


CITY AND COUNTY OF SAN FRANCISCO
BOARD OF SUPERVISORS
BUDGET AND LEGISLATIVE ANALYST

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Policy Analysis Report

To: Supervisor Cohen
From: Budget and Legislative Analyst's Office 
Subject: Funding and Accessibility of City Services in Visitacion Valley
Date: May 7, 2015

Summary of Requested Action

You requested that the Budget and Legislative Analyst evaluate (1) how the City is funding specific service areas in Visitacion Valley including child and family services, violence prevention programs, housing services, workforce and job development programs, and public health services, and (2) how these resources are accessible to the Visitacion Valley community.

For further information about this report, contact Severin Campbell at the Budget and Legislative Analyst's Office.

Executive Summary

According to the U.S. Census, approximately 38,815 residents live in Visitacion Valley, or approximately 5 percent of the City's total population in 2013 of 837,442. Of the 38,815 residents, approximately 88 percent identify as non-white, of whom 57 percent identify as Asian and 18 percent identify as Hispanic. Residents of Visitacion Valley have median household incomes 25 percent below the citywide median income. Approximately one-quarter have household incomes at or below the federal poverty level.

In FY 2013-14, City departments spent an estimated \$42.5 million on child and family services, violence prevention programs, housing services, workforce and job development programs, and public health services in Visitacion Valley, as shown in the Table below. These programs served an estimated 13,924 residents of Visitacion Valley; because residents may access services more than one-time per year or may access more than one service, the estimated 13,924 residents may include the same resident served multiple times.

Table: Estimated FY 2013-14 Expenditures in Visitacion Valley by Service Area and Funding Source

Service Areas	General Fund	Other City Funding	Other Funding	Total
Child, Youth and Family	\$3,254,240	\$6,084,677	\$1,613,891	\$10,952,808
Violence Prevention	\$267,682	\$325,000	\$216,058	\$808,740
Housing Services	\$3,024,139	\$0	\$0	\$3,024,139
Workforce Development	\$978,592	\$0	\$1,585,496	\$2,564,088
Public Health	\$4,068,632	\$5,797,652	\$15,265,460	\$25,131,744
Total Expenditures	\$11,593,285	\$12,207,329	\$18,680,905	\$42,481,519

Source: City Departments

In addition the Housing Authority operates 767 units of housing in the Sunnydale Public Housing project. The Housing Authority also allocates Housing Choice Vouchers (Section 8 vouchers) to residents of Visitacion Valley to subsidize rent.

This review did not compare services provided to residents of Visitacion Valley to services provided to other San Francisco neighborhoods. Most City department services are provided through contracts with community based organizations. Two prior Budget and Legislative Analyst audits identified insufficient community based organization resources in Visitacion Valley, impacting the level or quality of services.

- The Budget and Legislative Analyst’s 2010 *Performance Audit of San Francisco’s Early Care and Education Programs* found that childcare capacity in Bayview/Hunters Point and Visitacion Valley was consistent with the citywide average, but these childcare providers had the highest incidence of performance problems citywide. According to the audit, City departments continue to fund and work with lower performing childcare providers from year-to-year in order to provide childcare capacity in neighborhoods with high needs.
- The Budget and Legislative Analyst’s 2011 *Performance Audit of San Francisco’s Workforce Development Programs* found that only 3.2 percent of contracts with community based organizations that provide workforce development programs were located in Bayview/Hunters Point and Visitacion Valley.

This review also did not evaluate community based organizations’ current service capacity in Visitacion Valley. Future evaluations of services provided to residents of Visitacion Valley should consider the capacity of community based organizations to provide these services and evaluate City departments’ roles in developing community base organizations’ capacity.

The following report gives details of City departments' expenditures for services to residents of Visitacion Valley. Appendix I summarizes departments' expenditures and service levels, and Appendix II maps the location of services.

Budget and Legislative Analyst Staff: Severin Campbell and Adrian Gonzales

Research Methodology

Five City departments provide child and family services, violence prevention programs, workforce development programs, and health services to residents of Visitacion Valley. Most services are provided through contracts with community based organizations. These five City departments are:

- Department of Children, Youth and Their Families
- First 5 San Francisco
- Department of Public Health
- Human Services Agency
 - Office of Early Care and Education
 - Housing and Homeless Services Division
 - Workforce Development Division
- Mayor's Office of Economic and Workforce Development

In addition, the San Francisco Housing Authority has one public housing project – Sunnydale – in Visitacion Valley, and subsidizes the rent of some Visitacion Valley residents through the Housing Choice Voucher (Section 8) program.

We obtained budget and program information from City departments on services provided in or nearby Visitacion Valley. Because this information was self-reported by the departments, variations or limitations in the information exist, discussed in each section below.

Overview of Visitacion Valley

Visitacion Valley is in the southeast section of San Francisco within the boundaries of ZIP Code 94134. According to the U.S. Census, approximately 38,815 residents live in Visitacion Valley, or approximately 5 percent of the City's total population in 2013 of 837,442. Most residents are between the ages of 20 and 64 (63 percent), as shown in Table 1 below, although almost a quarter of all residents are youths under the age of 20 (22 percent).

Table 1: Visitacion Valley Age Demographics

Age Brackets	Number	Percentage
Under the Age of 20	8,414	22%
Between 20 and 44	13,088	34%
Between 45 and 64	11,391	29%
65 and Over	5,922	15%
Total	38,815	100%

Source: 2009 to 2013 American Community Survey, United States Census American Fact Finder, ZIP Code 94134: <http://factfinder2.census.gov/>

According to the U.S. Census, of the 38,815 residents, approximately 88 percent identify as non-white, of whom 57 percent identify as Asian, 18 percent identify as Hispanic, as shown in Table 2 below.

Table 2: Visitacion Valley Residents by Ethnicity

Ethnicity	Number	Percentage
Asian	21,976	57%
Hispanic	6,975	18%
White	4,511	12%
African American	3,858	10%
Two or more races	739	2%
Hawaiian/Pacific Islander	440	1%
Some other race	225	1%
Native American	91	0%
Total	38,815	100%

Source: 2009 to 2013 American Community Survey, United States Census American Fact Finder, ZIP Code 94134: <http://factfinder2.census.gov/>

Residents of Visitacion Valley have median household incomes 25 percent below the citywide median income, as shown in Table 3 below. Approximately one-quarter have household incomes at or below the federal poverty level.¹

¹ According to the California Department of Health Care Services, the 2013 federal poverty level for 4-person households was \$23,550.

Table 3: Visitacion Valley Annual Income Overview

Annual Income Brackets	Number of Households	Percentage
Less than \$25,000	2,702	24%
Less than \$50,000	5,014	44%
Less than \$75,000	6,948	61%
Less than \$100,000	8,453	74%
Over \$100,000	2,932	26%
Total Number of Households	11,385	
Median Income Comparison		
San Francisco		\$75,604
Visitacion Valley		\$56,716
Difference		-25%

Source: 2009 to 2013 American Community Survey, United States Census American Fact Finder, ZIP Code 94134: <http://factfinder2.census.gov/>

Child, Youth, and Family Services

Children and family services are provided by three City departments, including the Department of Children, Youth and Their Families (DCYF), First 5 San Francisco, and the Office of Early Care and Education. These three departments provide the following programs through community based organizations that are accessible in or near Visitacion Valley:

Department of Children, Youth and Their Families (DCYF)

- Out of School Time programs (OST)
- Youth Leadership, Empowerment and Development programs (YLEaD)

First 5 San Francisco (First 5)

- Preschool For All
- Family Resource Center

Office of Early Care and Education (OECE or Office)

- Child Care subsidies
- Family Child Care center wage subsidies and business support

Department of Children, Youth and Their Families

DCYF's Out of School Time program provides afterschool and summer educational, enrichment and recreational programs for students in kindergarten through eighth grade when they are not in school. The YLEaD program provides workforce development and educational programs to middle school and high school students, and transitional age youth (ages 18 to 24). DCYF uses 20 community based organizations to administer 61 program sites at 17 unique sites locations

within or in proximity to Visitacion Valley.² Multiple programs may be located at a single site, specifically at SFUSD school sites. FY 2013-14 expenditures for these programs were \$4.3 million, serving about 5,300 youth in the Visitacion Valley area. Table 4 below shows expenditures and the number of youth served.

Table 4: DCYF’s FY 2013-14 Expenditures and Youth Served by Program

Service Area	Expenditures	Youth Served
Out of School Time	\$3,701,856	4,932
YLEaD	\$538,906	394
Miscellaneous¹	\$39,647	0
Total	\$4,280,409	5,326

Source: DCYF Data and Evaluation Manager.

¹ Miscellaneous grant expenses include a fiscal sponsorship for the APA Family Services Samoan Community Development Center.

Of the \$4,280,409 in expenditures, approximately 81 percent was Children’s Fund, 16 percent was General Fund, and the balance was other funding, as shown in Table 5 below.

Table 5: Estimated DCYF Grant Expenditures by Funding Source for FY 2013-14

Funding Sources	Expenditures
Children's Fund	\$3,478,260
General Fund	\$700,703
Other Funding	\$101,446
Total Expenditures	\$4,280,409

Source: Extrapolated from financial data provided by DCYF.

First 5 San Francisco

First 5 San Francisco funds Preschool for All and Family Resource Centers in Visitacion Valley.

Preschool for All

Preschool for All aims to provide equal access to a high-quality preschool program to all San Francisco 4-year olds regardless of income. The program offers free and reduced cost preschool opportunities for 4-year olds in the City by reimbursing preschool sites based on actual enrollment at each site.³

First 5 San Francisco allocated \$1.1 million to Preschool for All sites in Visitacion Valley in FY 2013-14, or approximately 12 percent of citywide Preschool for All

² This does not account for violence prevention and intervention services discussed below.

³ Preschool for All is funded by local Public Education Enrichment Funds. San Francisco voters originally approve the Public Education Enrichment Fund in 2004 (Proposition H) which sets aside General Fund revenues for school and educational programs, and approved Proposition C in November 2014, to extend the Public Education Enrichment Fund until 2041 and transfer administration of Preschool for All to the Office of Early Care and Education.

funding of \$13,548,000. The nine Preschool for All sites in Visitacion Valley serve approximately 250 children. Seven of these sites are operated by community based organizations while two are operated by the San Francisco Unified School District (SFUSD).⁴ Preschool for all partially funds the participating preschool programs. Each service provider participating in Preschool for All may also obtain funding from multiple sources including state, federal, and local government funding, donors and user fees. Table 6 below shows the Preschool for All sites.

Table 6: Preschool for All Reimbursement Expenses by Site in Visitacion Valley

Preschool for All Sites	FY 13-14 Actual	FY 14-15 Projected
1st Place 2 Start	\$173,649	\$139,727
Child's Time Preschool	\$236,863	\$259,526
Cross Cultural Family Center (CCFC) - Family School	\$138,639	\$127,085
CCFC- Visitacion Valley John King Center	\$132,396	\$135,000
CCFC - Visitacion Valley Tucker Center	\$44,682	\$66,622
Family Child Care - Chow, Sandy¹	\$5,600	\$0
Portola Family Connections	\$165,467	\$158,000
SFUSD - E.R. Taylor Title I Pre-K	\$106,153	\$111,740
SFUSD - John McLaren CDC	\$43,704	\$36,420
Wu Yee Children's Services - Sunnydale CDC	\$72,983	\$70,545
Total PEEF Expenditures	\$1,120,136	\$1,104,665

Source: First 5 San Francisco Senior Program Officer.

¹ No preschool enrollments are anticipated at this family child care site for Fiscal Year 2014-15.

Family Resource Centers

The Human Services Agency, DCYF, and First 5 San Francisco jointly fund Family Resource Centers throughout the City. Depending on the site and its capacity, resource centers provide a variety of services including parent education, mentoring, case management, counseling, childcare, and other services that are meant to improve the well-being of families and children. Contingent upon the level of funding each center receives they are classified in one of three categories: Basic, Comprehensive, or Intensive.

- Basic Family Resource Centers receive between \$100,000 and \$300,000 from First 5 San Francisco and DCYF. Basic resource centers conduct parent education and workshops, parent-child interactive groups, supports groups, Linkage for School Success, and parent leadership activities.

⁴ In FY 2013-14, there was one additional site operated by a family child care provider which has since discontinued preschool enrollments.

- Comprehensive Family Resource Centers receive between \$300,000 and \$500,000 from First 5 San Francisco, DCYF, and the Human Services Agency. Intensive Family Resource Centers receive \$500,000 or more from First 5 San Francisco, DCYF, and the Human Services Agency. Comprehensive and intensive resource centers usually receive 25 percent of their funding from First 5 San Francisco, 25 percent from DCYF, and the remaining 50 percent from Human Services Agency.

Comprehensive and intensive resource centers offer the same types of programs as a basic resource center, but also include Human Services Agency activities such as differential response,⁵ supervised visitation of children by non-custodial parents, and team decision making meetings. Regardless of size and classification, all Family Resource Centers offer services to connect residents with needs for basic necessities such as food, clothing and shelter.

In FY 2013-14, DCYF, First 5 San Francisco, and the Human Services Agency allocated \$2.1 million to four Family Resource Centers in or near Visitacion Valley, serving approximately 1,100 parents and caregivers and 700 children, shown in Table 7.

Table 7: FY 2013-14 and FY 2014-15 Expenditures by Family Resource Center

Family Resource Centers	FY 13-14 Actual	FY 14-15 Budgeted
Bayview TLC Resource Center	\$667,089	\$682,846
Visitacion Valley Family Services Collaborative	\$622,173	\$636,819
Portola Family Connections	\$513,489	\$556,111
Excelsior Family Connections	\$311,540	\$319,168
Total Expenditures	\$2,114,291	\$2,194,944

Source: First 5 San Francisco Senior Program Officer and Family Support Program Officer.

Funding for the Family Resource Centers comes from the General Fund, Proposition 10 Tobacco Tax Funds and other sources as shown in Table 8 below.

⁵ Differential response is a Child Protective Service model that determines the response to reports of child abuse or neglect based on a risk assessment.

Table 8: FY 2013-14 Expenditures by Family Resource Center and Funding Source^a

Family Resource Centers	First 5 - Prop 10	DCYF - General Fund	HSA - General Fund/Other	Total Center Funding
Bayview TLC	\$166,772	\$166,772	\$333,544	\$667,089
Family Services Collaborative	\$155,543	\$155,543	\$311,087	\$622,173
Portola Family Connections	\$128,372	\$128,372	\$256,745	\$513,489
Excelsior Family Connections	\$155,770	\$155,770	\$0	\$311,540
Total Expenditures	\$606,458	\$606,458	\$901,375	\$2,114,291

Source: First 5 San Francisco Senior Program Officer and Family Support Program Officer.

^a Does not include overhead

Office of Early Care and Education

The Office of Early Care and Education was formed in 2012 to coordinate programs between DCYF, First 5 San Francisco, the Human Services Agency, and SFUSD to improve families’ access to early care and education and provide workforce development to childcare providers. The Office administers and supports a variety of programs including:

- CalWORKs Childcare (Stages 1 and 2)
- C-WAGES
- City Child Care Subsidies
- Alternative Payment Program
- Operating Grants
- Family Child Care Quality Network (FCCQN or Network)
- Family & Children’s Services
- ACCESS Homeless Early Care and Education

Office of Early Care and Education expenditures in Visitacion Valley in FY 2013-14 were approximately \$3.4 million. Table 9 below provides an overview of the Office’s expenditures in Visitacion Valley by program and funding source.

Table 9: Early Care and Education FY 2013-14 Expenditures by Program and Funding Source

Program	General Fund	Children's Fund	PEEF	State	Federal	Total
CalWORKs Stages 1 & 2	\$0	\$0	\$0	\$1,176,229	\$0	\$1,176,229
C-WAGES Centers	\$309,776	\$464,664	\$0	\$0	\$0	\$774,440
City Child Care Subsidies	\$395,661	\$0	\$0	\$0	\$0	\$395,661
Alternative Payment Program	\$0	\$0	\$0	\$318,883	\$0	\$318,883
Operating Grants	\$148,184	\$0	\$148,184	\$0	\$0	\$296,368
C-WAGES FCC	\$104,066	\$156,100	\$0	\$0	\$0	\$260,166
FCCQN	\$0	\$110,875	\$0	\$0	\$0	\$110,875
Family & Children's Services	\$78,963	\$0	\$0	\$0	\$17,333	\$96,296
ACCESS	\$9,054	\$0	\$0	\$0	\$0	\$9,054
Total Expenditures	\$1,045,704	\$731,639	\$148,184	\$1,495,112	\$17,333	\$3,437,972

Source: Office of Early Care and Education Administrative Analyst

CalWORKs Childcare Stages 1 & 2

CalWORKs is the State's Temporary Aid for Needy Families program that provides temporary cash aid and support services to families with children under the age of 19 and who meet certain eligibility requirements based upon family size, income and property ownership. In San Francisco, the Office of Early Care and Education administers CalWORKs Child Care Stages 1 and 2.

Stage 1 Child Care is funded by the California Department of Social Services when a parent volunteers to enter into a County-approved welfare to work program or employment. Parents are able to select from either licensed child care providers or license-exempt child care providers (family or friends). Stage 2 is funded by the California Department of Education and allows parents to continue to receive aid for child care service up to 24 months after they stop receiving CalWORKs cash aid.

The San Francisco Child Care Planning & Advisory Council (CPAC), FY 2012-13 Early Care and Education Needs Assessment (Needs Assessment) estimated that from 2006 to 2012, the number of children in Visitacion Valley receiving Stage 1 Child

Care decreased from 190 to 125, and the number of children in Stage 2 Child Care decreased from 183 to 139.

C-WAGES

The city-funded C-WAGES program provides financial support to childcare centers and family child care providers, by partially subsidizing personnel costs to meet living wages (C-WAGES Centers) and by providing business support for licensed family child care providers (C-WAGES FCC). The Office of Early Care and Education reported seven centers in Visitacion Valley participating in C-WAGES Centers and 20 family child care providers participating in C-WAGES Family Child Care.

City Child Care Subsidies

City Child Care is a city-funded voucher program for low-income families with infants and toddlers up to the age of three. Parents are able to use vouchers for child care only with licensed care providers. According to the Needs Assessment, from 2006 to 2012, the number of children utilizing child care subsidies in Visitacion Valley increased from 38 children to 51 children.

CAPP – Alternative Payment Program

The Office of Early Care and Education provides subsidized child care vouchers to low-income families not eligible for CalWORKs with funding from the California Department of Education. The Needs Assessment reports that from 2006 to 2012, the number of Visitacion Valley children enrolled in subsidized child care increased from 41 to 49.

Operating Grants

City-funded operating grants are awarded to early care and education providers who receive child care reimbursement subsidies from the State. Due to the high cost of living and conducting business in San Francisco relative to the State's low reimbursement rate, the City offers these grants to assist child care centers in bridging the gap between funding and operating costs. The Office reported that six centers receive operating grants in Visitacion Valley in FY 2013-14.

Family Child Care Quality Network

The Family Child Care Quality Network works with family child care providers to enhance the quality of early care and education. As a family care provider participating in the Network, care providers are required to participate in the City's Quality Rating and Improvement System and enroll voucher-subsidized children. In exchange for participating in the Family Child Care Quality Network, care providers have access to Network staff who assist providers in accessing training and quality improvement resources such as mental health consultation, technical assistance on inclusionary practices, and support in business operations including budgeting, marketing and organizational management. The Office reports that there are 21 family child care providers registered in Visitacion Valley.

Family & Children's Services

Families with open Child Protective Services cases in San Francisco, whether they currently live in or out of the City, may access subsidized child care to ensure that parents and caretakers can meet case plans, court ordered activities, work demands, and educational and training requirements. According to the Needs Assessment, from 2006 to 2012, the number of children in Family & Children's Services subsidized care decreased from 29 to 13.

ACCESS

ACCESS is a City General Fund program that provides homeless families with opportunities to access early care and education through subsidized vouchers. The Needs Assessment states that from 2006 to 2012, the number of children using this voucher program in Visitacion Valley decreased from one to zero. The Office of Early Care and Education reported that at the time of this report only two children were using ACCESS vouchers in Visitacion Valley.

Violence Prevention and Intervention Programs

The Department of Public Health, Juvenile Probation Department, and DCYF jointly fund violence prevention and intervention services throughout the City through contracts with community based organizations. DCYF oversees the grant funding and contract management.

Prevention and intervention programs are directed toward those between the ages of 10 to 25 who are at-risk for participating or being involved with violence, as well as those who have formally participated or have been involved with the juvenile and criminal justice systems. Program areas include secondary prevention, alternative education, diversion, detention alternatives, detention based services, and aftercare and re-entry services.

According to DCYF, there are five programs located at five sites within Visitacion Valley operated by three different community based organizations. These sites serve 189 youths and receive a little over \$800,000 in annual funding from the City, as shown in Table 10 below.

Table 10: FY 2013-14 Violence Prevention and Intervention Expenditures in Visitacion Valley by Site and Youths Served

Program Site	Expenditures	Youths Served
YMCA Bayview Hunter's Point School Site Mentoring	\$203,000	39
CYC Asian Pacific Islander VP Services	\$184,638	13
CYC Pacific Islander Outreach Services	\$176,875	66
YMCA Bayview Hunter's Point TURF Restorative Case Management and Enrichment	\$128,366	37
APA Family Support Samoan Case Management	\$115,860	34
Total Grant Funding & Service Level	\$808,740	189

Source: DCYF Data and Evaluation Manager.

Table 11 shows FY 2013-14 violence prevention and intervention funding in Visitacion Valley by funding source.

Table 11: FY 2013-14 Violence Prevention and Intervention Expenditures in Visitacion Valley by Funding Source

Funding Source	Expenditures	Percentage of Total
Children's Fund	\$325,000	40%
General Fund	\$267,682	33%
State Funding	\$216,058	27%
Total Expenditures	\$808,740	100%

Source: DCYF Data and Evaluation Manager.

Housing Services

Housing services funded by the City in Visitacion Valley include emergency shelter, permanent supportive housing, and affordable public housing. These housing programs are funded by the Human Services Agency, Department of Public Health, and Housing Authority.

Emergency Shelter

The Human Services Agency contracts with community based organizations to operate emergency shelters offering overnight shelter to those without housing. Reservations must be made at designated Shelter Reservation sites ahead of time. Individuals can also request long-term stays up to 90 days, but these reservations are provided based upon a waitlist.

There are no emergency shelters or shelter reservation sites located within the 94134 ZIP Code; however, there is a homeless resource center and emergency shelter site within two miles northeast of Visitacion Valley in the Bayview neighborhood. Both sites are accessible within walking distance from the T-Third Street light rail.

In addition to making reservations for nearby overnight shelter sites, the Homeless Resource Center offers communal rooms for daily shelter from the early morning until the evening with access to shower, restroom, and laundry facilities. There is also telephone voicemail messaging access, locker storage, and meals are served twice daily.

The Providence Emergency Shelter site in the Bayview neighborhood, the closest overnight emergency shelter in proximity to Visitacion Valley, offers 110 mats for individual adults and 15 mats for families. Providence reports that there is an annual occupancy rate of 78 percent.

The Human Services Agency's FY 2013-14 expenditures for emergency shelter were funded by the General Fund as shown in Table 12 below.

Table 12: FY 2013-14 Emergency Shelter Grant Expenditures for Sites Near Visitacion Valley

Emergency Shelter Sites	Annual Grant Expenditures
United Council of Human Services Homeless Resource Center	\$1,018,629
Providence Emergency Shelter	\$624,215
Total Expenditures	\$1,642,844

Source: Human Services Agency Housing and Homeless Division and Office of Contract Management.

Supportive Housing

Permanent supportive housing provides long-term affordable housing and services, such as behavioral health services, to chronically homeless adults and families. Permanent supportive housing is provided by non-profit organizations, funded by the Department of Public Health or Human Services Agency, or master lease hotels funded by the Human Services Agency. There are four supportive housing sites in the Bayview within two miles of Visitacion Valley's Commercial District; the four sites are all located off of the T-Third Street light rail line.

Supportive housing sites in Bayview serve 248 tenants living in 195 units. The Human Services Agency and Department of Public Health FY 2013-14 expenditures were \$1,381,295, shown in Table 13, which are largely General Fund expenditures; these expenditures do not include tenant rents or other funding sources directly allocated to the supportive housing programs.

Table 13: Supportive Housing Expenditures for Sites near Visitacion Valley

Housing Complex	Annual Budget	Neighborhood
Bayview Hill Gardens	\$895,207	Bayview
Armstrong Place	\$216,086	Bayview
Bayview Commons	\$145,766	Bayview
Hope House	\$124,236	Bayview
Total Expenditures	\$1,381,295	

Source: Department of Public Health and the Human Services Agency.

Public Housing and Housing Choice Voucher Program

The San Francisco Housing Authority administers federal housing programs funded by HUD, including affordable housing for low-income individuals and families, and rent subsidies for low-income individuals and families living in private housing. In Visitacion Valley, the Housing Authority operates the 767 unit Sunnydale housing development. Although we requested the number of individuals and families living in Visitacion Valley and receiving rent subsidies through the Housing Choice Voucher program, the Housing Authority did not provide this information.

Workforce and Job Development Programs

In San Francisco, workforce and job development programs are provided by both the Office of Economic and Workforce Development (OEWD) and the Human Services Agency Workforce Development Division.

Office of Economic and Workforce Development

The OEWD contracts with community based organizations to operate Neighborhood Access Points where residents can seek job-training and job placement support services. These Neighborhood Access Points provide services that help clients practice job interviews, develop career plans and action steps, and improve literacy skills to achieve educational goals such as obtaining General Education Development certificates.

In Visitacion Valley, there is one Neighborhood Access Point offering workforce development services contracted through FACES SF, a nonprofit organization. In FY 2013-14, the City allocated to FACES approximately \$350,000 in City General Fund and federal Workforce Investment Act (WIA) funds, shown in Table 14. Additionally, OEWD incurred approximately \$40,000 in staff costs to oversee this program.

Table 14: Expenditures for the Neighborhood Access Point Workforce Program in Visitation Valley

Program Expenses	General Fund	Federal WIA Funds	Total Expenditures
FACES Grant	\$148,312	\$205,320	\$353,632
OEWD Staff Costs	\$39,808	\$0	\$39,808
Total Expenditures	\$188,120	\$205,320	\$393,440

Source: Office of Economic and Workforce Development Chief Financial Officer.

Human Services Agency Workforce Development Division

The Workforce Development Division of the Human Services Agency administers a variety of employment services to CalWORKs welfare-to-work recipients and single adults eligible for local cash assistance through the County Adult Assistance Programs (CAAP) to help them meet work requirements and advance toward self-sufficiency. The Workforce Development Division manages and provides over 20 services through a mixed delivery model including City staff and community based contracts. These services are generally categorized into the following five programs:

- CalWORKs
 - CalWORKs Welfare to Work services includes job readiness training and vocational classroom training.
 - Subsidized employment and other employment-related services and supports to recipients.
- Personal Assisted Employment Services (PAES)
 - PAES is a subset of CAAP and provides cash assistance to low-income adults and offers a variety of job readiness and other employment-related services, including vocational training and subsidized employment.
- Jobs Now
 - The Jobs Now program works in conjunction with CalWORKs Welfare to Work and PAES by subsidizing wages for both public and private employers who employ CalWORKs and PAES clients.
- Rapid Response
 - Rapid Response provides one month paid employment to CalWORKs clients transitioning into the workforce.
- Student Work Experience Program (SWEP)
 - SWEP originated as a summer youth employment program that has since expanded to also offer after school opportunities for youth from CalWORKs families, foster care, and young adults formerly in foster care.

Residents can access these services by visiting one of HSA's Workforce Development Centers, or by being referred by their CalWORKs or PAES Employment Specialist. There are currently four HSA Workforce Development Centers in San Francisco, although none of these centers are located within Visitacion Valley. The closest center to Visitacion Valley is the Southeast Workforce Development Center located at Oakdale Avenue and Phelps Street in Bayview, accessible from the T-Third Street light rail.

Our office requested workload measures and expenditures for providing each of these programs to Visitacion Valley residents; however, the Workforce Development Division reported that program performance information is generally not tracked by each unique user, ZIP code, and specific service utilized. Although we could not obtain actual annual case volume data, the Division reported that as of December 2014, there were 243 adults registered under Welfare to Work and 167 adults registered under PAES who were recorded as residents of the 94134 ZIP code. Based on an annualized estimate provided by the Division, in FY 2013-14 there were 115 adults who accessed Jobs Now, 50 adults who accessed Rapid Response and 29 placements under SWEP who were registered within the 94134 ZIP code.

Since almost all clients receiving workforce development services initiate as Welfare to Work or PAES clients, we extrapolated costs by prorating the Division's entire budget as a percentage correlating with the percentage of Welfare to Work and PAES clients registered in Visitacion Valley compared to the Division's citywide client volume. Based on the Human Services Agency's FY 2013-14 citywide workforce development expenditures, we estimate annual expenditures of \$2.2 million for serving the Visitacion Valley community, of which an estimated \$790,000, or 36 percent, is General Fund. Table 15 below provides an overview of our estimated annual expenditures by funding type.

Table 15: Estimated Annual Expenditures for Workforce Development Programs Serving Visitacion Valley Residents

Program	Total All Funds Expenditures	Total General Fund Expenditures
Workforce Development Programs	\$2,170,648	\$790,472

Source: Human Service Agency Workforce Development Division's Welfare to Work and PAES case volumes and budget.

Public Health Services

The Department of Public Health provides a wide range of health services through primary care and wellness clinics, maternal, child and adolescent health services, and behavioral health services. Services are provided through a mixed delivery model of in-house staff and contracts with community based organizations.

Public health financing relies upon a multitude of funding sources including funding from the State and Federal governments in addition to support from the General Fund, work orders from other departments and other City funds. In FY 2013-14, the Department of Public Health spent approximately \$25,131,744 to provide these health services in the Visitation Valley community.

Table 16: FY 2013-14 Expenditures by Funding Source for Health Services in Visitation Valley

Funding Source	Expenditures	Percentage of Total
Federal	\$6,886,567	27%
State	\$8,378,893	33%
General Fund	\$4,068,632	16%
Work Orders	\$3,302,794	13%
Other City Funding	\$2,494,858	10%
Total Expenditures	\$25,131,744	100%

Source: Department of Public Health administration, Budget Analyst.

Based on FY 2013-14's year-end performance, the Department of Public Health projects in FY 2014-15 that approximately 479 clients will be served through primary care, 2,933 clients will be served through behavioral health services, and 2,188 families will be served through maternal, child and adolescent health services.

Residents are able to access health care services at multiple locations as many health clinics will offer a variety of health services or referrals to other sites for needed health services. In addition, providers serve families citywide, bringing services to families at home, school or in other community settings.

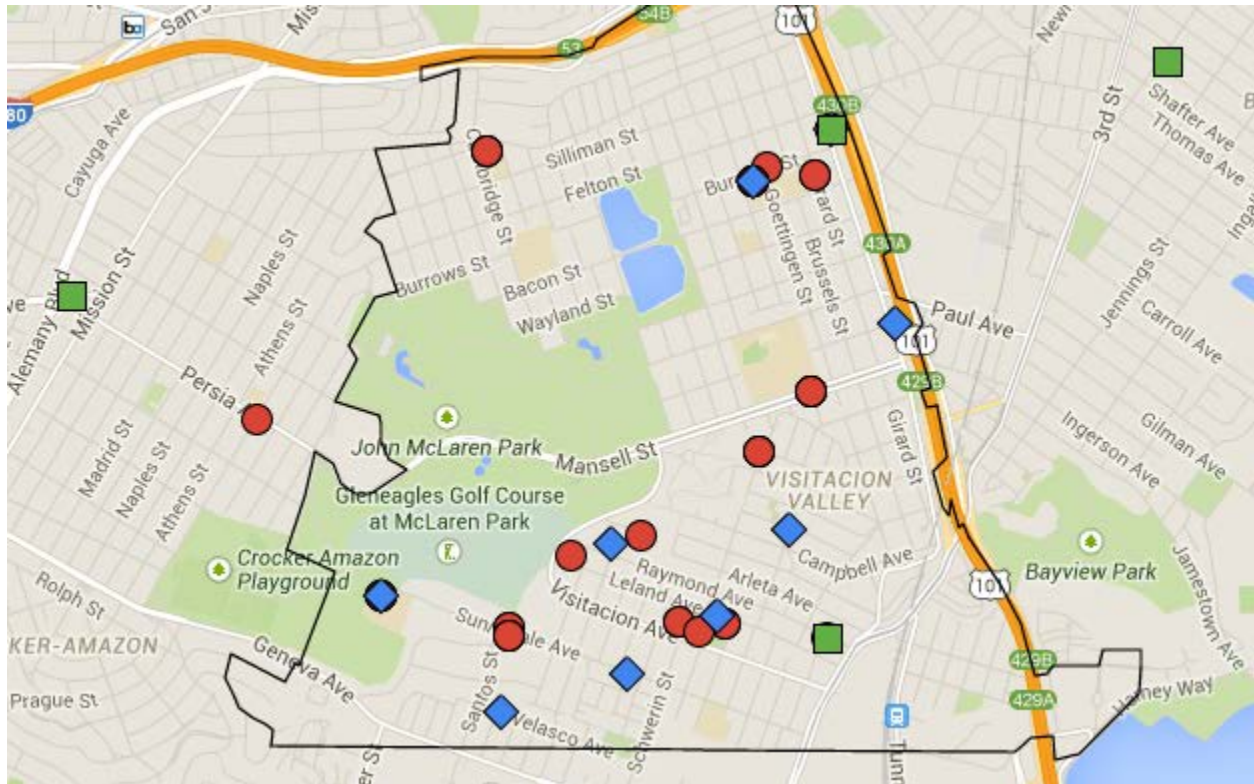
Appendix I: FY 2013-14 Program Expenditures and Participation

	General Fund	Children's Fund	Proposition 10 Tobacco Tax	Public Education Enrichment Fund	Other ^b	Total	Number Served ^a	Group Served
Out of School Time and YLEaD Programs	\$700,703	\$3,478,260			\$101,446	\$4,280,409	5,326	Youth
Preschool for All				1,120,136		1,120,136	250	Children 4 years
Family Resource Centers	\$1,507,833		606,458			2,114,291	1,800	Parents and Children
Early Care and Education	<u>1,045,704</u>	<u>731,639</u>		<u>148,184</u>	<u>1,512,445</u>	<u>3,437,972</u>	<u>393</u>	Young Children in Childcare
SUBTOTAL	\$3,254,240	\$4,209,899	\$606,458	\$1,268,320	\$1,613,891	\$10,952,808	7,769	
Violence Prevention	<u>\$267,682</u>	<u>\$325,000</u>			<u>\$216,058</u>	<u>\$808,740</u>	<u>189</u>	At risk youth 10 years to 25 years
SUBTOTAL	\$267,682	\$325,000	\$0	\$0	\$216,058	\$808,740	189	
Emergency Shelters (Housing)	\$1,642,844					\$1,642,844		Homeless adults and families
Supportive Housing	<u>1,381,295</u>					<u>1,381,295</u>	<u>241</u>	
SUBTOTAL	\$3,024,139	\$0	\$0	\$0	\$0	\$3,024,139	241	
Workforce Development – Neighborhood Access Points	\$188,120				\$205,320	\$393,440		
Workforce Development – HSA	<u>790,472</u>				<u>1,380,176</u>	<u>2,170,648</u>	<u>604</u>	
Workforce Development	978,592	\$0	\$0	\$0	1,585,496	2,564,088	604	
City Department Programs TOTAL	\$7,524,653	\$4,534,899	\$606,458	\$1,268,320	\$3,415,445	\$17,349,775	8,803	
Public Health	\$4,068,632	\$0	\$0	\$0	\$21,063,112	\$25,131,744	5,121	2,933 behavioral health and 2,188 families
TOTAL	\$11,593,285	\$4,534,899	\$606,458	\$1,268,320	\$24,478,557	\$42,481,519	13,924	

^aThe “number served” could include duplicated service numbers.

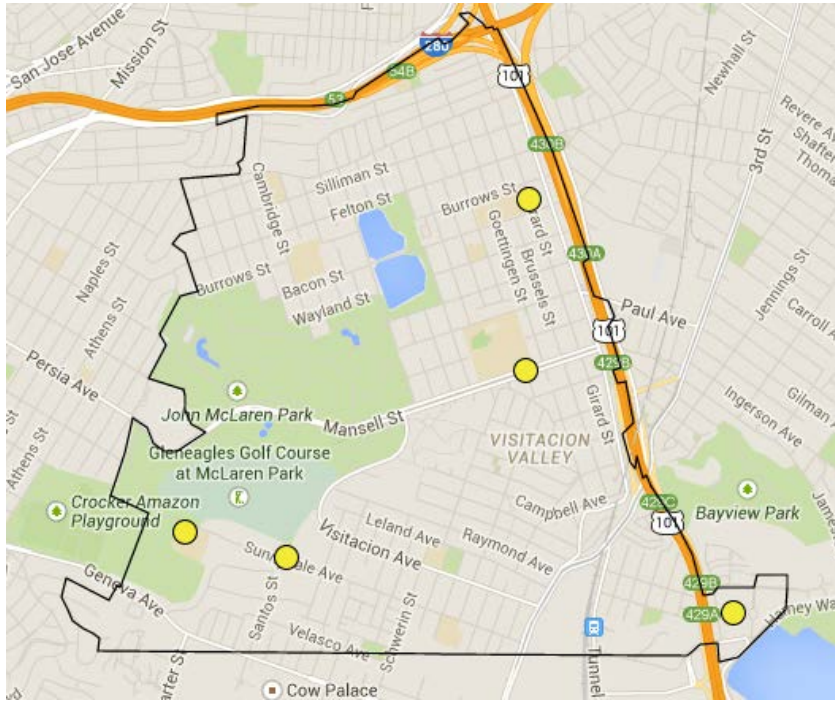
^b“Other” funding includes other City funds not included in this chart, state funding, and federal funding.


Map 1: Children and Family Services Programs in Visitation Valley



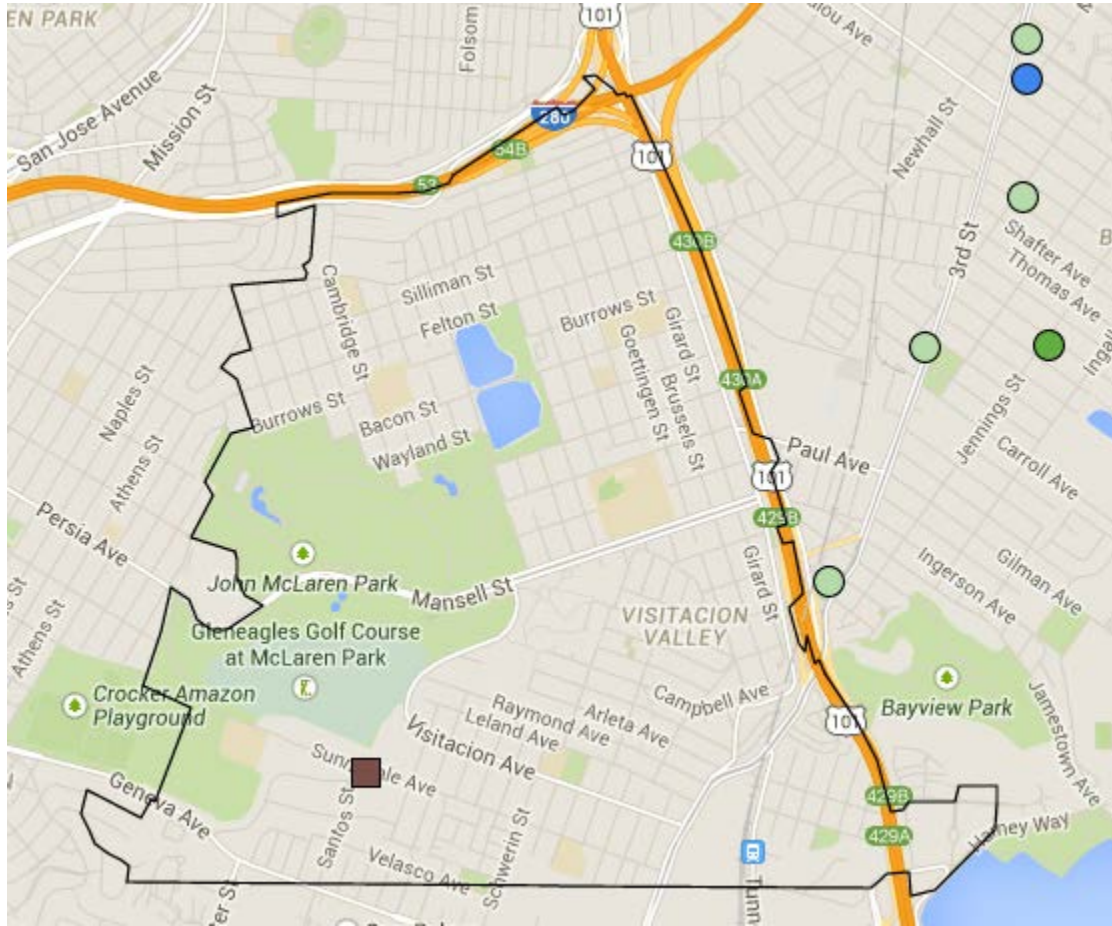
- DCYF Programs
- ◆ First 5's Preschool for All
- Family Resource Centers

Map 2: Violence Prevention and Intervention Programs in Visitation Valley



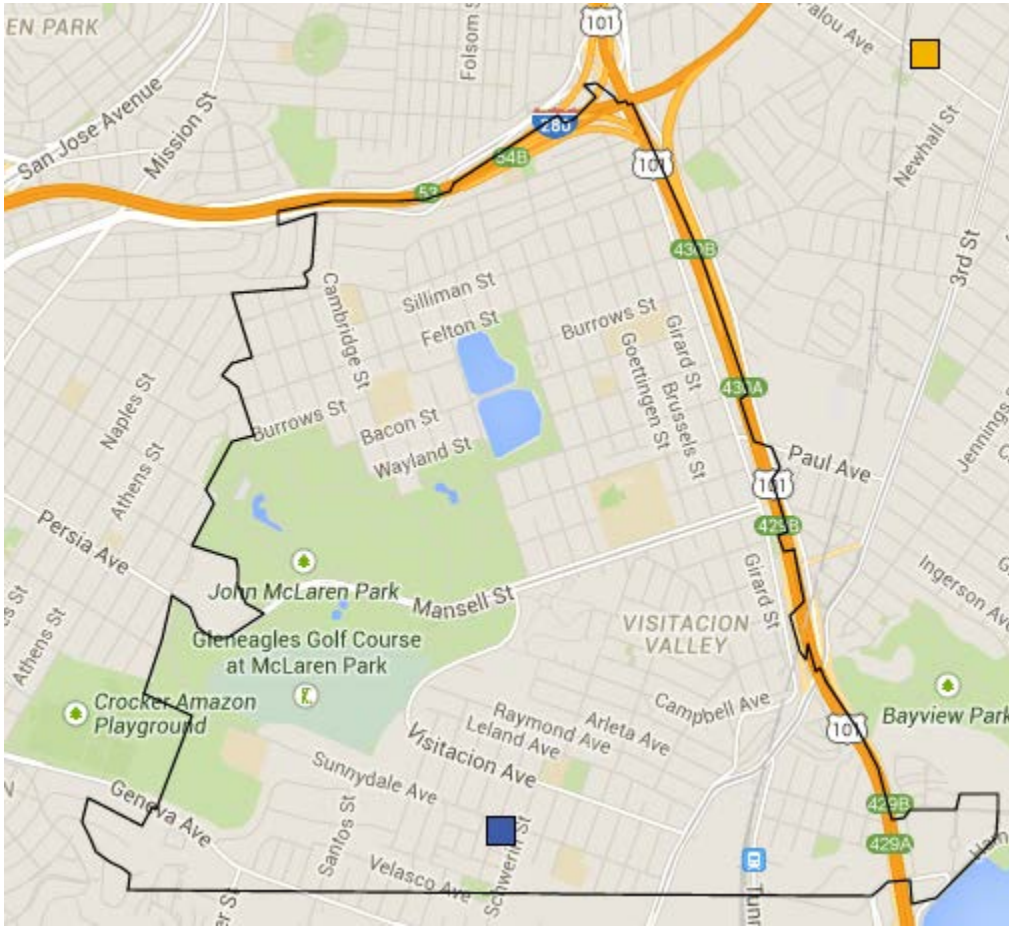
 Violence Prevention and Intervention Program Sites

Map 3: Housing Services In or Near Visitation Valley



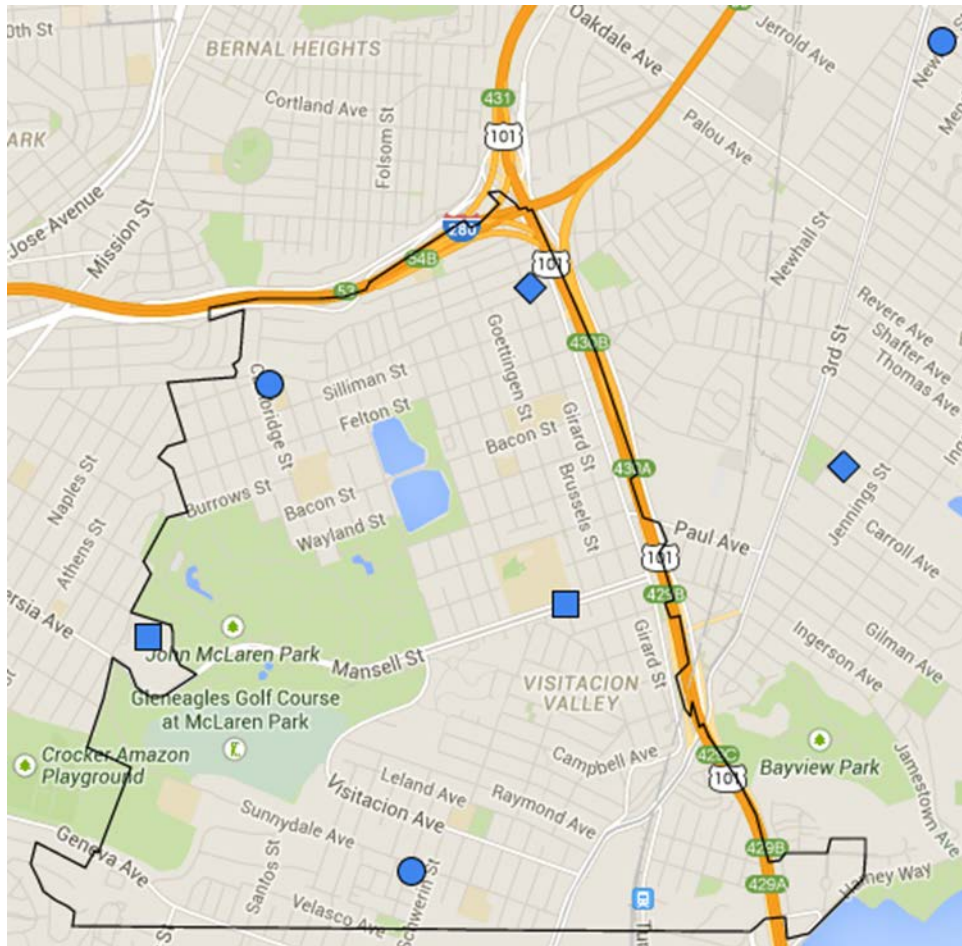
- Emergency Shelter
- Homeless Resource Center
- Permanent Supportive Housing
- Sunnydale Housing Project

Map 4: Workforce Development Programs in Visitation Valley



- Neighborhood Access Point
- Workforce Development Center

Map 5: Public Health Services in Visitation Valley



- Family and behavioral health services
- Youth oriented health services (Wellness Initiative Centers)
- ◆ Primary care clinics