

# 2020-2025 CONSOLIDATED PLAN

CITY & COUNTY OF SAN FRANCISCO

Mayor's Office of Housing & Community Development

**November 14, 2017**



# Community Development Funding Sources



## MOHCD

### City Sources

General Fund

Housing Trust Fund

### HUD Sources

CDBG

HOPWA

HOME

ESG

## OEWD

### HUD Sources

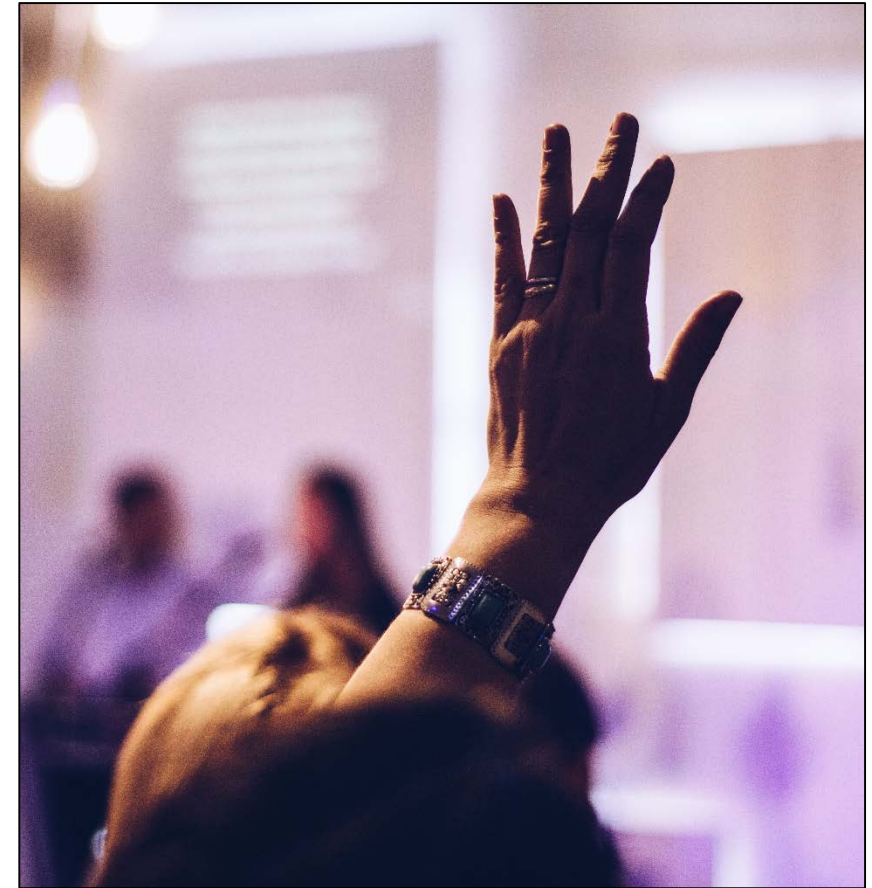
CDBG

# Citizen Participation Plan



The Citizen Participation Plan sets forth policies and procedures which promote citizen participation in the following activities:

- **Development of the Consolidated Plan, a five-year strategic plan that outlines the strategy and goals for San Francisco's use of the four federal funding sources**
- **Development of annual Action Plan, which identifies the proposed projects that will be funded during the upcoming fiscal year with the four funding sources**

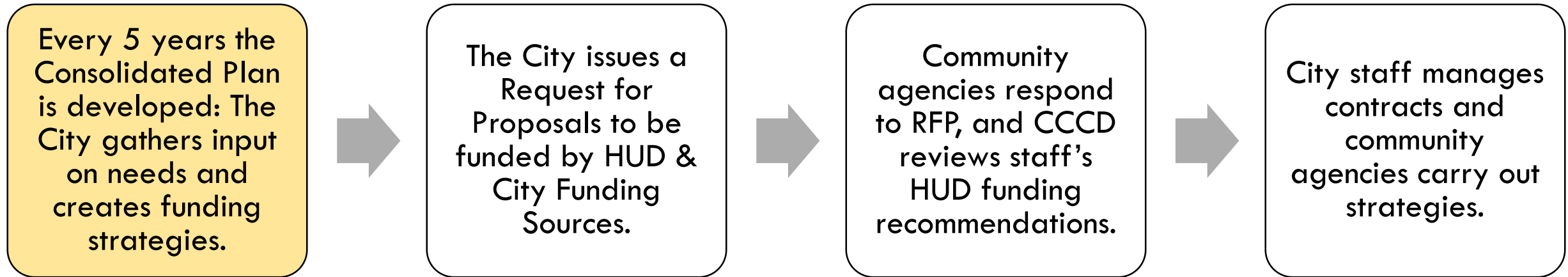


# Citizen Participation Plan



The intent of the Citizen Participation Plan is to encourage those least likely to participate in the process, especially low-income persons living in distressed neighborhoods, in public and assisted housing developments, and in areas where CDBG funds are proposed to be used. This plan describes actions the City will take to encourage participation of all citizens, with special outreach to communities of color, limited English proficient residents, and persons with disabilities.

# Planning & Funding

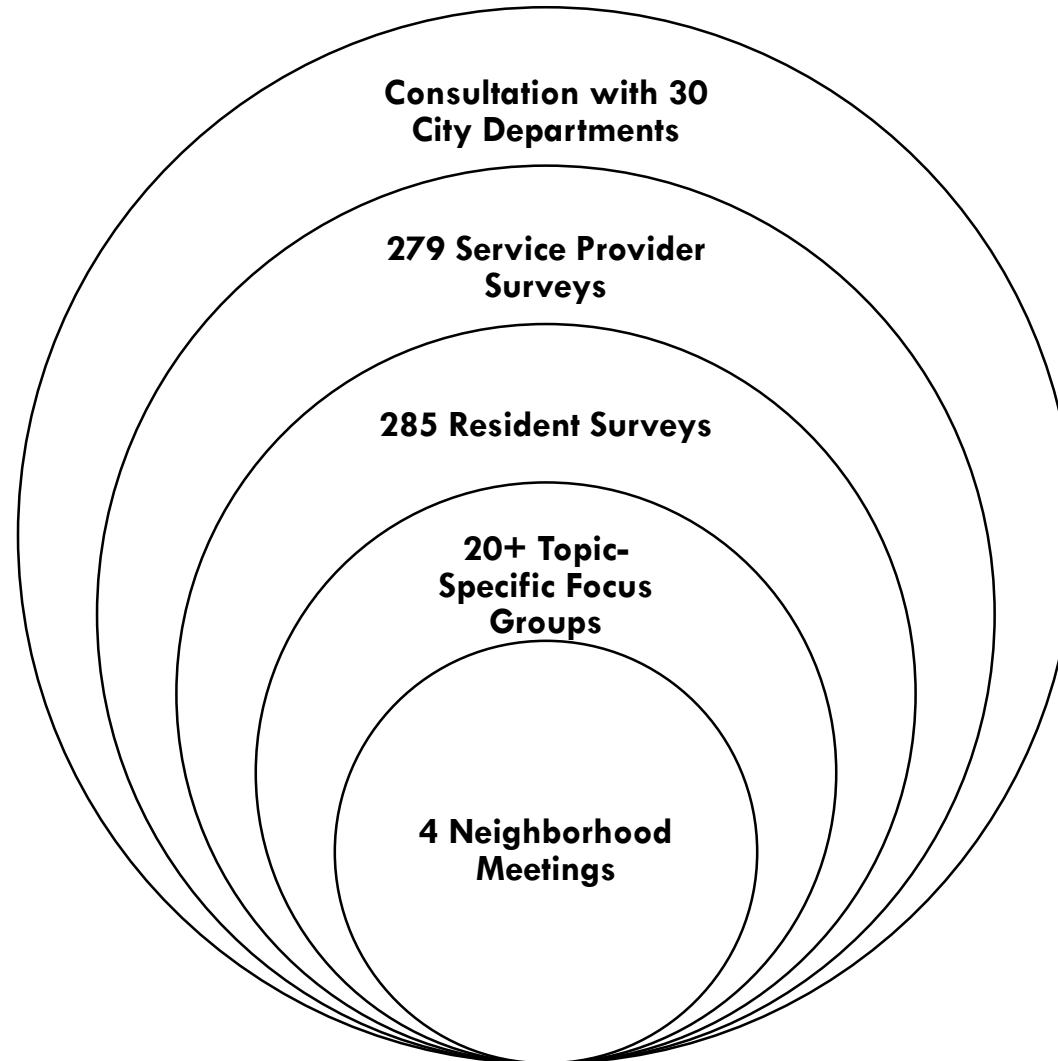


# Previous Strategy Development Process



## Timeline

February through May 2014



- ✓ SF Family Network
- ✓ Community Centers Providers
- ✓ HIV Prevention/Planning Council
- ✓ HIV Care Council
- ✓ Disability Council
- ✓ TAY Executive Directors Network
- ✓ TAY Advisory Board
- ✓ TAY Providers
- ✓ Immigrant Legal & Education Network Providers
- ✓ Housing Counseling Providers
- ✓ Homeownership Counseling Groups
- ✓ Homeless Coordinating Board
- ✓ Long Term Care Council
- ✓ HOPE SF Providers
- ✓ Neighborhood Economic Development Providers
- ✓ Interfaith Coalition

# Provider Survey Questions



<p>1. What are the three greatest needs of clients in your service area?</p>	<p>2. What do you think are the most effective strategies for meeting those needs?</p>
<p>3. Are those strategies currently being funded? By who?</p>	<p>4. Apart from the specific service areas that you work in, what do you see as being the greatest community need of your service neighborhood?</p>

# Resident Survey Questions



<p>1. What are three things you like about your neighborhood, or see as its strengths?</p>	<p>2. What are three persistent or unmet needs of your neighborhood?</p>
<p>3. You have ONLY \$100 to invest in services for low and moderate income San Francisco residents. Please select which service areas you would invest your dollars in.</p>	



# Neighborhood Meetings



NEIGHBORHOOD PRIORITIES	Southeast (1)	South Central (2)	Northeast (3)	West Side (4)	TOTAL
Create and maintain affordable rental housing	9	12	17	3	41
Provide quality services to children, youth and Transitional Aged Youth (18-24)	17	11	7	4	39
Help residents retain housing and prevent homelessness	5	4	14	6	29
Provide access to quality health, mental health and substance abuse services	8	6	12	2	28
Revitalize public housing developments & help residents build healthy & successful communities	9	6	9	3	27
Advance economic opportunities by providing services such as financial literacy, legal services, culturally and linguistically appropriate community center access points, etc.	10	2	10	2	24
Establish, enhance and retain small businesses	9	8	5	1	23
Increase access to workforce services, including job training	13	9	0	1	23
Provide quality services to seniors	7	1	7	4	19
Stabilize and house homeless individuals & domestic violence survivors	4	2	8	3	17
Create and maintain affordable ownership housing	4	2	6	3	15
Improve community facilities & public space	7	3	4	0	14
Strengthen commercial corridors	2	2	0	0	4

# Provider Focus Groups



<p>1. What are the greatest needs of the clients you serve?</p>	<p>2. What are the crucial gaps in service, or specific program areas which are currently under-resourced?</p>
<p>3. What do you think are the most effective strategies for meeting those needs? Are those strategies currently being funded? By whom?</p>	<p>4. How do you think CDBG/ESG/HOPWA/HOME funds should be prioritized in your service area?</p>

# Theory of Change



Target Populations	Priority Needs	Objectives	Ultimate Impact
<p>Vulnerable Populations:</p> <ul style="list-style-type: none"> <li>• Immigrants</li> <li>• Seniors</li> <li>• Persons with Disabilities</li> <li>• Persons Living with HIV/AIDS</li> <li>• TAY</li> <li>• Survivors of Domestic Violence</li> <li>• Homeless and At-Risk of Homelessness</li> <li>• Re-Entry</li> <li>• Veterans</li> <li>• Public Housing Residents</li> <li>• LGBT</li> <li>• African Americans</li> <li>• Native Americans</li> </ul>	1A. Develop and Maintain Affordable Housing	1. Families and Individuals are Stably Housed	<p>Strong, Healthy, Diverse, Self-Sufficient Communities across San Francisco</p>
	1B. Make Housing Affordable		
	1C. Prevent and End Homelessness		
	1D. Provide Supportive Housing Services		
	2A. Enhance Community Facilities and Spaces	2. Communities have Healthy Physical, Social and Business Infrastructure	
	2B. Strengthen Small Businesses and Commercial Corridors		
	2C. Increase Community Cohesion		
	3A. Promote Workforce Development	3. Families and Individuals are Resilient and Economically Self-Sufficient	
	3B. Promote Economic Advancement through Barrier Removal		

# Objective 1. Families and Individuals are Stably Housed



## Priority Need 1A: Develop and Maintain Affordable Housing

- Goal 1Ai. Increased supply of affordable housing
- Goal 1Aii. Preserve and maintain affordable housing supply

## Priority Need 1B: Make Housing Affordable

- Goal 1Bi. Increased affordability of rental housing
- Goal 1Bii. Increased opportunities for sustainable homeownership
- Goal 1Biii. Increased access to rental and homeownership housing



## Priority Need 1C: Prevent and Treat Homelessness

- Goal 1Ci. Reduced rate of evictions
- Goal 1Cii. Transitional housing is available for those who need it
- Goal 1Ciii. Homeless people receive basic shelter and support services

## Priority Need 1D: Provide Supportive Housing Services

- Goal 1Di. Increased access to services for public housing residents
- Goal 1Dii. Increased access to permanent supportive housing and transitional housing for PLWHA

# Objective 2. Communities have Healthy Physical, Social, and Business Infrastructure



## Priority Need 2A: Enhance Community Facilities and Spaces

- Goal 2Ai. Key nonprofit service providers have high quality facilities
- Goal 2Aii. Enhanced public spaces

## Priority Need 2B: Strengthen Small Businesses and Commercial Corridors

- Goal 2Bi. Thriving, locally-owned small businesses
- Goal 2Bii. Robust commercial corridors in low-income neighborhoods

## Priority Need 2C: Increase Community Cohesion

- Goal 2Ci. Increased supports for residents to convene and build social capital

# Objective 3. Families and Individuals are Resilient and Economically Self-Sufficient



## Priority Need 3A: Promote Workforce Development

- Goal 3Ai. Increased job readiness
- Goal 3Aii. Increased entrepreneurship and microenterprise development
- Goal 3Aiii. Increased occupational skills that match labor market needs
- Goal 3Aiv. Access to job opportunities for disadvantaged San Francisco residents

## Priority Need 3B: Promote Economic Advancement Through Barrier Removal

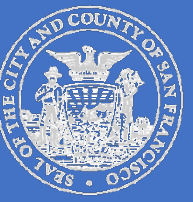
- Goal 3Bi. Improved service connections
- Goal 3Bii. Improved foundational competencies and access to job training and employment opportunities for disconnected populations
- Goal 3Biii. Increased access to job retention and advancement supports
- Goal 3Biv. Improved financial literacy and management

# Investment Strategies



<b>Housing Stability</b>	<b>Physical, Social and Business Infrastructure</b>	<b>Economic Self-Sufficiency</b>
Affordable Housing Development & Preservation	Enhance Community Facilities & Spaces	Promote Workforce Development <ul style="list-style-type: none"> <li>- Job Readiness</li> <li>- Occupational Skills</li> <li>- Job Opportunities</li> </ul>
Sustainable Homeownership		
Access to Housing		
Eviction Prevention	Strengthen Small Businesses & Commercial Corridors	Promote Economic Advancement <ul style="list-style-type: none"> <li>- Service Connection</li> <li>- Foundational Competencies</li> <li>- Legal Services</li> <li>- Financial Education/Counseling</li> </ul>
Transitional Housing & Services		
Homeless Services	Increase Community Cohesion <ul style="list-style-type: none"> <li>- Community Building &amp; Neighborhood Planning</li> <li>- Organizational Capacity Building</li> </ul>	
Public Housing Services (RAD & HOPE SF)		
Supportive Housing for People Living with HIV & AIDS		

# 2020-2025 Consolidated Plan Timeline



- By March 2018: **Hire a consultant**
- From March 2018 through December 2018: **Conduct research and community outreach and engagement**
- By June 2019: **Draft initial version of Con Plan**
- By October 2019: **Release RFP**
- **This timeline is concurrent with the AFH**