, child and adolescent survivors of sexual assault, the disabled, the elderly, youth, lesbian, bisexual and transgender women, recent immigrants, Muslim women, Asian American women, Native American women, African American women, Latina, perpetrators• Barriers to providing services: Chronic shortage of qualified staff, Inadequate training of agency workers, Inadequate training of private sector providers, Short term funding, Inadequate infrastructure• Barriers to receiving services: Will not seek services identified as violence related, Do not identify with available services, No unified definition of violence, Inability to communicate with service providers, Belief that violence can not be resolved, Fear of negative consequences from seeking services, Not aware of available services, Attitudes towards age and gender, Concepts of privacy and shame, Emotional reactions	<ul style="list-style-type: none">• Promote community based programs in collaboration with violence-specific agencies• Promote empowerment programs• Promote a public awareness campaign• Promote training of authorities and private sector providers• Expand existing VAW programs• Improve agency infrastructure and operations			List of needs and recommendations for each priority population • Next steps: population-specific research on experiences of violence, program assessments, and research on perpetrators of violence
Final Report of the Out of Sight/Out of Mind Task Force on Girls and the Juvenile Justice System	Department on the Status of Women - Commission on the Status of Women	Ann Lehman Policy Analyst, COSW 415.252.2570 sf_cosw@compuserve.com	Sep-99	Citywide	Girls in the juvenile justice system	The situation for girls in the San Francisco Juvenile Probation Department system is grim, unfair, and continued to be in a crisis.	<ul style="list-style-type: none">• Address the needs of girls and boys separately• Diversion programs to provide alternatives to incarceration, training, and policies to improve Juvenile Probation staff sensitivity to girls' needs and issues, creative intervention and prevention strategies, gender equity in programs provided and services offered, treatment for survivors of violence and abuse, training programs, and support groups to develop resiliency, autonomy, and self-esteem for girls• Tasks:<ul style="list-style-type: none">- Develop an annotated, comprehensive inventory of girl-specific services- Develop a model list of girl specific criteria for evaluation programs and services for girls in the juvenile justice system- Develop a specific action plan for the implementation of the Report's recommendations• Gender specific criteria for girls services• Juvenile Probation Department to include the Ombudsman Project n their annual budget under contemplation (concerns including food, hygiene, staff, bathroom privileges, and ventilation)	Meeting the unique needs of girls in the juvenile justice system in order to provide equal and more balanced services	Delancey Street Foundation's "Juvenile Justice Action Plan", Come Into the Sun, For Girls Coalition, COSW's Adult and Sexual Assault Task Force, COSW's Task Force on the Sexual Assault of Girls and Young Women	Very outdated report (1996) but no new report to date
Safety for All: Identifying and Closing the Gaps in San Francisco's Domestic Violence Criminal Justice Response	Department on the Status of Women - Justice and Courage Oversight Panel	Patricia E. Erwin Audit Coordinator, Domestic Violence Safety and Accountability Audit DOSW 415.252.2570	Jan-07	Citywide	Women, victims/survivors of domestic violence	Five overarching gaps in safety and accountability that the Audit Team identified: 1. The criminal justice system is not organized to help practitioners identify key factors of safety and danger in domestic violence cases on a consistent basis, and therefore information is not available for practitioners to assess dangerousness in cases throughout the criminal justice system. 2. Interveners throughout the criminal justice system response do not adequately understand the crime of stalking, and therefore do not sufficiently investigate, document, or respond to stalking cases. 3. Limited English Proficient speakers who are victims of battering face multiple barriers at each stage of intervention, including limited access to interpretation, translated materials, pertinent information about criminal justice system processes, and culturally competent workers. 4. Criminal justice efforts to hold batterers accountable to complying with court orders are lacking and therefore compromise victim safety. 5. Criminal justice system responses to domestic violence incidents do not account for the complexity of risk encountered by victims of battering from various social and cultural positions.	Recommendations in administrative practices, training, resources and communication.	Relevant because domestic violence is a growing social problem but heavily linked to criminal justice system		

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San Francisco Commission on the Status of Women 2008-2009 Strategic Plan	Department on the Status of Women - Commission on the Status of Women	Emily Murase Executive Director, DOSW 415.252.2570 cosw@sfgov.org	2008-2009	Citywide	Women and Girls	<ul style="list-style-type: none">• San Francisco became the first municipality to adopt an ordinance implementing the UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW).• Violence, including domestic violence, sexual assault, sexual harassment and trafficking, and inadequate health care for women, including for transgender women, are public health concerns.• The vast majority of DOSW's funds have been dedicated to community programs addressing violence against women. Program categories include: 1) Crisis Lines, 2) Intervention/ Advocacy, 3) Legal Assistance, 4) Shelter Services, 5) Transitional/Advocacy, and 6) Prevention Education.	<ul style="list-style-type: none">• Women's Human Rights<ul style="list-style-type: none">- Recommendations include: (1) Incorporate a gender focus to City budget guidelines, City departments and programs, and homelessness and transitional housing; (2) Support the SF Gender Equality Initiative, which partners DOSW with private sector entities to implement Gender Equality Principles in the workplace; (3) Promote and train public and private entities on CEDAW; and (4) Update and distribute a directory of City services for women, and create a separate directory for girls.• Women's Health and Safety<ul style="list-style-type: none">- Recommendations include: (1) Provide guidelines for monitoring partner City agencies and nonprofit organizations; (2) Create a seamless system-wide response to domestic violence by working with the Justice and Courage Project and supporting financially the Domestic Violence Response Cross-Training Institute; (3) Coordinate with the Adult Probation Department, the courts, and other City departments and CBOs to address batterer accountability; (4) Support the Family Violence Council to address the related phenomena of domestic violence, elder abuse and child abuse; (5) Make information and services available to women with linguistic barriers; (6) Fund anti-trafficking efforts through the VAW Grants Program and support related task forces and policy bodies; (7) Address sexual harassment issues, including working with the SFUSD on its sexual harassment curriculum; and (8) Engage with women's health-related groups.	Focus on universal women's rights and addresses all women and girls, including transgender women	Justice & Courage Report: A Blueprint for San Francisco's Response to Domestic Violence, A Report on Girls in San Francisco: Benchmarks for the Future	Forging a responsive network of services in neighborhoods and city-wide.
Tenderloin Revitalization and Reinvestment Report	Evelyn and Walter Haas Foundation		July 2006	Tenderloin	Business owners, nonprofit leaders	<ul style="list-style-type: none">• TL lacks a positive identity and unified business voice.• Language and cultural barriers a deterrent for immigrants seeking to improve economic status.• Residents, many formerly homeless require services beyond traditional job placement programs.• Personal safety is a concern across all demographics because of drug trafficking and illegal alcohol sales.• Residents feel shut out of community decisions such as land planning, safety and City responsiveness.• Nonprofit housing developers are major landlords and positioned to enhance commercial leasing and employment opportunities.	<ul style="list-style-type: none">• Business Development: Define and package TL quadrants and market positive attributes. Ex. Little Saigon. Promote and foster organizations that provide economic development and civic improvement activities. Administer a fund to promote ED through cultural events and festivals. Conduct studies to assess economic needs of business and consumers. Identify gaps in business technical assistance programs.• Employment Development: Establish a property management collaborative. Fund life skills and job coaching programs. Support microenterprise programs. Create a One Stop Career Center.• Quality of Life: Support efforts to reduce crime. Encourage funding of an organization that represents the voice of TL residents. Support new citywide policy that locates new social services throughout the city rather than concentrating them a few neighborhoods like the TL.			
First 5 San Francisco Strategic Plan for 2007 to 2012	First 5 San Francisco and Children and Families Commission	Laurel Kloomok Executive Director 415.554.9250 laurel@first5sf.org	2007-2012	Citywide	Children and Families	<ul style="list-style-type: none">• Assist public agencies, non-profit organizations and families in supporting early education, pediatric healthcare, family support and system change.• Goals:<ul style="list-style-type: none">- Improved Child Health- Enhanced Child Development- Improved Family Functioning- Improved Systems of Care	<ul style="list-style-type: none">• Improve Child Health: Children are physically and emotionally healthy, children have health insurance and utilize comprehensive health care, children with special health care needs are identified early and linked to appropriate services• Enhanced Child Development: Children from birth through five years of age and their families have access to high quality early care and education, preschoolers attend high quality licensed early childhood programs for at least a portion of their day, San Francisco has a well-trained and stable early childhood workforce equipped to deliver high quality early care and education, children enter kindergarten ready for school• Improved Family Functioning: Families provide nurturing and positive emotional support to their children, families support their children's social, emotional, cognitive and physical development, families are connected to a supportive community• Improved Systems of Care: Greater knowledge and utilization of evidence-based practices among practitioners who work in settings funded by First 5 SF, Funding and services to young children and their families are better coordinated, contiguous and leveraged, SF residents and public and private		DPH	Further prioritize goals of the Plan, develop an allocation plan, create a RFP for programs and services that will result in the Desired Outcomes noted, continue partnerships with parents, providers, funders and policy makers to implement working groups to help design service strategies
A Human Rights Investigation into the Medical "Normalization" of Intersex People	Human Rights Commission	415-252-2500	Apr-05	Citywide	LGBT, Intersex	<ul style="list-style-type: none">• Report of findings and recommendations from May 27, 2004 hearing regarding medical "normalization" of intersex people.	<ul style="list-style-type: none">• Recommendations include:<ul style="list-style-type: none">- Dedicating funds to support CBOs working with intersex people;- Sponsoring public education efforts on intersex awareness;- Age-appropriate mental health support for intersex people	No direct relevance. Finding No. 64 mentions that intersex people may fear clinical settings, but there is no mention of addressing this issue in the public housing ac		

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Aging in the Lesbian Gay Bisexual Transgender Communities	Human Rights Commission	415-252-2500	Apr-03	Citywide	LGBT, Seniors	<ul style="list-style-type: none">• Contains 96 Findings in areas such as Agencies and Institutions, Economic and Legal, Communities within the Community, Housing, Health and Social Issues, AIDS/HIV, Elder Abuse/Domestic Violence and Other Social Issues, including:<ul style="list-style-type: none">- Senior programs are not LGBT friendly;- Social service agencies are not always willing to accommodate elders' transportation and illness issues;- Senior LGBT people fear or suffer evictions from the Ellis Act; homophobia and transphobia exists in senior housing programs and facilities;- There is a lack of affordable housing, especially for LGBT seniors living with HIV/AIDS; SRO conditions are appalling;- Homelessness is a growing problem among LGBT seniors; and- LGBT seniors often have trouble accessing or trusting social services	<ul style="list-style-type: none">• Recommendations to improve the lives of LGBT seniors include:<ul style="list-style-type: none">- Providing LGBT sensitivity training for employees and volunteers of senior services providers;- Continuing to include language requiring LGBT sensitivity and inclusion in DAAS contracts with senior services providers;- Continuing DAAS monitoring to ensure that senior services organizations are adequately serving their LGBT clientele;- Building more housing, including affordable housing, for LGBT seniors;- Developing senior shelters within the LGBT community to address the special needs of community members; and- Collaboration between the HRC, the Commission on Aging and Adult Services, the Mayor, the Board of Supervisors, and the Redevelopment Agency, to allow Rainbow Adult Community Housing to build a complex in Hayes Valley, thus ensuring proximity to the LGBT Community Center and its senior programs.	Could be used to consider the specific needs of LGBT seniors in housing and social services.		
Discrimination by Omission: Issues of Concern for Native Americans in San Francisco	Human Rights Commission		Aug-07	Citywide	Native Americans	<ul style="list-style-type: none">• Contains findings from October 12, 2006 public hearing, regarding:<ul style="list-style-type: none">- Recognition for the Ohlone people;- Health and wellness;- Education, youth and families;- Cultural, political and social; and- Government.	<ul style="list-style-type: none">• Recommendations include:<ul style="list-style-type: none">- Preserving and protecting Ohlone burial sites in the City- MOH commit more funds targeting Native American populations- DPH and SFPD provide assistance to Native American health centers and the Friendship House- Promote the creation of a Native American studies programs at CCSF and create culturally appropriate curriculums for SFUSD- Survey local Native American communities and adopt inclusive and culturally appropriate policies in government services and City staffing	Although this report touches on related issues like mental health, substance abuse and land use, there is no direct relevance or application to the ConPlan. There is not much discussion of housing or socioeconomic status.		
Economic Empowerment for the LGBT Communities	Human Rights Commission	415-252-2500	Nov-00	Citywide	LGBT	<ul style="list-style-type: none">• Presents 72 findings from May 11, 2000 public hearing to investigate the economic status, empowerment, and development of the LGBT community, including<ul style="list-style-type: none">- economic vulnerability of youth;- employment discrimination on the basis of sexual orientation, HIV/AIDS and/or gender identity;- MOCD's efforts to help small businesses, including LGBT ones;- the effect of the housing crisis.	<ul style="list-style-type: none">• Recommendations include:<ul style="list-style-type: none">- the need for City departments to collaborate for a comprehensive strategic plan to move the LGBT community towards increased strength, health and self-sufficiency;- MOCD to target the LGBT community with materials, outreach, loan programs and seed money for small businesses;- make job training programs more open and inclusive of transgender individuals;- City include LGBT voices in the strategic planning and urban renewal process;- establish LGBT specific and LGBT youth specific emergency shelter and transitional housing;- pay special attention to most at-risk groups of LGBT senior citizens, youth and immigrants; and	Although this report is almost 10 years old, it provides a good framework for the economic needs of LGBT people.	Economic needs of LGBT people.	
Environmental Racism: A Status Report & Recommendations - A report on Environmental Racism in Bayview/Hunters Point	Human Rights Commission		Dec-03	Bayview/Hunters Point	Bayview/Hunters Point, African American	<ul style="list-style-type: none">• Provides a history of Bayview/Hunters Point and overview of environmental racism and justice, and reports on specific workshops convened on energy, health, industrial dumping and water pollution problems facing BVHP.	<ul style="list-style-type: none">• Recommendations include:<ul style="list-style-type: none">- Adoption by the Board of Supervisors of environmental justice principles.- Creation of an interagency group that will consult with low-income and minority communities and create an environmental justice strategy	Although this is a highly specialized report, it is quite relevant in terms of addressing the needs of BVHP.		
Investigation into Discrimination Against Transgendered People	Human Rights Commission	415-252-2500; Larry Brinkin	Sep-94	Citywide	Transgender	<ul style="list-style-type: none">• Contains 27 findings regarding discrimination against transgender individuals, including:<ul style="list-style-type: none">- Experiencing severe discrimination in housing, employment and public accommodations;- Difficulty in obtaining medical and social services from hospitals, public health agencies, shelters and other organizations; and- Denial of services from gender-specific providers.	<ul style="list-style-type: none">• Recommendations include:<ul style="list-style-type: none">- Sensitivity training for social services providers;- Removing arbitrary gender-specific rules if they are not necessary; and- Increasing funding for Community United Against Violence (CUAV) for the purpose of hiring more transgenderism-related staff.	Could be used to prioritize transgender issues in planning.		
San Francisco Demographics Report	Human Rights Commission		Dec-06	Citywide	All	<ul style="list-style-type: none">• Demographics Report from the Issues Committee to examine economic, health and social issues that impact San Francisco residents.• Contains tables presenting demographic information on ethnicities, neighborhoods, income, small businesses, unemployment, poverty, infant mortality, asthma, access to healthcare, breast cancer, education, social services, human services, housing discrimination complaints, violence and incarceration.	<ul style="list-style-type: none">• No specific recommendations	Information may be useful to see distribution of demographics and issues among neighborhoods, however it may be dated information.		Would we still use 2000 census data for the 2010-2015 ConPlan, given that 2010 census data is not yet available?

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Violence in Our City: Research and Recommendations to Empower our Community	Human Rights Commission		Dec-01	Bayview/Hunters Point, Visitacion Valley, Western Addition, Mission District	Bayview/Hunters Point, African American	• Report of 2001 hearings regarding efforts to address increased violence, crime and murder, especially among African American neighborhoods, including Bayview/Hunter's Point, Visitacion Valley, Western Addition and Mission District.	• Recommendations are divided into education, recreation, youth mentoring, economic development, media, city services, public health, law enforcement and Task Force. Specific recommendations include: - Increasing apprenticeship and job training programs for young people; - Establishing youth entrepreneurship programs; - Coordinating city government's efforts to address economic instability of these communities; - Devoting more resources to youth employment; - Publishing a catalogue of programs designed to address violence; - Creating one-stop community outreach centers to access government services; - Increasing bilingual and non-English services; - Establishing criteria to judge effectiveness of publicly funded community programs; - Requiring greater accountability from agencies; - Increasing coordination between publicly funded organizations to avoid duplication and waste.	Within the context of addressing violence in these communities, this report has several applicable recommendations for planning purposes, especially with regard to youth employment and coordination of city services.		
City and County of SF Area Plan on Aging Fiscal Year 2005-2009: A Blueprint for the SF Office on Aging	Human Services Agency - Department of Aging and Adult Services		2005	Citywide	Seniors	• SF seniors face high risks, including: - Discharge from hospitals without adequate support and assistance in place; - Isolation; - Being homebound; - Mental illness; - Inadequate In-Home Social Services (IHSS); - Transportation and housing/homelessness needs which "dwarf almost all other needs for seniors in San Francisco" • The Commission on Aging and Adult services approved hearing proposals not to change minimum percentages for Title III B funds for the 2005-06 Area Plan, set at: 48.6% for Access (case management, assisted transportation, transportation, information and assistance, and outreach), 6.6% for In-Home Services (personal care, homemaker and home health aides, in-home respite, daycare as respite for families, telephone reassurance, visiting and minor home modification) and 44.8% legal assistance	• Goals include: - Increasing utilization of services by seniors, adults with disabilities and caregivers who have the highest economic and social needs; - Improving the quality and capacity of OOA-funded home and community based services; - Improving coordination of services for seniors and adults with disabilities; - Integrating DHS and Dept of Aging and Adult Services programs for the benefit of OOA consumers; - Planning for the long-term care needs of underserved and emerging target populations (baby boomers, LGBT, African American, API and Latino seniors); - Seeking parity of services for younger persons with disabilities by identifying and utilizing local resources.	Needs of high risk seniors is quite relevant to Con Plan.		
Community Needs Assessment September 2006	Human Services Agency - Department of Aging and Adult Services	Lead Analyst Diana Jensen	Sep-06	Citywide	Seniors	• Reports findings of a 2006 needs assessment for seniors (required every 4 years) in the areas of: - Housing (affordable housing, support for safe living in existing homes and apartments, and licensed care) - Nutrition - Isolation - Case Management & Transitional Care - Self Care & Safety (in-home care, protection from abuse, and injury due to falls) - Caregiver Support - Access (information, cultural and linguistic competency, and transportation)	• Based on gaps in affordable, safe housing for seniors, recommended strategies include for DAAS to: - become a presence in planning and monitoring affordable housing for seniors, - partner with Mayor's Office on Disability to ensure that accessible units are occupied by those needing special features and - train on-site caseworkers and property managers about resources for senior tenants. • Also recommends support groups for homeless and formerly homeless seniors to help address fear of isolation. • Recommends hospital discharge planning, improving caregiver support, transportation, information and cultural and linguistic competency.	Needs of seniors is relevant to Con Plan.		

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Living with Dignity Strategic Plan 2009-2013	Human Services Agency - Department of Aging and Adult Services		2009	Citywide	Seniors	<ul style="list-style-type: none">• Mission of the plan is to improve the provision of long term care and supportive services so they assure dignity, independence, and choice for the older adults (60+ years of age), adults with disabilities of all ages (18+ years of age) and informal caregivers who need assistance and require care or support.• The plan emphasizes the values of independent living, consumer choice and participation, inherent respect for people served and focus on high quality, culturally and linguistically appropriate services and support.	<ul style="list-style-type: none">• The Goals are<ul style="list-style-type: none">- Improve Quality of Life);-Establish better coordination of services (including better transitions between home, community-based and institutional long term care and supportive services, improving case management programs to coordinate care and services);- Increase Access to Services (including improving referral and assistance services; maintaining community partnerships to serve vulnerable older adults and improving linkages between home and community based long term care and supportive services and behavioral health services);- Improve Service Quality (including implementing workforce development initiatives);- Secure financial and political resources (including promoting and achieving equitable funding for home and community-based services)- Expand Service capacity (including supporting efforts in increase availability of a range of safe affordable, and accessible housing options; support efforts to improve access to safe, affordable and accessible transportation services and implement federal Medicaid Waivers and other innovative programs to help older adults and adults with liabilities to remain			
Toward Ending Homelessness in San Francisco: Five-Year Strategic Plan of the San Francisco Local Homeless Coordinating Board (2008-2013)	Human Services Agency – Homeless; San Francisco Local Homeless Coordinating Board	Alison Schlageter 415-558-1825	2008-2013	Citywide	Homeless	<ul style="list-style-type: none">• Increase the supply of subsidized, permanent housing for the homeless that is accessible and that offers services to achieve housing stability;• Prevent homelessness by supporting the transition from incarceration, foster care and hospitals into permanent housing, and by intervening in order to avoid evictions from permanent housing;• Provide interim housing in shelters until permanent housing is available;• Improve access points and provide wraparound support services that promote long-term housing stability for those in permanent housing, transitional housing settings and for those yet to be housed;• Increase economic stability through employment services, mainstream financial entitlements and education; and• Ensure coordinated Citywide action to end homelessness respectful of the needs and rights of people who are homeless.	<ul style="list-style-type: none">• Recommendations divided into 6 categories:<ul style="list-style-type: none">(1) Permanent Housing, including:<ul style="list-style-type: none">- Increasing permanent deeply affordable housing (0-30% AMI) units with supportive services- Increasing access to permanent housing regardless of citizenship/immigration status, eviction, credit and/or criminal histories- Preserving existing permanent deeply affordable housing units(2) Transitional Housing, including:<ul style="list-style-type: none">- Discharge planning, including increasing the options for appropriate housing after discharge from institutions- Decreasing entry into jail and hospital systems through diversion of "quality of life" offenders into case managed programs- Eviction prevention, including legal services, short-term rental support and wraparound services(3) Interim Shelter Housing, including:<ul style="list-style-type: none">- Providing services in shelters that lead to accessing and maintaining permanent housing- Increasing safety in shelters(4) Support Services, including:<ul style="list-style-type: none">- Enhance access points for support services, in part by increasing the availability of community drop-in and Resource Centers- Wraparound Support, such as: coordinated case management and case care to avoid duplication of services; and integrating medical, mental health and substance abuse treatments slots- Providing treatment in transitional housing to improve permanent housing access and stability, including: case management within transitional housing and economic stability; and emphasizing exits into permanent housing(5) Employment, Benefits and Education Services, including:<ul style="list-style-type: none">- Increasing access to mainstream education and workforce development system- Improving education and training for homeless children and youth	Deals directly with HUD, Con Plan, housing, community development and economic and workforce development issues..		Identify core themes, common action steps and recommend materials for inclusion in Con Plan

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The San Francisco Plan to Abolish Chronic Homelessness	Human Services Agency - Homeless; Ten Year Planning Council		2004	Citywide	Homeless	<ul style="list-style-type: none">• Focuses on 3,000 chronically homeless who cost SF \$61,000 each in care per year;• Permanent supportive housing, including treatment and care, on the other hand, costs \$16,000 a year.	<ul style="list-style-type: none">• Permanent Supportive Housing:<ul style="list-style-type: none">- Create 3,000 units of new permanent supportive housing designed to accommodate the chronically homeless by 2010;- Replace Continuum model (shelter to transitional housing, with services, before moving on to permanent housing placement) with Housing First model.• Phasing Down Shelters and Transitional Housing:<ul style="list-style-type: none">- Phase down shelters and transitional housing by 2008-2010, to be replaced with 24-hour crisis clinics, and sobering centers, with resources reinvested for permanent housing.• New Service Delivery Model - Treatment Innovations:<ul style="list-style-type: none">- Move personnel and funding away from homeless services not linked to housing.• Nutrient Support:<ul style="list-style-type: none">- Provide nutrition support to prevent homeless recidivism.• Prevention and Intervention Innovations:<ul style="list-style-type: none">- Assign case managers to prisoners before release;- Assign permanent supportive housing slots immediately upon release from jail if available;- Expand use of designated rent receivers to discourage evictions from permanent supportive housing for non-payment of rent;- Require city-funded housing providers first notify a designated city agency before initiating eviction proceedings;- Reunite chronically homeless with their families to fight isolation.• Coordination of City Resources:<ul style="list-style-type: none">- Increase interdepartmental coordination and cooperation among DPH, DHS, MOCD, DOSW, DCYF, MOH and SFRA;- Expand SF Housing Authority's role as partner and asset contributor with non-profit housing providers;- Create master intake database so that city departments have current and active placement data available 24 hours a day.	Deals directly with HUD, Con Plan, housing, community development and economic and workforce development issues..		Specifically mandates that the Con Plan be updated to emphasize production of permanent supportive housing.
FRESH DIRECTIONS: Community Programs Supported by the San Francisco Juvenile Probation Department	Juvenile Probation Department	Juvenile Probation Department 415.753.7800	2005	Citywide	Youth currently involved with or at risk of involvement with the juvenile justice system					
Violence Prevention Plan 2008-2013	Mayor's Office of Criminal Justice	Maya Dillard Smith Violence Prevention Director, MOCJ 415.554.6297 maya.smith@sfgov.org	2008-2013	Citywide	Public housing and low income residents, victims and their families, offenders and their families, youth (including transitional age and emancipating foster youth), women and girls, children who witness violence, African Americans	<ul style="list-style-type: none">• Vision: to create a violence-free environment for all San Franciscans and to sustain long-term reductions in the incidence and prevalence of violence citywide.• 3 Major Goals:<ol style="list-style-type: none">1. Coordinate to harmonize the work of City agencies so that local government is more capable of achieving violence prevention.2. Invest more strategically to increase the community's capacity to achieve violence prevention in partnership with the City.3. Hold City and community accountable for achieving concrete, short and longer term, measurable outcomes.• Key policy areas as major priorities in reducing violence: Jobs, housing, education, reentry, family support and elder support, youth development, community empowerment, trauma reduction, community policing, and access to firearms, alcohol, and drugs	<ul style="list-style-type: none">• Immediate triage strategy: Using a health approach to focus on interventions for two of the most at-risk populations: high risk young adult probationers and youth and their families already involved in the overlapping child welfare systems.<ul style="list-style-type: none">- The Call-In Strategy: aimed at adult probationers and paroles, combine effort of law enforcement, case management and wrap around services- The Summer Street Violence Prevention Council: aimed at the most at-risk youth and their families• Long term: 5-Year Workplan focus on the10 key policy areas<ul style="list-style-type: none">- Multi-agency coordination around specific policy issues and projects- Public education campaigns to increase community awareness and alter community norms related to violence- Policy advocacy to influence renewed attention to a state and national urban agenda centered on violence prevention and public safety• Implementation Plan:<ul style="list-style-type: none">- Proposed governance structure: established the Interagency Council managed by MOCI and established a Violence Prevention Advisory Committee.- Align policy and data interagency groups- Engage and empower existing committees, councils, and task forces- Built-in monitoring and accountability- Project staffing	Implementation directly managed by MOCI		extensive list of action steps under each goal

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2009-2010 Action Plan	Mayor's Office of Housing		Jun-09	Citywide; Bayview Hunters Point; Chinatown; Mission; SOMA; Tenderloin; Visitacion Valley	Low Income; Moderate Income; People living with HIV/AIDS; Homeless Population	<ul style="list-style-type: none">• Community Development Goals:<ul style="list-style-type: none">- Promote economic self-sufficiency for low- and moderate-income families;- Strengthen neighborhood vitality;- Increase the provision of timely, relevant and effective social services;- Promote equity-based public policy strategies• Housing Goals:<ul style="list-style-type: none">- End widespread chronic homelessness in San Francisco;- Create affordable rental housing opportunities for individuals and families between 0-60% AMI (Area Median Income);- Create homeownership opportunities for individuals and families between 60-120% AMI	<ul style="list-style-type: none">• Community Development<ul style="list-style-type: none">- Promote workforce development through education, training and other linkages to high demand job markets that offer living wage employment- Increase families' savings and assets to assist them in moving from poverty/public assistance to stability and self-sufficiency- Create a competitive business environment in low-income areas, specifically in Communities of Opportunity neighborhoods- Improve the infrastructure and physical environment of SF neighborhoods- Preserve and promote the character and assets of SF neighborhoods- Ensure enhanced access, safety and utilization of social services by residents- Leverage and coordinate targeted public, private and not for profit investments• NRSA<ul style="list-style-type: none">- Bayview Hunter's Point - Stimulate development for one large food chain; Encourage development of a sports facility; Develop one cultural venue- Chinatown - Increase vocational ESL programs and reduce language barriers to accessing social services- Mission - Develop a community center-non-profit hub- SOMA - Invest in public art and community greening; Encourage development of a cultural performance space- Tenderloin - Support Mid-Market commercial revitalization efforts- Visitacion Valley - Encourage development of a medium-sized grocery store; Support retail development along the Leland Avenue corridor; Encourage development of the Schlage Lock Opportunity site• Housing<ul style="list-style-type: none">- Provide financing for the development of new permanent supportive housing for the chronically homeless- Provide comprehensive supportive services in new and existing permanent supportive housing for the chronically homeless- Provide tenant-based assistance to prevent homelessness;- Provide financing for the development of new affordable rental housing;			(1) CDBG Capital Projects and Public Space Improvements - Rehabilitation, including disability access upgrades and emergency repairs, for community facilities that provide services to low-income children and youth, seniors and adults and physical improvements to publicly accessible open spaces that benefit low-income users in targeted neighborhoods throughout the City Public Services - Services for low-income persons, including workforce development, legal services, mental health services, academic support, case management and senior support services Economic Development and Micro-Enterprise - Business technical assistance, including training and loan packaging services, that results in job creation and small business and micro-enterprise development Planning and Capacity Building - Organizational capacity building and strategic planning activities SFRA Economic Development Project - Technical assistance for small businesses primarily in the Bayview Hunters Point
Building Bridges to Help Chinese Families Reach Economic Self Sufficiency Final Report- (CFESSC and the NEDLC, Nov 2005)	Mayor's Office of Housing		Nov-05	Chinatown	Limited English-Speaking Immigrant Chinese Families	<ul style="list-style-type: none">• Residents prioritized childcare information and referral, medical/mental health/dental and translation assistance as the most important family support services to them, then housing services and public benefits advocacy.• Residents had misperceptions about Professional Services and others had limited knowledge of the range of Healthcare and Education occupations• Barriers most common include affordable chilcare, English, work experience in the US, education, and job skills; availability of job training; access to information sources to access jobs/training programs; most of the residents' work experience is in low-wage, service sector, manufacturing jobs	<ul style="list-style-type: none">• Address the significant shortage of affordable childcare by joining others to press for more public funding for childcare subsidies. If possible, the application process to receive existing childcare services and subsidies should be streamlined.• Form closer partnerships with community development corporations providing affordable housing and advocating for additional publicly subsidized housing• Dispel some misperceptions about these industries<ul style="list-style-type: none">• Highlight both the responsibilities and benefits of jobs in these industries• Form closer partnerships with health center, clinics and hospitals providing language specific health care and dental care for Chinese residents, especially those without health insurance• Address the shortage of vocational English as a second language classes, targeting high growth sectors with high wage jobs; forming stronger partnerships with current vocational ESL providers and working with employers in target sectors to develop new vocational			

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Citizen Participation Plan	Mayor's Office of Housing		Sep-06	Citywide	Communities of color, Persons with limited English proficiency (LEP), Persons with disabilities, Low-Income Persons residing in distressed neighborhoods and in public and assisted housing developments	<ul style="list-style-type: none">• Encourage citizen involvement regarding the use of four federal funding sources:<ul style="list-style-type: none">- Community Development Block Grant (CDBG)- Emergency Shelter Grant (ESG),- Home Investment Partnership (HOME)- Housing Opportunities for Persons With AIDS (HOPWA)• Especially address those least likely to participate in the process, such as low-income persons living in distressed neighborhoods, in public and assisted housing developments, and in areas where CDBG funds are proposed to be used.	<ul style="list-style-type: none">• Publish guidelines for public meetings, public review and public comment, as well as notice for such events, for each of the following:<ul style="list-style-type: none">- Consolidated Plans/Action Plans- Amendments to the Consolidated Plans/Action Plans- Consolidated Annual Performance and Evaluation Reports (CAPERs)- Amendments to the Citizen Participation Plan.• Make the relevant documents and related records available to all interested parties and organizations, and provide the means for public complaints and questions.• Provide technical assistance workshops for non-profit organizations interested in submitting proposals for CDBG and/or ESG funding, and year-round technical assistance relating to programs with CDBG, ESG, HOME, or HOPWA funds.	Not really relevant		
Social Compact Neighborhood Drill Down	Mayor's Office of Housing - Social Compact		2008	Visitation Valley	Total population in 2007 = 18,599	Out of an estimated \$83.7 million spent by residents on retail, \$76.3 million was spent outside of Vis Valley, meaning that less than 9% was spent in the neighborhood; out of \$14.8 million spent on restaurants, \$13.7 million was spent outside of the neighborhood (less than 8% spent in the neighborhood)		<ul style="list-style-type: none">• Support efforts to develop local retail and commercial activity, that produces local jobs and supports local business owners		
SOMA Community Stabilization Fund: Strategic Goals, Objectives and Activities	Mayor's Office of Housing - South of Market Area (SOMA) Community Stabilization Fund Community Advisory Committee	Claudine del Rosario (Contact listed on Website) 415.701.5580	Unclear (b/w 2005-2008?)	SoMa	Low-income, immigrant, youth, and/or LGBTQ residents/families, formerly incarcerated individuals, disabled individuals, and community-serving businesses in SoMa	<ul style="list-style-type: none">• Four goals based on current issues in the SoMa neighborhood:<ul style="list-style-type: none">- Strengthen community cohesion- Support economic and workforce development for low income residents and businesses that serve the SoMa community- Increase access to perpetually affordable housing opportunities for existing residents of SoMa- Improve the infrastructure and physical environment	<ul style="list-style-type: none">• Goal 1:<ul style="list-style-type: none">- Strengthen community networks and infrastructure through projects/events aimed at multiple populations and encouragement of civic engagement- Support arts/culture organizations and businesses that are culturally and linguistically relevant• Goal 2:<ul style="list-style-type: none">- Increase residents' job readiness, placement and retention through: education, job training, assistance to immigrants on obtaining proper documentation, re-entry programs for formerly incarcerated individuals, affordable childcare- Support community-serving businesses by providing incentives to hire residents & improving access to services/affordable business space- Provide financial education and literacy programs for low-income individuals/families to help them build savings/assets- Increase access to services and public benefits for low-income individuals/families• Goal 3:<ul style="list-style-type: none">- Increase affordable housing opportunities through better services, rehabilitation of existing structures, development of new structures, and alternative models that provide rent-to-own opportunities- Help individuals/families build savings/assets & increase access to services/public benefits• Goal 4:<ul style="list-style-type: none">- Increase availability of community facilities- Support the improvement of public spaces/outdoor facilities	Because the SoMa Community Stabilization Fund works directly with MOCI, their plans are extremely relevant.	May overlap with the Planning Department's plans for West & Eastern SoMa. This plan, however, is more specifically focused around community issues and less on the physical environment.	
A Foundation to Build On: Strengthening Community Development in San Francisco	Mayor's Office of Housing - Working Group on Community Development	Harder + Company Community Research	Jun-09	Citywide	Low Income; All	<ul style="list-style-type: none">• 6 essential elements of an effective community development model:<ul style="list-style-type: none">- Existence of a cohesive community development entity whose focus goes beyond a single funding source (e.g., CDBG)- Authority to align and coordinate highly decentralized City resources necessary to maximizing community impact- Leadership by knowledgeable professionals who are intimately familiar with the field of community development and who are effective at enlisting the aid and support of a broad range of stakeholders- Strong planning that includes identification of a citywide vision, goals, and strategies; authentic engagement of community residents in planning- Effective citizen oversight that ensures City efforts are aligned with community priorities- Effective partnership with and investment in CBOs that effectively serve low- and moderate-income communities	<ul style="list-style-type: none">• Engage in deeper planning to identify a comprehensive community development structure and strategy for San Francisco, considering:<ul style="list-style-type: none">- Government structure- Community oversight- Community participation in planning- CBO quality.• In the interim, the City should streamline and create a cohesive community development unit within the MOH and improve community oversight by CCCD.			

Title	Department(s)	Contact	Date	Location/Neighborhood	Demographics	Findings/Priorities	Recommendations/Critical Issues	Relevance/Applicability	Overlap	Other Notes/Next Steps
Uniform Physical Access Strategy (UPhAS) for the ADA Transition Plan	Mayor's Office on Disability		2009	Citywide		<p>The Mayor's Disability Council and the public clearly urged that the Plan's top three priorities for funding be allocated in the following sequence:</p> <ol style="list-style-type: none">1. Public Health Services2. Social Services3. Places of Public Assembly or Gathering <p>Within those priorities, there was agreement that funding should be allocated in the following sequence of priorities:</p> <ol style="list-style-type: none">A. Public use areasB. Employee controlled public use areas (medical exam rooms, correctional facilities)C. Employee work areas where feasible or practical	<p>The UPhAS ADA Transition Plan Goals:</p> <ol style="list-style-type: none">1. To provide the maximum accessibility to the public and the City's employees within each building and facility.2. To conduct yearly reassessments of the priorities for selecting and requesting funding for UPhAS projects with input and review by the Mayor's Disability Council and the general public.3. To coordinate UPhAS projects with the activities and proposed work of the 10 Year Capital Plan.4. To leverage UPhAS projects with new construction, additions, and alterations or relocations to newly leased facilities where the level of accessibility is higher than what can be achieved through architectural barrier removal.5. To extend the focus and application of the UPhAS accessibility projects to include public areas under employee control wherever feasible, employee areas.6. To prioritize physical access solutions, and limit use of a program access approach.7. To prioritize physical access solutions that offer services, programs, and activities to individuals with disabilities in the most integrated setting possible.8. To coordinate the quantity of projects with the Department of Public Works and its Bureau of Architecture, to ensure a reasonable balance of available, technical staff to perform the design, production and construction management activities needed to complete the projects. <p>The UPhAS ADA Transition Plan Objectives:</p> <ol style="list-style-type: none">1. To complete funding of UPhAS accessibility projects in Department of Public Health clinics by the 2010-2011 Capital Funding period.2. To complete funding UPhAS accessibility projects for San Francisco General Hospital public areas by the 2012-2013 Capital Funding period. The remainder of accessibility activities for employee areas, leased areas and new construction, will be coordinated and leveraged to new hospital structure and	Related to MOH Capital and Public Space Improvement Programs		
Chinatown Economic Action Plan	Office of Economic and Workforce Development		Apr-09	Chinatown	Asian Americans	<ul style="list-style-type: none">• Physical Conditions• Business Retention and Attraction• Cultural Programs and Events• Marketing and Customer Attraction• Cleanliness and Safety• Public Transportation and Parking	<ul style="list-style-type: none">• Neighborhood Marketplace Initiative- Grant-funded comprehensive commercial revitalization program- In 8 low- to moderate-income commercial districts• Community Benefit District Program- Property-owner/business-owner funded assessment district- Pay for improvements and maintenance in 8 neighborhoods;- Build upon current alleyways program to get additional lighting and landscaping, and encourage commercial activity• Initiate greening and streetscape beautification projects• Establish business facade improvement program, including restoration of neon signs• Identify appropriate sites for limited mixed-use development that does not result in displacement of residents• Hire merchant organizer to help businesses with marketing and accessing resources• Hire merchant organizer to help businesses with marketing and accessing resources• Establish a commercial tenant improvement grant program;			
San Francisco Workforce Development Strategic Plan	Office of Economic and Workforce Development		Aug-09	Citywide	Low Income, Barriers to Employment, Unemployed, Underskilled	<ol style="list-style-type: none">1. Lack of oversight, strategic priorities, policy and administration.2. Workforce System cannot quickly adapt to dynamic economic trends.3. Workforce and education programs are not closely linked with real career opportunities, career ladders or advancement.4. Workforce services do not effectively serve youth, particularly transition-aged youth.5. Disconnect between what customers expect and what the workforce system provides.6. Few employers and residents know about the workforce system and/or have an unfavorable perception of the quality of services.	<ol style="list-style-type: none">1. Improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunity for San Francisco residents.2. Re-engage youth disconnected from the education system and labor market to achieve academic credentials, transition to post-secondary education, and/or secure living wage employment.3. Increase access to workforce services for populations underserved by the workforce development system.4. Improve the quality of services available to businesses through the workforce system to promote hiring San Francisco job seekers.5. Streamline and align policy and administration across multiple funding sources.			

2010-2014 Consolidated Plan
Summary of Relevant Planning and Policy Documents

Title	Department(s)	Contact	Date	Location/Neighborhood	Demographics	Findings/Priorities	Recommendations/Critical Issues	Relevance/Applicability	Overlap	Other Notes/Next Steps
Sustaining Our Prosperity: The San Francisco Economic Strategy	Office of Economic and Workforce Development	ICF International (Ted Egan, Project Manager; Elizabeth Johnston; Katherine Daniel; Bill Lester); Economic and Planning Systems (Neil Saxby; Darin Smith); Seifel Consulting Inc. (Stephen Wahlstrom; Abbie Conlee); Leslie Parks Consulting (Leslie Parks)	Nov-07	Citywide	All	<ul style="list-style-type: none">• Goals:<ul style="list-style-type: none">- Create job opportunities and stimulate growth by supporting industries with strong local multiplier effects;- Foster greater inclusion and equity in job opportunities by supporting industries that create quality non-white collar jobs;- Secure fiscal footing by supporting positive-fiscal-impact (i.e., generate more tax revenue than they consume in services) industries;• Four Strategic Priorities<ul style="list-style-type: none">1. Expand range of startups and retain those companies as they grow;2. Strengthen physical infrastructure sector;3. Upgrade Experience sector.4. Strengthen the physical infrastructure sector.	<ul style="list-style-type: none">• Education and Training<ul style="list-style-type: none">- Create a coordinated workforce development strategy- Better prepare San Francisco's youth for careers - Collaborate with SFUSD to establish formal career placement and development programs; Promote collaboration between SFUSD and major employers; Work with DCYF to complete an inventory of and market available youth employment programs- Close the digital divide• Governance/Business Climate<ul style="list-style-type: none">- Create a tax policy that promotes the City's economic development priorities - Convene a working group with the Mayor, the Controller, the President of the Board of Supervisors and the Treasurer, to review the local business tax and consider alternatives to the current system, including revenue-neutral systems- Increase business outreach and private sector partnerships, including the Economic Development Corporation- Streamline business interactions with the City government - Upgrade the 311 telephone system to handle business's requests; Re-launch the sfbizinfo.org website for startups and business permits; Create a physical "one-stop" technical assistance center for small businesses- Evaluate and refocus the City's assistance programs for businesses- Evaluate the economic impact of City policies on business - Create an economic impact report by OEA for any policy affecting overall economic development, employment opportunities for low-income or disabled residents, or business tax revenues- Use City purchasing and regulation to promote competitiveness in priority sectors• Quality of Life<ul style="list-style-type: none">- Upgrade neighborhood commercial areas- Encourage creativity by developing San Francisco as a center for the arts- Recognize and enhance the value of parks and open spaces• Infrastructure			1. Four major private-sector industries in SF--a. Knowledge (know-how); b. Experience (tourism); c. Human Services (services to residents); and d. Physical Infrastructure (construction, transportation, warehousing, distribution, maintenance/repair, manufacturing). 2. Knowledge and Physical Infrastructure have highest overall impacts on economy. 3. Larger Knowledge sector firms (financial services and corporate headquarters) and non-construction Physical Infrastructure firms are losing traction; 4. Five Economic Foundations - Education and training (workforce development strategy, Youth for Careers, close digital divide), Governance/business climate (local tax policy, business outreach, private sector partnerships, streamline business/gov interaction, refocus city assistance programs for businesses, evaluate economic impact of city policies, city purchasing and regulation for promoting competitiveness), quality of life (upgrade neighborhood
Strategic Five-Year Local Workforce Investment Plan	Office of Economic and Workforce Development - San Francisco Workforce Investment Board/(Interim) Private Industry Council of San Francisco, Inc.	Raymond R. Holland, PIC Interim President, 1650 Mission St., Ste 300, San Francisco, 94103-2490 (415) 431-8700	Feb-05	Citywide	Low Income, Individuals with Barriers to Employment	<ul style="list-style-type: none">• Full employment of all individuals who want or need a job;• Self sufficiency and decrease in welfare dependency (self sufficiency is defined as the minimum wages an adult must earn to make ends meet for his or her family size without government assistance);• Increase in the knowledge/skill attainment of our labor force;• More efficient and effective linkage between labor supply and demand;• Customer satisfaction – including both employers and job seekers;• Continuous improvement and cost effectiveness in all aspects of operations;• Fostering of high performance and safe workplaces;• Career mobility for those who desire and seek it• Achievement of a living wage.	<ul style="list-style-type: none">• Integrate the services offered by its partnering agencies within geographically dispersed One Stop Centers, including:<ul style="list-style-type: none">- Adult, Dislocated Worker and Youth Activities- Welfare-to-Work and Employment Services- Temporary Assistance to Needy Families- Adult Education and Postsecondary Vocational Education- Vocational Rehabilitation- Title V of the Older Americans Act- Trade Adjustment and NAFTA Transitional Adjustment Assistance- Veterans Employment and Training Programs- Community Services Block Grants- HUD Employment and Training activities- Food Stamps Employment and Training- National and Community Service Act programs- Unemployment Insurance- Redevelopment Agency Employment programs- Homeless programs- First Source Hire and others.• Special emphasis on transitional age youth by establishment of the Transitional Youth Council, responsible for developing parts of the plan relating to eligible youth.	Specific goals include: · Universal and easier access to services and information; · A network of community-based, culturally-sensitive service providers; · Individual up-front assessments to identify skills, aptitudes, experience, barriers, and interests; · Emphasis on workplace fundamentals; · More training to upgrade the skills of current workers; · Expansion of self service features within our One Stops and Access Points; · Use of learning resources accessible electronically, with training on the use of technology to ensure benefit;		

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Building Tomorrow's Workforce: Community-based Adult Employment and Training Programs in San Francisco	Office of Economic and Workforce Development - Workforce Investment San Francisco	Kevin Stange, Research Analyst. (415) 557-6569; kevin_stange@yahoo.com.	May-02	Citywide	Low Income, Individuals with Barriers to Employment	<ul style="list-style-type: none">• This report is an "orientation to local programs that prepare adults for work and place them into jobs."• SF's workforce development system should:<ul style="list-style-type: none">- Deepen partnerships between City College, employers and other training providers;- Fill specific labor market needs (e.g., mid-level sales positions, bookkeepers, registered and vocational nurses, drafters and engineering technicians, and paralegals);- Provide meaningful certification to program graduates;- Systematically identify and respond to client needs (e.g., different populations, neighborhoods and languages);- Leverage local funding through private and non-local funding and- Institutionalize data-driven planning and program development.	<ul style="list-style-type: none">• Programs serving low-income must maintain their linguistic, cultural and client-needs identity.• Programs must continue to outreach to all neighborhoods, particularly those with few employment programs such as the western half of the city.	More of an evaluation than a strategic plan.		
Research Brief: Employer Provided Training	Office of Economic and Workforce Development - Workforce Investment San Francisco	Kevin Stange, Research Analyst. (415) 557-6569; kevin_stange@yahoo.com.	Oct-02	Citywide	Lower-skilled labor force; Employers	<ul style="list-style-type: none">• San Francisco employers directly spent about \$620 million to train their employees in 2000, providing formal training to about half of all workers and informal training to nearly all.• High-level job skills training (managerial, computer, professional/technical) and basic company orientation and safety training are the most common.• Employer-provided training disproportionately targets higher-skilled, better educated, higher-paid individuals.• Larger firms in skill intensive industries (FIRE, TCPU, public admin, and healthcare) are the most likely to provide training, particularly those with generous benefits packages and low turnover.• Training is overwhelmingly delivered by in-house staff, with for-profit firms and contractors being the preferred outside training vendors.	<ul style="list-style-type: none">• Directly support employer-provided training for lower-skilled incumbent workers and make it easier for employers to do more of it themselves, by helping employers find Employer Training Panel (ETP) funding, revising WIA eligibility levels upward, Helping develop training curriculums that can be shared by smaller employers industry-wide; and supporting OJT and customized training• Encourage more employer investment in training, by encouraging employee retention programs and standardized certification and advancement systems, and by measuring and communicating to employers the return on investments in lower-skilled training.• Fill training "gaps" where employer incentives are ineffective (e.g., basic, remedial, and language skills)• Make public training programs more accessible and known to employers and determine and communicate their value.			
Research Brief: Ten Things to Know About San Francisco's Economy and Employers	Office of Economic and Workforce Development - Workforce Investment San Francisco	Kevin Stange, Research Analyst. (415) 557-6569; kevin_stange@yahoo.com.	Feb-03	Citywide	N/A	<ul style="list-style-type: none">• San Francisco's employment has grown more slowly than surrounding Bay Area communities, likely due to space constraints and the city's economic maturity.• The city's economy is dependent on several external factors such as global tourism, the health of financial markets, business spending on IT, and overall government spending.• The city's employment is particularly concentrated in finance, insurance, real estate, business services and government administration.• Over the last 30 years, the service industry has grown considerably, government and finance employment has been flat, trade has grown steadily, and transportation, communications, utilities and construction have recently rebounded.• The city's occupational structure results in many high-wage professional and low-wage service jobs, but few moderately-paid blue-collar jobs.• While most San Francisco employers are small, employment is spread fairly evenly across large, medium and small employers.• More than half of the city's employment is concentrated in the office-heavy Financial and SOMA districts.	<ul style="list-style-type: none">• Importance of regionalism. San Francisco is far from a closed economy. San Francisco employers tap the entire Bay Area for their workforce and many residents work outside the city. A regional approach to economic and workforce development is essential to its effectiveness.• Focus on primary economic drivers. While employment spans all industries, San Francisco's economy is driven largely by a handful of external factors such as tourism and the health of financial markets. These factors have a huge impact (directly and indirectly) on the level and nature of employment in all industries, and thus should be watched closely.• Importance of internal growth. With less room for physical expansion than surrounding areas, the city of San Francisco must rely on growing and retaining existing businesses and utilizing existing office capacity to fuel its growth, while abandoned land is slowly converted to more modern uses.• Recognize employer diversity. Organizations of all sizes, industries, and ownership structures (for-profit, government, non-profit) represent a significant share of employment in San Francisco. A comprehensive economic and workforce development plan should respond to this diversity.			

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Research Brief: Adult Training Outcomes in San Francisco	Office of Economic and Workforce Development - Workforce Investment San Francisco	Kevin Stange, Research Analyst. (415) 557-6569; kevin_stange@yahoo.com.	Apr-03	Citywide		<ul style="list-style-type: none">• WISF trained more than 4,800 people over two years through its seven largest adult training programs. The most common challenges of trainees were lack of basic reading, writing, and math skills, limited English ability, single parenthood and homelessness.• Pre-employment occupational classroom training through contracted service providers was the most common training type. Employer-oriented training such as On-the-Job (OJT) and customized training is still relatively rare.• 74% of clients complete training, nearly 60% enter employment of which nearly 60% work full-time and about half receive health benefits. Previous labor force attachment, completion of training, and the use of OJT appear to be associated with higher rates of entry into employment. Disability, homelessness, teenage pregnancy, and public assistance reciprocity are generally associated with lower rates of employment. Age, education, and use of individual referral contracts do not appear to influence employment entry significantly.• Most clients enter jobs in housekeeping, office/clerical, health care, and IT, following their training in those fields.• Some dislocated workers who enroll in training may not actually need it – training completion appears to have no impact on entering employment and many take better-paying jobs unrelated to their training.	<ul style="list-style-type: none">• Focus on helping clients build attachment to the labor force and successfully complete their training programs.• Expand the use of on-the-job training and other employer-oriented training.• Choose occupations for training carefully based on demand, growth and job quality. Office clerical and receptionist jobs, moderately skilled health care jobs (nursing aids and medical assistants), and carpentry and other trades offer the most promise for higher wage employment.• Pay more attention to determining which clients actually need costly training services, as opposed to job development exclusively.• Implement processes to track clients that do not enter employment immediately after training.			
Research Brief: Overview of City College of San Francisco	Office of Economic and Workforce Development - Workforce Investment San Francisco	Kevin Stange, Research Analyst. (415) 557-6569; kevin_stange@yahoo.com.	Jun-03	Citywide	Low Income; Adult students	<ul style="list-style-type: none">• City College is the largest provider of adult education and training in the City with more than 100,000 students annually. English-as-a-Second Language and vocational programs each enroll more than 20,000 and basic remedial education and computer courses each enroll 5,000 per year.• Most CCSF students are older, part-time or non-credit students, not initially seeking a degree. Only 11% attend full-time, more than half are over the age of 30, and many do not have the attainment of a degree as their primary goal.• City College provides a variety of supportive services for its students, but these services are not as extensive as those found at community-based or labor organizations.• The College's curriculum is broadly responsive to industry changes through industry advisory committees and customized/contract training, but it lacks mechanisms for directly tracking students' employment outcomes (e.g. job placement and wages).	<ul style="list-style-type: none">• Develop a cross-institution workforce development plan for the City, with City College programs a key element, in order to identify and address system-wide service gaps and redundancies.• Develop structured partnerships with business organizations and local government entities to regularly gauge the short and long-term workforce needs of San Francisco's employers.• Continue building formal relationships between City College and CBOs and other employment service providers in the One-Stop System, with a special emphasis on schedule flexibility for working students.• Prioritize the preservation and expansion of the College's language, basic skills, and vocational offerings.			
Research Brief: San Francisco's Aging Workforce	Office of Economic and Workforce Development - Workforce Investment San Francisco	Kevin Stange, Research Analyst. (415) 557-6569; kevin_stange@yahoo.com.	Jul-04	Citywide	Older Workforce	<ul style="list-style-type: none">• Older San Franciscans will be the fastest growing age group over the next 20 years; approximately 13% of San Francisco's workforce was 55 or older in 2000 and will reach retirement age by 2010.• The aging of the workforce will be particularly acute in education and health care. Education in particular doesn't have enough young teaching assistants to fill senior positions in the future.• Workers in information technology and hospitality are relatively young, and the abundance of young workers in entry-level jobs should more than fill any openings arising from retirement.• The office administration, building trades, and social service sectors could experience worker shortages from the retirement of some of their more advanced workers if younger workers are not recruited and trained to advance.	<ul style="list-style-type: none">• Workforce Development Policy Responses<ul style="list-style-type: none">- Young worker attraction, particularly to education and health careers- Career advancement encouragement- Continued support for immigrant integration• Responses for Individual Employers<ul style="list-style-type: none">- Characterize the age distribution of your organization's workforce- Expand education and internal promotion opportunities for young workers- Create an engaging workplace in order to improve recruitment and retention- Implement flexible work arrangements to enable older employees to work longer- Redefine pension plans to provide incentives for older employees to remain on the job			

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Research Brief: Union-Affiliated Training in San Francisco	Office of Economic and Workforce Development - Workforce Investment San Francisco	Kevin Stange, Research Analyst. (415) 557-6569; kevin_stange@yahoo.com.	Jun-03	Citywide	Union members	<ul style="list-style-type: none">• At least one-in-four labor organizations provide training programs for their members, reaching more than 2,400 individuals and investing more than \$7 million in such programs each year.• Union-affiliated training spans the range of occupations but is concentrated in the construction trades.• Union-affiliated training offers many advantages:<ul style="list-style-type: none">- Jobs are well-paid and most trainees are paid while they learn;- Training is long-term, closely aligned with the needs of employers, and often connected with subsequent educational opportunities;- Programs include an array of occupational, safety, and communication skills and usually provide a strong peer support network;- Related work experience is seldom required.• Entry into union-affiliated training can be competitive, particularly during an economic downturn when jobs are scarce. Applicants must also usually possess basic math, reading, and language skills before entering training, and few programs directly help trainees mitigate severe skill deficiencies in these areas.	<ul style="list-style-type: none">• Increase awareness of the broad range of union-affiliated training and apprenticeship programs in San Francisco• Help other local training providers (e.g. CBOs, CCSF, SFUSD) ensure that graduates of their programs are adequately prepared to enter union-affiliated training and encourage labor organizations to continue and expand their outreach efforts with these providers.• Encourage San Francisco's employers to expand their collaborative training efforts with labor organizations by expanding the number of entry-level training opportunities available during economic downturns and supporting the continuing education of more advanced workers.			
Central Waterfront Area Plan (Eastern Neighborhoods Community Plan)	Planning Department	Ken Rich 415.558.6345 Ken.Rich@sfgov.org	December 2008	Central Waterfront	Residents/workers/visitors in Central Waterfront	<ul style="list-style-type: none">• Many PDR and maritime activities are located in the Central Waterfront and the prospect of future development is very likely.• Although sparsely populated, the Central Waterfront does have some residents (particularly in the Dogpatch district) and is a potential site for future housing development.	<ul style="list-style-type: none">• Encourage development that builds on the Central Waterfront's established character as a mixed-use, working neighborhood• Foster the Central Waterfront's role in the city's economy by supporting existing and future production, distribution, repair, and maritime activities• Increase housing in the Central Waterfront without impinging on or creating conflicts with identified existing or planned areas of production, and repair activities• Establish a land use pattern that supports and encourages transit use, walking, and biking• Better integrate the Central Waterfront with the surrounding neighborhoods and improve its connections to Port land and the water's edge• Improve the public realm so that it better supports new development and the residential and working population of the neighborhood			

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Citywide Action Plan	Planning Department	Mark Luellen (Acting Chief Planner- Planning Dept.) 415.558.6478 mark.luellen@sfgov.org	2006	Citywide	All residents of San Francisco	<ul style="list-style-type: none">• San Francisco currently does not meet its demand for affordable housing.• New housing developments are being built in industrial areas where costs are lower but these areas do not yet have the infrastructure to support an influx of residents.• Certain sectors of the economy (such as production, distribution, and repair) are being priced out of the city.• San Francisco's streets cannot hold more cars but the city is still growing and alternative modes of transportation need to be provided.• Many of the streets in the city are solely centered around transportation which makes them undesirable as centers for business, commerce, or social time.	<ul style="list-style-type: none">• Encouraging housing and better neighborhoods citywide: Includes the development of housing with particular emphasis on affordable housing.• The downtown neighborhoods: Includes capturing housing potential in the downtown office district and also planning for new neighborhoods south of that district (Rincon Hill, Transbay Terminal area, Mid-Market, East SoMa).• Infill in transit- and service-rich areas: Support higher density, mixed-use development in these strategic zones.• New permanent controls for core industrial lands: Current analysis is determining which lands zoned for industrial uses are central to the city's economic health. New zoning controls will be developed for these designated areas.• New permanent controls for surplus industrial lands: Those industrial zones deemed not crucial to city's economic health will be made available for other uses—predominantly housing—and zoned according to these new uses.• Current Planning Initiatives:<ul style="list-style-type: none">- The Better Neighborhoods Program: Developing plans for Balboa Park, the Central Waterfront, and Market & Octavia. A community-based planning effort working towards a better future for transit-served neighborhoods.- Community Planning for San Francisco's Eastern Neighborhoods: Community planning effort for eastern neighborhoods (includes the Mission, East SoMa, Bayview/Hunters Point, Visitacion Valley, Showplace Square/Potrero Hill). Aims to develop a set of permanent zoning controls for the area and also policies/procedures to guide future development.- Rincon Hill Rezoning: Encourage residential development close to the Transbay Terminal and downtown (supposed to happen under initial Rincon Hill Special Use District but never did).- Transbay Terminal Planning: Planning effort to turn the area into a full-service mixed-use commercial and residential downtown neighborhood. Beginning a plan to encourage even more transit-oriented development as it develops to include more transportation options.- Board of Supervisors Initiatives: Various policy initiatives that address the			
Citywide Action Plan	Planning Department	Mark Luellen Acting Chief Planner, Planning Department 415.558.6478 mark.luellen@sfgov.org	2006	Citywide	All	<ul style="list-style-type: none">• San Francisco currently does not meet its demand for affordable housing.• New housing developments are being built in industrial areas where costs are lower but these areas do not yet have the infrastructure to support an influx of residents.• Certain sectors of the economy (such as production, distribution, and repair) are being priced out of the city.• San Francisco's streets cannot hold more cars but the city is still growing and alternative modes of transportation need to be provided.• Many of the streets in the city are solely centered around transportation which makes them undesirable as centers for business, commerce, or social time.	<ul style="list-style-type: none">• Five Initiatives:<ul style="list-style-type: none">- Encouraging housing and better neighborhoods citywide: Includes the development of housing with particular emphasis on affordable housing.- The downtown neighborhoods: Includes capturing housing potential in the downtown office district and also planning for new neighborhoods south of that district (Rincon Hill, Transbay Terminal area, Mid-Market, East SoMa).- Infill in transit- and service-rich areas: Support higher density, mixed-use development in these strategic zones.- New permanent controls for core industrial lands: Current analysis is determining which lands zoned for industrial uses are central to the city's economic health. New zoning controls will be developed for these designated areas.- New permanent controls for surplus industrial lands: Those industrial zones deemed not crucial to city's economic health will be made available for other uses—predominantly housing—and zoned according to these new uses.• Current Planning Initiatives:<ul style="list-style-type: none">- The Better Neighborhoods Program: Developing plans for Balboa Park, the Central Waterfront, and Market & Octavia. A community-based planning effort working towards a better future for transit-served neighborhoods.- Community Planning for San Francisco's Eastern Neighborhoods: Community planning effort for eastern neighborhoods (includes the Mission, East SoMa, Bayview/Hunters Point, Visitacion Valley, Showplace Square/Potrero Hill). Aims to develop a set of permanent zoning controls for the area and also policies/procedures to guide future development.- Rincon Hill Rezoning: Encourage residential development close to the		Because a broad plan for citywide action, it overlaps with the more focused plans within the Planning Department. It is useful, though, in serving as a guiding document.	

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East SoMa Area Plan (Eastern Neighborhoods Community Plan)	Planning Department	Sue Exline 415.558.6332 Susan.exline@sfgov.org	December 2008	East SoMa	Residents/workers/visitors in East SoMa	<ul style="list-style-type: none">• When tech companies began setting up offices in SoMa, developers built live/work units in a scattered ad-hoc way so that the area lacks a true neighborhood feel and many of the services present in other neighborhoods.• As the demand for commercial real estate grew and developers worked to meet that demand, smaller PDR firms were unable to compete for space and many went out of business.	<ul style="list-style-type: none">• Encourage an appropriate mix of uses• Retain and promote businesses and organizations that contribute to the diversity of the neighborhood• Encourage more neighborhood-serving businesses• Attract jobs for local residents• Encourage a mix of incomes in renter- and owner-occupied housing• Increase affordable housing opportunities• Improve the character of streets and encourage pedestrian safety• Improve community facilities and enhance open spaces• Offer a variety of transportation options			
Eastern Neighborhoods Community Planning (preface to individual plans for East SoMa, Mission, Showplace Square/Potrero Hill, and Central Waterfront)	Planning Department	Ken Rich 415.558.6345 Ken.Rich@sfgov.org	December 2007	Eastern San Francisco (including neighborhoods of East SoMa, the Mission, Showplace Square/Potrero Hill, and the Central Waterfront)	Residents/workers/visitors in eastern San Francisco	<ul style="list-style-type: none">• Ensure a stable future for PDR businesses: Non-industrial uses have been pushing into the Eastern Neighborhoods and driving up costs for what industrial uses are left in these areas.• These Production, Distribution and Repair (PDR) businesses, however, are valuable to the city's economy and need a secure supply of land/building space free of competing non-industrial uses.• Provide a significant amount of new affordable housing: Given San Francisco's affordable housing crisis and the large amounts of unused land in the Eastern Neighborhoods, they could be prime locations for the development of affordable housing and the "complete neighborhoods" necessary to sustain their residents.	<ul style="list-style-type: none">• Encourage new housing at appropriate locations and make it as affordable as possible to a range of city residents.• Plan for transportation, open space, community facilities and other critical elements of complete neighborhoods.• Reserve sufficient space for production, distribution and repair activities, in order to support the city's economy and provide good jobs for residents.• Take steps to provide space for new industries that bring innovation and flexibility to the city's economy.			
Glen Park Community Plan Summary	Planning Department	Jon Swae (Community Plan Manager) 415.575.9069 jon.swae@sfgov.org	November 2003	Glen Park	Residents/workers/visitors in Glen Park	<ul style="list-style-type: none">• Glen Park is cut off from the area to the east by the freeway, topography, and several busy streets.• The neighborhood is already built-out and not well-equipped to handle future population growth.• There is a lack of comfortable public spaces in the neighborhood.	<ul style="list-style-type: none">• Maintain and enhance Glen Park's "village" character• Ensure any future change fits with the existing character• Enhance local business vitality• Ensure adequate short-term parking for businesses• Calm traffic throughout Glen Park, especially through-traffic and freeway-oriented traffic• Improve traffic flow in the Glen Park business district• Improve pedestrian and bicycle safety• Create better connections and access to transit modes• Create better connections to Glen Park village from surrounding neighborhoods and Glen Canyon• Create public gathering spaces near the heart of the village• Encourage housing targeted to a mix of incomes and household types			

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Japantown Better Neighborhood Plan	Planning Department	Rosemary Dudley (Planning Dept.- Japantown Team) 415.575.9068 japantown@sfgov.org	May 2009	Japantown	Residents/workers/visitors in Japantown	<ul style="list-style-type: none">• Development pressures and increased costs of living are threatening to drive out elements of Japantown that make it a unique neighborhood.• New transportation improvements, developments, and land use changes are being considered in Japantown, and the community wants to make sure they occur in a manner that will benefit the neighborhood's existing residents, businesses, and cultural character.• Secure Japantown's future as:<ul style="list-style-type: none">- The historical and cultural heart of Japanese and Japanese American community- A thriving commercial and retail district- Home to residents and community-based institutions- A physically attractive and vibrant environment	<ul style="list-style-type: none">• Community Heritage<ul style="list-style-type: none">- Preserve Japantown's livelihood, existing local and historic businesses- Encourage business development for new companies that reflect Japantown- Provide retail/restaurants that cater to youth, families, neighbors and tourists- Generate demand outside of the immediate area• Community & Economic Development<ul style="list-style-type: none">- Establish an organization to oversee implementation of the Better Neighborhood Plan- Promote the district as a regional destination through enhanced marketing and support for community events- Recruit new, culturally appropriate businesses to fill vacancies as they arise and achieve desired retail mix- Retain the Japan Center's character and its roles as a community gathering place, showcase for Japanese American culture, and home for culturally appropriate businesses• Land Use<ul style="list-style-type: none">- Update zoning controls south of Bush Street to safeguard existing mixed-use developments- Activate ground-floor spaces along targeted streets• Built Form<ul style="list-style-type: none">- Update building heights in consideration of the skyline and livable neighborhoods- Improve large parcel design to create livable, mixed-use neighborhoods- Apply Japantown-Specific Design Guidelines to create a particular aesthetic in the neighborhood• Public Realm<ul style="list-style-type: none">- Activate and "green" existing open space to make them more pedestrian-friendly- Design and construct Webster Street Linear Park to complement the existing open space network and provide additional usable open space in the heart of the neighborhood			
Market & Octavia Better Neighborhood Plan	Planning Department	AnMarie Rodgers, Market and Octavia Plan Manager; anmarie.rodgers@sfgov.org	Sep-06	Hayes Valley, SOMA	Hayes Valley, SoMa residents	This document serves more as an informational pamphlet than a plan	<ul style="list-style-type: none">• Allow flexible types of new housing to meet a broad range of needs.• Reduce parking requirements to encourage housing and services without adding cars (Market/Octavia residents 50% less likely to own cars than SF residents as a whole).• Balance transportation by considering people movement over auto movement.• Build walkable "whole" neighborhoods meeting everyday needs	Superficial treatment		
Mission Area Plan (Eastern Neighborhoods Community Plans)	Planning Department	Claudia Flores 415.558.6473 claudia.flores@sfgov.org	December 2008	Mission	Residents/workers/visitors in the Mission	<ul style="list-style-type: none">• Housing affordability in the Mission has declined substantially as condominium conversions have removed affordable rental housing and evicted low-income residents and families. New housing developments are mostly unaffordable to these residents and families.• The new housing developments have also been built on land formerly occupied by PDR businesses. Decreasing space for these businesses eliminates jobs and negatively impacts the city's economy.• The Mission has a strong sense of culture that is being threatened by neighborhood changes.	<ul style="list-style-type: none">• Preserve diversity and vitality of the Mission• Increase the amount of affordable housing• Preserve and enhance the existing Production, Distribution and Repair businesses• Preserve and enhance the unique character of the Mission's distinct commercial areas• Promote alternative means of transportation to reduce traffic and auto use• Improve and develop additional community facilities and open space• Minimize displacement			

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Rincon Hill: An Area Plan of the General Plan	Planning Department		6/27/1905	Rincon Hill/SOMA	Mixed Income, Rincon Hill residents	<ul style="list-style-type: none">• Land Use<ul style="list-style-type: none">- Encourage the development of a mixed use residential neighborhood- Maximize housing capitalizing on location next to downtown and transit- Transform Folsom Street into walkable neighborhood center for Transbay and Rincon Hill- Allow existing uses to remain but require any major redevelopment to incorporate housing- Provide active uses on street-facing ground floors• Housing<ul style="list-style-type: none">- Provide quality housing in environment with access to light, air, open space and neighborhood amenities, and buffered from excessive noise- Encourage new housing production meeting a variety of housing needs, esp. affordable housing- Encourage new housing production of adequate size and configuration to serve families- Preserve existing housing on Guy Place and Lansing Street• Urban Design<ul style="list-style-type: none">- Aesthetically pleasing residential community- Distinctive skyline form complimenting downtown- Respect natural topography of the hill- Preserve Bay and Bay Bridge views- Maintain view corridors through height and bulk controls- Adequate light and air, and minimize wind and shadow on public streets and open spaces- Circulation network through the interiors of city blocks, for smaller street scales	<ul style="list-style-type: none">• Land Use<ul style="list-style-type: none">- Allow housing as principal permitted use throughout;- Eliminate residential density limit;- Require ground-floor retail use along Folsom for no less than 75% of all frontages.• Housing<ul style="list-style-type: none">- Require all new developments of 10 or more to meet 12% on-site and 17% off-site affordable housing requirement, regardless of whether conditional use permit is required- Require inclusionary housing be built in new housing designated areas in Soma;- Develop publicly owned lands with 100% affordable housing.- Require 40% of all new development units be 2+ bedroom units- Make 10% of all new development units targeted for 3+ bedroom units.• Tower height, bulk, spacing, aesthetic and density restrictions• Podiums and Ground Floors<ul style="list-style-type: none">- Preserve lower podium heights in Guy/Lansing- Require ground floor retail use along at least 75% of Folsom street frontage• Rehabilitate Sailor's Union of the Pacific as a recreation, arts or educational facility.			
San Francisco Better Streets Plan: Policies and Guidelines for the Pedestrian Realm	Planning Department	Adam Varat (415-558-6405) or Cristina Olea (415-701-4579)	Jun-08	Citywide	All	<ul style="list-style-type: none">• As a blueprint for the future of SF's pedestrian environment, this report provides the related vision, design guidelines and implementation steps.	<ul style="list-style-type: none">• Streets should (be) memorable, support diverse public life, vibrant places for commerce, promote human use and comfort, promote healthy lifestyles, safe, create convenient connections, ecologically sustainable, accessible and attractive, inviting and well-cared for.	Although this report touches on issues of diversity, safety, and coordination, it is does not relate much to the ConPlan.		
Showplace Square/Potrero Hill Area Plan (Eastern Neighborhoods Community Plans)	Planning Department	Ken Rich 415.558.6345 Ken.Rich@sfgov.org	December 2008	Showplace Square/Potrero Hill	Residents/workers/visitors in Showplace Square/Potrero Hill	<ul style="list-style-type: none">• Office and residential development in and near Showplace Square may disrupt the existing design-PDR character of the area.• Potrero Hill has also felt some of the development pressure extending from SoMa and Showplace Square. This may be problematic later due to lack of transit in the Potrero Hill area.	<ul style="list-style-type: none">• Build on the existing character of Showplace Square-Potrero Hill and stabilize it as a place for living and working• Retain Showplace Square's role as an important location for PDR activities• Strengthen and expand Showplace Square-Potrero Hill as a residential, mixed-use neighborhood• Ensure the provision of a comprehensive package of public benefits as part of rezoning			

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Visitation Valley: Schlage Lock Community Workshop	Planning Department	Sarah Dennis (Plan Manager) 415.558.6345 sarah.dennis@sfgov.org	July 2002	Visitation Valley	Residents/workers/visitors in Vistiacion Valley	<ul style="list-style-type: none">• Visitation Valley needs a more permanent set of zoning controls to plan for future growth and development in formerly industrial areas.• The former Schlage Lock site in particular is the source of much debate as it encompasses a large tract of land that is now unused.• It has the potential to benefit from new transportation infrastructure improvements—an upgrade of the Caltrain Bayshore Station and the construction of the southern terminus of St. Light Rail system--located on its perimeter.• Site constraints include:<ul style="list-style-type: none">- Urban Design- significant grade change, termination of nearby streets once they reach the Schlage Lock site- Toxics- Schlage Lock site affected by soil and groundwater toxins- Transportation- existing streets/transit routes will need to be reconfigured to accommodate new Caltrain station and extension of the Light Rail• Site opportunities include:<ul style="list-style-type: none">- Urban Design- easy access to public transportation, some existing buildings suitable for reuse• Real Estate Economics- new housing is supported by existing residents, would address housing shortage, would benefit from existing and future transit infrastructure, would increase neighborhood's ability to sustain more retail offerings	<ul style="list-style-type: none">• Ensure a mix of uses including different types of housing above retail, community facilities, city services and open space.• Bring new stores to serve the needs of a multi-cultural, multi-generational community at a range of incomes.• Increase the local supply of affordable housing.• Expand opportunities for local employment through construction of new buildings and development of new retail.• Create a destination—not just a shopping center or housing—that is family-oriented and includes pedestrian walkways and destination points.• Use good design that considers existing architecture and incorporate local historical/cultural elements.• Improve the safety, pedestrian-orientation and look of Bayshore Boulevard.• Revitalize the Leland shopping district.• Connect the neighborhood through creation of new streets and foot and bike paths.• Develop new community resources—convert the old Schlage Lock office building to a civic use and bring new programming to fit the needs of the local population.			
Western SoMa Community Plan	Planning Department	Jim Meko jim.meko@comcast.net 415.624.4309	August 2008	Western SoMa	Residents/workers/visitors in Western SoMa	<ul style="list-style-type: none">• Western SoMa was not prepared for the influx of new housing and “live/work” units and the gentrification that accompanied it in the 1990s.• Many jobs in service and light industries were pushed out by rising real estate prices and new demographics.• Other issues: displacement of small businesses, social instability, and conflicts between competing interest groups	<ul style="list-style-type: none">• Encourage development of a complete neighborhood by building on existing mixed-use character and encouraging production residential uses/services near new housing.• Retain and encourage growth opportunities for existing businesses.• Fund job training programs that help serve the needs of both existing and future commercial activities.• Support the economic well-being of a variety of businesses by encouraging policies that help locally-owned small businesses.• Provide workforce development training to provide workers with necessary job skills.• Ensure that a significant percentage of new housing is affordable to residents with a wide range of incomes.• Work with other public agencies to develop local parks and open space.• Support existing community services/facilities and look to develop new ones where there is need.• Provide services such as ESL, employment, art, education, and youth programming to address needs of low-income and immigrant communities.• Work with SFUSD to possibly expand existing schools or build new ones to accommodate projected population growth in Western SoMa.• Provide neighborhood childcare services near affordable housing/mixed-use developments.• Continue support for human service providers in the neighborhood.• Support SoMa as a center for Filipino-American and LGBTQ life in San Francisco.• Promote community participation in the Western SoMa Plan implementation process.			

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Western SoMa Community Plan	Planning Department - Western SoMa Citizens Planning Task Force	Western SoMa Citizens Planning Task Force (associated w/ Planning Department)	Aug-08	Western SoMa	Residents, workers, and visitors of Western SoMa	<ul style="list-style-type: none">• Western SoMa was not prepared for the influx of new housing and “live/work” units and the gentrification that accompanied it in the 1990s.• Many jobs in service and light industries were pushed out by rising real estate prices and new demographics.• Other issues: displacement of small businesses, social instability, and conflicts between competing interest groups	<ul style="list-style-type: none">• Encourage development of a complete neighborhood by building on existing mixed-use character and encouraging production residential uses/services near new housing.• Retain and encourage growth opportunities for existing businesses.- Fund job training programs that help serve the needs of both existing and future commercial activities.• Support the economic well-being of a variety of businesses by encouraging policies that help locally-owned small businesses.• Provide workforce development training to provide workers with necessary job skills.• Ensure that a significant percentage of new housing is affordable to residents with a wide range of incomes.• Work with other public agencies to develop local parks and open space.• Support existing community services/facilities and look to develop new ones where there is need.• Provide services such as ESL, employment, art, education, and youth programming to address needs of low-income and immigrant communities.• Work with SFUSD to possibly expand existing schools or build new ones to accommodate projected population growth in Western SoMa.• Provide neighborhood childcare services near affordable housing/mixed-use developments.• Continue support for human service providers in the neighborhood.• Support SoMa as a center for Filipino-American and LGBTQ life in San Francisco.• Promote community participation in the Western SoMa Plan implementation process.	A lot of the recommendations proposed in this plan either directly or indirectly pertain to the goals outlined by our Con Plan.	Many of the goals and recommendations in this document are very similar to those in other neighborhoods’ plans (particularly in East SoMa).	Because so many of the planning documents really overlap, it may be useful to look at all the neighborhood plans together to see how their goals reflect bigger issues in San Francisco that are not exclusive to the individual neighborhoods.
Getting Out & Staying Out: A Guide to San Francisco Resources for People Leaving Jails and Prisons	Public Defender's Office --- Access to Resources Working Group (project of the Reentry Council; associated with the Office of the Public Defender)	Reentry Council 415.553.1593 reentry.council@sf.gov.org	2008-2009	Citywide	Individuals transitioning out of the criminal justice system	<ul style="list-style-type: none">• Provide formerly incarcerated individuals with efficient access to necessary services and resources• This guide serves as a comprehensive resource for accurate information on how and where to access a variety of services	<ul style="list-style-type: none">• Begins with a personalized “Service Plan” to help individuals identify & prioritize their needs and then create a plan of action to address said needs• Topics covered in this guide (information within each ranges from specific how-to advice to descriptions of nonprofit organizations and the services they provide):<ul style="list-style-type: none">- Probation & parole- Identification & benefits- Finances- Legal- Housing- Education & Employment- Information & Services- Wellness- Families & Children	While extremely useful as a resource, this document is probably not relevant in devising a plan. The information it contains indirectly speaks to the needs of the target demographic but it does not outline concrete goals and objectives to reach them.		
Hope SF: Rebuilding Public Housing and Restoring Opportunity for its Residents/Summary of Task Force Recommendations to the Mayor and Board of Supervisors	Public Housing Task Force	Staff Participants: Fred Blackwell, MOCD; Gregg Fortner, SFHA; Dwayne Jones, MOCD; Matthew O. Franklin, MOH; Douglas Shoemaker, MOH; Barbara Smith, SFHA; Amy Tharpe, MOH	Mar-07	Bayview-Hunters Point; Potrero Hill; Visitacion Valley; Western Addition	Public Housing Residents/Low to Middle Income	<ul style="list-style-type: none">• Principles:<ul style="list-style-type: none">- No Loss of Public Housing (One for One Replacement; Phased Rebuilding; On-Site Relocation)- Economically Integrated Community (Mix of public housing, affordable rental/ownership, and market rate)- Creation of New Housing (Market-Rate Housing to Cross-Subsidize Public Housing)- Resident Participation- Economic Opportunities Via Rebuilding Process- Integrate Rebuilding with Neighborhood Improvement Plans- Environmental Sustainability and Accessibility- Sense of Community	<ul style="list-style-type: none">• Outreach teams of residents, city staff and experts to hold meetings• Education - Create audience-specific materials for stakeholders and consider "Resident Capacity grants" so residents can hire their own development consultants and legal counsel• Procure \$100-200 million in new local funding for phase I (2/3 to rebuild public housing; 1/3 to modernize existing stock and build affordable/rental housing)• Prioritize sites with resident-endorsed development plans• Feasibility study of all funding options, including polling and outreach regarding General Obligation Bond• Services, including job training, and school improvements should proceed on separate schedule			1. Financial shortfall makes maintaining existing public housing sites infeasible (-\$10 million per year); 2. Redeveloping public housing as mixed-income ameliorates deteriorating housing stock, affordable housing availability and financial sustainability problems; 3. Using HUD's Hope VI funding with public/private investments has had success in the past in 6 public housing communities in North Beach, Mission, and Hayes Valley; 4. Through Hope SF, SE should
Community Connect: Tenderloin Station	San Francisco Police Department		Undated	Tenderloin	23 CBOs, 18 community leaders, SFPD Tenderloin Station, Safety Network, funding departments such as MOCD, DCYF	Goal of each SFPD district station to develop a community driven plan	<ul style="list-style-type: none">- Strengthen beat patrols- Prioritize neighborhood improvement projects by conducting an assessment and tapping city agencies for help- Educate community about existing program to assist residents in the aftermath of a violent crime- Create communication protocol in aftermath of a violent crime to disseminate info to community- Update training docs for new SFPD recruits- Expand security cameras			

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Amendment to the Redevelopment Plan for the Yerba Buena Center Redevelopment Project Area D-1	San Francisco Redevelopment Agency		Aug-00	SOMA/Emporium Building	Low Income, Yerba Buena Center residents	<ul style="list-style-type: none">• The Amendment added the old Emporium Building to the Yerba Buena Center Redevelopment Plan, with the understanding that it would be rehabilitated to become what is now the San Francisco Shopping Center	<ul style="list-style-type: none">• No specific recommendations	Original Redevelopment Plan expired on January 1, 2009; Plan with regard to Emporium Site Area valid until 2030		
Fillmore Jazz Preservation District Community Benefits Fund Grant Program	San Francisco Redevelopment Agency		Jul-08	Western Addition/Fillmore Jazz District	Western Addition residents	<ul style="list-style-type: none">• Provide start-up or expansion capital in the form of “micro grants” not to exceed \$25,000 to existing nonprofit organizations, for profit businesses (including kiosks) and startup businesses that benefit the district.• Expand business and employment opportunities for communities historically disenfranchised by the SFRA, and that reduce the income disparities in the Western Addition, particularly in government housing complexes	<ul style="list-style-type: none">• Offer to the public, and require applicants to attend, business development workshops• Require applicants to be residents of the district.• Require that the businesses/organizations that apply qualify for at least one of the following:<ul style="list-style-type: none">- Provide a needed service,- Increase foot traffic,- Promote the district as a destination venue;- Support local businesses,- Create or retain jobs,- Serve historically disenfranchised communities, or			
Hunters Point Redevelopment Plan	San Francisco Redevelopment Agency		Dec-94	Hunters Point	Low Income, Hunters Point residents	Remove structurally substandard buildings, eliminate blighting influences, provide land for public facilities, remove impediments to land development, and achieve changes in land use. 2. Provide the framework for restoring the economic and social health of the area will be accomplished by private actions. 3. Provide sound and attractive residences of low and moderate cost with emphasis on the provision of low-to moderate priced private housing suitable to the needs of the existing residents. 4. Production of a satisfying urban environment while preserving and enhancing the unique qualities of the city.	Remove structurally substandard buildings, eliminate blighting influences, provide land for public facilities, remove impediments to land development, and achieve changes in land use. The Project shall be redeveloped predominantly for medium density residential use. To support such residential development appropriately scaled local shopping, public, and institutional uses are permitted. The Project shall provide not less than 18 acres of land for park and recreation purposes and not less than 11 acres of land for school purposes. Public utility facilities may be located in the Project subject to the approval of the Agency. The total residential use will result in a range of 2,000-2,500 dwelling units at an approximate density of thirty dwelling units per acre. A substantial portion of the new dwelling units shall be for families of low-to-moderate income; Resident participation encouraged by use of owner participation agreements. Property acquired by the Agency shall be under the management and control of the Agency during its ownership of such property. Such property may be rented or leased by the Agency pending its conveyance. The Agency shall make relocation payments to families, individuals and businesses displaced by redevelopment for moving expenses and for direct losses of certain personal property for			
Hunters Point Redevelopment Plan	San Francisco Redevelopment Agency		Dec-94	Bayview Hunters Point Project Area A (Hunters Point, the hilly area approximately between Mendell and Hawes and Oakdale and Fairfax)	Low Income, Hunters Point residents	Remove structurally substandard buildings, eliminate blighting influences, provide land for public facilities, remove impediments to land development, and achieve changes in land use. 2. Provide the framework for restoring the economic and social health of the area will be accomplished by private actions. 3. Provide sound and attractive residences of low and moderate cost with emphasis on the provision of low-to moderate priced private housing suitable to the needs of the existing residents. 4. Production of a satisfying urban environment while preserving and enhancing the unique qualities of the city.	The Project shall be redeveloped predominantly for medium density residential use. To support such residential development appropriately scaled local shopping, public, and institutional uses are permitted. The Project shall provide not less than 18 acres of land for park and recreation purposes and not less than 11 acres of land for school purposes. Public utility facilities may be located in the Project subject to the approval of the Agency. The total residential use will result in a range of 2,000-2,500 dwelling units at an approximate density of thirty dwelling units per acre. A substantial portion of the new dwelling units shall be for families of low-to-moderate income; Resident participation encouraged by use of owner participation agreements. Property acquired by the Agency shall be under the management and control of the Agency during its ownership of such property. Such property may be rented or leased by the Agency pending its conveyance. The Agency shall make relocation payments to families, individuals and businesses displaced by redevelopment for moving expenses and for direct losses of certain personal property for			SFRA land use jurisdiction over Project Area A ended on January 1, 2009

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Redevelopment Plan for the Bayview Hunters Point Redevelopment Project	San Francisco Redevelopment Agency		Jun-06	Bayview Hunters Point Project Areas A and B (two linked blocks loosely defined by Cesar Chavez, Highway 101, and Third Street, and Jamestown, Oakdale and Third Street)	Low Income, Bayview Hunters Point residents	<ul style="list-style-type: none">• Providing opportunities for participation by owners in the redevelopment of their properties.• Increasing the community's supply of housing by facilitating economically feasible, affordable housing for existing very low-, low- and moderate-income households and residents in the community.• Strengthening the economic base of the project area and the community by strengthening retail and other commercial functions within the Project Area through the facilitation of new retail space, and as appropriate, new commercial and light industrial uses.• Retaining existing residents and existing cultural diversity to the extent feasible.• Encouraging participation of area residents in the economic development that will occur.	<ul style="list-style-type: none">• Increase the number of dwelling units from 5,510 to approximately 9,300• Make at least 25% of all new and substantially rehabilitated dwelling units available at affordable cost• Not less than 40% of the affordable housing units should be for extremely low or very low income households.• Have the maximum income eligibility reflect the lower household incomes within the Bayview Hunters Point community - 50% of AMI for rental units and 100% of AMI for owner occupied units with a goal of achieving an average of 80% of AMI for owner occupied units.• Apply the Citywide Inclusionary Housing Ordinance, but increase the number of affordable units required to 15% of all units constructed on the project site and 20% of all units constructed off-site, off-site construction can only occur within the project area, and alter the definition of "affordable to qualifying households" to mean 50% of AMI for affordable rental units and 80% of AMI for affordable owned units.• Economic Development program to include:<ul style="list-style-type: none">- Façade improvement program;- Brownfield cleaning assistance;- Assistance with the development of key catalyst commercial sites;- Provision of small business improvement assistance;- Assistance with marketing and promotional activities for local business groups;- Creating local business retention programs;- Development of cultural facilities;- Rehabilitation of historic structures;- Planning for innovative parking strategies in the Third Street corridor;- Providing support for job training programs; and- Focus on economic development efforts within the seven Economic			Project Area B is a mixed residential, industrial and commercial area with obsolete and inadequate structures; nearly vacant and abandoned commercial and industrial buildings; obsolete and inadequate public facilities; and some privately owned, deteriorating dwellings. Project Area B is characterized by dilapidated buildings of inadequate construction, unfit and unsafe for occupancy; deteriorating streets and public utilities of inadequate construction; a general absence of usable open and recreation space; conflicts between industrial and residential land uses and deficient public facilities.
Redevelopment Plan for the Hunters Point Shipyard Redevelopment Project	San Francisco Redevelopment Agency		Jul-97	Hunters Point Shipyard	Bayview/Hunters Point residents	<ul style="list-style-type: none">• Create jobs for the local community• Support existing businesses and the artists' community• Encourage the bio-tech, video-film and multimedia industries• Balance economic development and environmental conservation• Enable immediate access to the Shipyard• Incorporate the Shipyard into surrounding land use plans• Acknowledge the historical significance of area to the Native American and African American communities.	<ul style="list-style-type: none">• Foster the business environment through improvement of the physical infrastructure• Attract private investments• Develop a mixed use environment, including cultural, educational and arts activities, research, industrial and training activities, maritime industries, and hilltop housing;• Develop mixed-income housing (15% for low or moderate income and residential density bonuses of up to 15% over the maximum density);• Rehabilitate historic structures• Provide infrastructure improvements• Remove blight conditions• Encourage cost-effective, energy-efficient measures• Retain viable existing industries and businesses			
Redevelopment Plan for the India Basin Industrial Park	San Francisco Redevelopment Agency		Dec-94	India Basin, north of Bayview Hunters Point	Bayview/Hunters Point residents	<ul style="list-style-type: none">• There are no residents in the project area, and residential use will not be permitted in the project area.• Only existing moving and storage services, warehouses, and trucking establishments will, if displaced from their present site, be offered approximately equal new sites within the project area.	<ul style="list-style-type: none">• Remove structurally substandard buildings, eliminate blighting influences, remove impediments to land development, and achieve changes in land use.• Provide the framework within which restoration of the economic and social health of the project and its environs will be accomplished by private actions.• Assist in the suitable re-establishment of businesses which will be displaced by the project• Stimulate and attract private investment, thereby improving the City's economic health, tax base, and employment opportunities.• Encourage the development of labor-intensive industries for the purpose of providing employment opportunities for residents of nearby residential districts.• Encourage owner participation by entry into owner participation agreements			

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Redevelopment Plan for the Transbay Redevelopment Project Area	San Francisco Redevelopment Agency		Jun-05	SOMA (roughly between Mission and Folsom, Second and Main)	Low-Income, SOMA residents	<ul style="list-style-type: none">• Pedestrian Environment - Create a pedestrian-oriented urban environment that encourages walking as a primary transportation mode within the Project Area.• Transportation and Parking - Encourage the use of alternative modes of transportation by future area residents, workers, and visitors and support the new Transbay Terminal as a major transit hub while still providing local vehicular access.• Open Space and Neighborhood Amenities - Create a livable urban community with prime access to downtown and the waterfront, and well-designed streets, open space and retail areas.• Community Identity and Built Form - Establish the area as both a gateway to the central city and a unique transit oriented neighborhood in San Francisco..• Housing Opportunities - Develop a new downtown neighborhood to help address the city's and the region's housing crisis, support regional transit use, and provide financial support to the future Transbay Terminal, including access ramps and the temporary terminal facility, and Caltrain Downtown Extension.• Office and Hotel Development - Enhance linkage between the new Transbay Terminal and the Financial District through visitor accommodations and commercial development that supports the new terminal.• Transbay Terminal - Create a state of the art multi-modal transit facility that is an integral part of the surrounding commercial	<ul style="list-style-type: none">• Make at least 25% of all new and substantially rehabilitated housing units available at affordable cost to households with up to 60% of AMI and an additional 10% of new and substantially rehabilitated housing units for households with up to 120% of AMI.				
Redevelopment Plan for the Visitacion Valley Redevelopment Project	San Francisco Redevelopment Agency		Feb-09	Visitacion Valley (area between Bay Shore, Tunnel and SF city limits, with Leland Avenue offshoot)	Low-Income, Visitacion Valley residents	<ul style="list-style-type: none">• Create a livable, mixed use urban community that serves the diverse needs of the community and includes access to public resources and amenities.• Encourage, enhance, preserve and promote the community and city's long term environmental sustainability.• Create pedestrian-oriented environment that encourages walking as the primary transportation mode within the Project Area.• Encourage the use of alternative modes of transportation by future area residents, workers and visitors and support the development of the Caltrain Station as a major multi-modal transit facility.• Create well designed open spaces that enhance the existing community and new development.• Develop new housing to help address the City's and the region's housing shortfall, and support regional transit use.• Establish the project area and surrounding neighborhoods as a gateway to the City of San Francisco.• Encourage private investment by eliminating blighting influences and correcting environmental deficiencies.	<ul style="list-style-type: none">• In Zone 1, make at least 25% of all new and substantially rehabilitated housing units available at affordable cost to households with up to 50% of AMI for rental units and 100% of AMI for ownership• Recommendations include:<ul style="list-style-type: none">- Attract a grocery store and a variety of retail options to serve multicultural, multi-generational community at a range of incomes.- Provide for the expansion of local public services such as a new library, police sub-station, and fire department facilities.- Create opportunities for the old Schlage Office Building to serve in the project area as a landmark that can be used for a variety of civic purposes.- Attract educational facilities including job training, English as a Second Language classes, City College extension, arts programs and multi-cultural resources.- Facilitate the clean up, redesign and development of vacant and underutilized properties in the Project Area.- Protect human health, by ensuring that toxics clean up be the primary consideration in the planning and phasing of new development.- Promote environmentally sustainable building practices in the Project Area so that the people, the community and ecosystems can thrive and prosper.- Connect the neighborhood through the creation of new streets and multi-use paths throughout the Schlage Site linking Visitacion Valley to Little Hollywood- Improve the pedestrian safety along Bayshore Boulevard with intersection improvements and traffic calming. Contribute to regional connectivity of the greater Visitacion Valley area particularly with the Baylands of Brisbane.- Incorporate design elements of the Visitacion Valley Greenway into publicly accessible open space in order to express a cohesive, creative and unique neighborhood character.- Assemble and re-subdivide vacant industrial parcels in order to create buildable parcels and provide block patterns that integrate with the architectural character of the existing community.	Community Enhancement: Streetscape improvements for Leland Avenue, Bayshore Boulevard, and Tunnel Avenue including enhanced landscaping, lighting signage and traffic calming where needed; New streets, transit facilities, and public infrastructure to serve new development parcels and the Project Area; Development of cultural, educational, and/or community facilities; Development and installation of local signage and gateway elements; Assistance to community and public arts programs, Development of public parks and recreational facilities; and Preservation, rehabilitation and adaptive reuse of historic structures. Economic Development: Façade improvement program for existing businesses and/or property owners on Leland Avenue and Bayshore			
Redevelopment Plan for the Western Addition A-2 Redevelopment Project	San Francisco Redevelopment Agency		Aug-05	Western Addition	Western Addition residents, Elderly, Moderate Income	<ul style="list-style-type: none">• Provide a framework for revitalization through private actions;• Stimulate development of mixed income housing, with an emphasis on moderate income and elderly housing;• Develop an urbane living and working environment;• Attract private investment	<ul style="list-style-type: none">• Amend land use restrictions (density, parking, height and bulk) in 5 designated sites:• Permit affordable senior housing at greater density;• Reduce parking minimums to allow for more senior housing units;• Increase the building height limit;• Permit market-rate housing at a greater density in Fillmore Jazz District;• Provide for non-residential density bonuses for a historic Muni Substation on Fillmore and Turk				

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Rincon Point - South Beach Redevelopment Plan Amendment	San Francisco Redevelopment Agency		May-07	Embarcadero/South Beach/SOMA	SoMa/South Beach residents	<ul style="list-style-type: none">• Create 2 waterfront parks;• Provide job opportunities through the development of a small-boat harbor, a hotel complex, neighborhood commercial facilities, and the restoration/repurposing of certain structures (Rincon Annex, Cape Horn Warehouse, Japan Street Warehouses, Oriental Warehouse) and historical landmarks;• Turn Embarcadero Roadway into a boulevard;• Provide mixed-income housing (30% moderate and 20% low income);• Develop a baseball park.	<ul style="list-style-type: none">• To replace lost affordable housing units;- Extend the project's time limit for indebtedness- Suspend the \$100 million debt limit- Suspend the limit on the amount of tax increment funds the SFRA can receive.• The plan will still expire on January 5, 2021.			
South of Market Redevelopment Project Area Redevelopment Plan	San Francisco Redevelopment Agency		Dec-05	SOMA (roughly between Seventh and Fifth and Harrison and Mission)	Low-Income, SOMA residents	<ul style="list-style-type: none">• This plan expands scope of the SOMA redevelopment plan, from just rehabilitation of Loma Prieta Earthquake-stricken areas to include revitalization and blight elimination.• Focuses on:<ul style="list-style-type: none">- Housing- Business & Jobs- Community Quality of Life- Transportation & Parking- Neighborhood Development & Land Use	<ul style="list-style-type: none">• Complete the replacement of low-and very low-income housing lost in the Loma Prieta earthquake and to redevelopment activities;• Maintain pre-earthquake levels of SRO units (approx. 2,520);• Try to give all displaced residents the option to relocate to permanent, equal or better housing;• Prohibit the demolition of existing residential units except when replaced by equal number of units of similar or greater affordability;• Encourage more middle-income housing and affordable homeownership;• Promote training and employment opportunities for local residents, especially low and very low-income residents.• Promote the development of recreational and community facilities serving health, education, art, cultural and social needs;• Work with City agencies to promote social and health services, with sensitivity to the particular needs of various populations;• Promote the development of low-income subsidized childcare;• Install a satellite police office on Sixth Street;• Promote a disaster preparedness plan;• Implement the mitigation of waste and toxic materials located in the area• Support the extension of bike lanes, additional bus lines and service, and car and bicycle parking facilities;• Encourage predominantly residential mixed-use development on vacant	Effective until 2020		
Visitation Valley Community Needs and Facility Assessment	San Francisco State University study conducted for SFRA, United Paragon Corporation, and Vis Valley CAC		Spring 2009	Visitation Valley	53% API, 18.7% African America, 18.4% Latino, 11% White (DPH stats based on 2000 census)	<ul style="list-style-type: none">• “Teenage and young adult populations of Visitation Valley are in most dire need of services to keep them off the street and working towards a better future”• No general health clinic• No Spanish ESL classes• Only VVCDC provides intensive employment services (NOTE: VVCDC may not have the continuing capacity for provide these services, given current transition)• Persistent violence, much of it fueled by rivalry between Sunnysdale and “Towerside” factions• In resident survey, among public services activities, Afterschool Programming was first priority, followed by ESL and Employment services	<ul style="list-style-type: none">• Need general health clinic, and broader mental health services• Need improved conflict resolutionNeed more services providing counseling on immigration, legal, and housing rights• More youth programmingNeed more communication with residents around redevelopment• Need more coordination between CBO's	<ul style="list-style-type: none">• Support ESL and Chinese-language capacity among grantees• Fund Transitional Aged Youth programming in neighborhood, coordinate with DCYF regarding youth programming		

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Beyond the Talk: Taking Action to Educate Every Child Now- SFUSD 2008-2012 Strategic Plan	San Francisco Unified School District	Tony Smith Deputy Superintendent for Instruction, Innovation, and Social Justice 415.241.6121 tonysmith@sfusd.edu Myong Leigh Deputy Superintendent for Policy and Operations 415.355.6917 leighm@sfusd.edu	June 2008 (Effective 2008-2012)	Citywide	Students, families, faculty, and staff affiliated with SFUSD	<ul style="list-style-type: none">• Central Problem: San Francisco has the highest average student performance of large urban districts in California but the widest gap between district average and lowest-performing students.• Access & Equity<ul style="list-style-type: none">- Reduce the achievement disparities among different demographics and between the district average and the lowest-performing students.- Provide professional learning opportunities for educators, officials, and other school leaders that center around issues of equity and strategies to achieve it.- Create safe, culturally diverse, participatory school environment for students and their families.- Focus on creating environmentally sound schools with advanced technological infrastructure.• Student Achievement<ul style="list-style-type: none">- Meet or exceed SFUSD grade level standards in core curriculum areas.- Expand curriculum to include skills deemed relevant in the 21st century (technological literacy, innovation/creativity, multicultural/lingual skills, teamwork) to prepare students for college and future careers.- Support opportunities for learning outside the classroom—community service, the arts, international experience, student government, etc.• Accountability<ul style="list-style-type: none">- Establish accountability system for all stakeholders that aligns policies, programs, etc. with the goals outlined in the strategic plan.- Create a culture of service and support among teachers, principals, and office staff.	<ul style="list-style-type: none">• “The Balanced Scorecard”- Strategic management system to be implemented at three levels—board of education, district, school site—and used as a tool for implementing the Strategic Plan and charting progress- Outlines goals, objectives, and initiatives• Three initiatives that address aspects of the three priorities outlined above- Equity-Centered Professional Learning Initiative- 21st Century-Curriculum Initiative- Professional Management Initiative	Relevant b/c of role in child development, prospect of obtaining higher education, impact on later job possibilities, income disparity, role in developing strong communities	Not much overlap; potentially with pre-school, extracurricular, and after-school programming run by other organization. In general, such programs are supplementary to basic public school education, though, and should not directly conflict with the SFUSD’s plans.	May be interesting to see how other plans interact with SFUSD’s Strategic Plan: JPD, DCYF, Planning
Partnering with Nonprofits in Tough Times	SF CBO Task Force		Apr-09	Citywide	All	<ul style="list-style-type: none">• Proposed budget cut by 25 percent, which will result in City staff and service losses and reductions in contracts with nonprofits.• Reduce risks facing nonprofits with collaboration between government, philanthropy, and nonprofits.• Guiding Principles:<ul style="list-style-type: none">- Maximizing state and federal funding opportunities is a priority- A primary responsibility of the City in delivering services is to close disparity gaps and protect vulnerable populations- Cultural competency is a high priority for service delivery, as is prevention, community-based vs. institutional care, and access to neighborhood-based services- The nonprofit sector plays an essential and vital role in City service delivery. They also play a critical policy advocacy role in addition to providing direct services- Nonprofits should be assessed and evaluated based on cost, quality, and effectiveness of service delivery- The City’s services should also be assessed and evaluated based on cost, quality, and effectiveness with respect to its role as both a provider and purchaser of services	<ul style="list-style-type: none">• Consolidate nonprofit administration• Support nonprofits mergers and closures• Maximize revenue• Improve management and oversight• Promote nonprofit sustainability measures• Plan strategically	Specifically deals with nonprofits and their significance in distributing services that the City does not directly handle	CBO Task Force and San Francisco Foundation	
SFMTA 2008-2012 Strategic Plan	SFMTA	(415) 701-4500		Citywide	All	<ul style="list-style-type: none">• To provide safe, accessible, clean, environmentally sustainable service and encourage the use of auto-alternative modes through the Transit First Policy;• To get customers where they want to go, when they want to be there;• To improve the customer experience, community value, and enhance the image of the SFMTA, as well as ensure SFMTA is a leader in the industry;• To ensure financial stability and effective resource utilization;• To provide a flexible, supportive work environment and develop a workforce that takes pride and ownership of the agency’s mission and vision and leads the agency into an evolving, technology-driven future;• To improve service and efficiency, the SFMTA must leverage	<ul style="list-style-type: none">• Proposed campaigns include:<ul style="list-style-type: none">- Proactive Transit Watch Campaign- Safety and Security Communications Outreach Campaign- Clean SFMTA Campaign- Clean Air Fleet Plan- Transit Access Campaign- Complete Bicycle and Pedestrian Master Plan			

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Short Range Transit Plan	SFMTA		Dec-05	Citywide, Chinatown, SoMa, Mission Bay, Central Waterfront (Potrero), Bayview/Hunters Point, Visitacion Valley	All	<ul style="list-style-type: none">• Cultivate security awareness and preparedness• Improve safety for employees, passengers, pedestrians, and motorists• Achieve service standards and performance measures including:<ul style="list-style-type: none">- On-time performance- Service Availability- System reliability- System performance- Staffing performance- Customer service• Closer communication and coordination between Muni and DPT.• Promote professional growth and development for all employees through training opportunities.• Progress the Third Street Project including: ongoing construction of line segments and Metro East, continuing preliminary engineering work for Phase 2, the Central Subway, and securing funding and community support.• Maintain a balanced budget and build a foundation for long-term financial stability through aggressive pursuit of all revenue sources and improved management of resources.• Increase access to timely and accurate information about all MTA services and provide speedy resolution of complaints and issues.• Increase the use of all alternative modes of travel and reduce travel time without increasing congestion.• Finish implementation of the Transit Preferential Streets treatments for Inner Geary and continue planning and design for transit improvements on Geary, Van Ness, and other corridors.• Continue implementation of the TransLink universal fare card system.	<ul style="list-style-type: none">• Third Street Project<ul style="list-style-type: none">- Improve travel time, access, reliability, passenger comfort, and transit connections in the Third Street corridor.- Support economic development and revitalization in communities along the corridor. The project will support businesses in South of Market (SOMA), downtown, Union Square, and Chinatown, and economic development in Bayview Hunters Point and in the new Mission Bay development.- Reduce congestion in downtown San Francisco and the Third Street corridor.- Reduce diesel emissions with the removal of the 15-Third motor coach service.• Service Plan<ul style="list-style-type: none">- Provide disabled/senior accessibility to fixed route bus and metro lines;- Manage door-to-door paratransit service for disabled unable to use fixed route service- Provide ID cards to disabled for discount rates.- Reduce youth violence and other disruptive behavior on San Francisco's Transit System;- Employe residents of affected communities as Community Service Workers and train them for conflict resolution and community policing strategies.• Community-Based Transportation Planning Program (Metropolitan Transportation Commission program)<ul style="list-style-type: none">- Bus Rapid Transit programs (dedicated lanes, low-floor high capacity buses, high quality bus stops, streetscape improvements and amenities, improved fare collection, and advanced transit and traffic management systems) targeted for Van Ness and Geary corridors- Light Rail Service Extension - After the Third Street corridor, priorities include Geary, Chinatown/North Beach and Van Ness Corridors- Streetcar Service Extension- Transit Preferential Streets (signal priority, semi-exclusive transit lanes, bus bulbs, bus stop consolidation and relocation, and boarding islands) planned	26 Community Advisory Group meetings, 17 Technical Advisory Group meetings, 2 corridor-wide workshops, and over 190 meetings and workshops with various community, civic and professional groups. Also, 3 Muni sponsored Economic Development Forums (in conjunction with SFRA Bayview project).	Visitacion Valley: Implementation of the intermodal Bayshore Station (connecting with Caltrain) will occur at a later phase of the project due to development issues on surrounding land. Bayview Hunters Point: The Concept Plan, adopted in 2000, envisioned that the Third Street Light Rail project would help expand retail opportunities and employment centers, and create a strong streetscape identity for Third Street. This would be accomplished by incorporating widened sidewalks, pedestrian lights, effective signage, street furniture, public art and other amenities. A related	
North of Market/TL Community Benefit District – 2006 Annual Report	Tenderloin Community Benefits District		2006	Tenderloin	N/A	<ul style="list-style-type: none">- 12 cent per 100 dollar of assessed value of a property- \$858,500 collected- Provides cleaning and beautification efforts, per the needs identified by a coalition of property owners, businesses, non profit housing organizations, residents, homeless advocates and tourism industry reps.	<ul style="list-style-type: none">- Monthly sidewalk cleaning- Additional attention to “hotspots”- Bimonthly soap and water scrub down of all properties- Twice daily sidewalk and gutter hand sweeping M-F- Removal of hazardous waste and bulky items- Graffiti removal 10 to 15 hrs. per week			
Dropping In: Actionable Information to Support an Interagency Operating System for San Francisco’s Transitional Age Youth	Transitional Age Youth (TAY SF)	Rachel Antrobus Director, TAY SF 415.701.5579 Rachel.antrobus@sfgov.org		Citywide	Transitional Age Youth	<ul style="list-style-type: none">• Findings from case studies of strategies in other cities: Boston, Hartford, Louisville, New York City, Philadelphia, Portland, San Diego, and Washington D.C.• A lack of actionable information is hindering the creation of an effective citywide operating system for transitional age youth.	<ul style="list-style-type: none">• Short-term recommendations:<ul style="list-style-type: none">- Conduct a segmentation analysis, which profiles dropouts for the creation of targeted and differentiated interventions.- Share SFUSD dropout list, including contact and performance information with OEWD, City College an/or DCYF to conduct outreach and reintegration efforts.- Utilize the Youth Council’s subcommittee on quality standards to create indicators for system improvement and measure outcomes.• Long-term recommendations:<ul style="list-style-type: none">- Expand the Shared Youth Database and Youth Data Archive (if implemented) to include departments that serve older transitional age youth.- Develop a baseline estimate of the number of disconnected youth in San Francisco.			
San Francisco’s Nonprofit Sector	USF Institute for Nonprofit Organization Management		Apr-09	Citywide	All	<ul style="list-style-type: none">• Nonprofits contribute to the city’s economy, leadership in nonprofits is not as diverse as the city, key neighborhoods lack stable nonprofits, many nonprofits reported that finances were their greatest concern	No specific recommendations			USF Institute for Nonprofit Organization Management closed in March 2009 for financial reasons.