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## Executive Summary

The Consolidated Annual Performance and Evaluation Report (CAPER) for the 2005-06 program year represents the annual report of the City and County of San Francisco's implementation of four U.S. Department of Housing and Urban Development (HUD) programs:

- The Community Development Block Grant (CDBG);
- The Emergency Shelter Grant (ESG);
- The HOME Investment Partnership (HOME); and,
- The Housing Opportunities for Persons With AIDS (HOPWA) Programs

The 2005-06 CAPER serves two purposes: 1) a summary of resources used during the program year July 1, 2005 through June 30, 2006; and 2) a self-evaluation of a) progress and challenges addressing priorities; and b) key accomplishments.

The City and County of San Francisco received the following new funding from the U.S. Housing and Urban Development (HUD) for program year 2005-06:

CDBG:	\$24,137,382
ESG:	\$923,756
HOME:	\$8,463,890
ADDI:	\$264,915
HOPWA:	\$8,466,000
<b>2005-06 Total:</b>	<b>\$42,255,943</b>

This report describes the program areas in which CDBG and ESG dollars were invested in the 2005-06 program year, and the community development priorities that were addressed through the investments.

During 2005-06, investments were made in the following program areas:

- Capital Projects
- Public Space Improvements
- Public Services
- Economic Development and Micro-enterprise Assistance
- Planning and Capacity Building
- Housing Activities
- Emergency Shelter Grants

San Francisco's 2005-06 CDBG and ESG priorities were to:

- 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

Over the course of the program year, CDBG and ESG funds were strategically executed to renovate and develop community facilities; improve ADA access; strengthen neighborhood vitality through improved public play structures; train low income residents in with employment readiness skills; support the placement of new resident hires; engage in small business and micro-loan lending; support affordable, accessible housing; provide services for first-time home buyers; support housing for people with AIDS; and deliver services that help to prevent homelessness. Additionally, CDBG funds were used to support planning and capacity building activities for community-based organizations.

**Select highlights of the 2005-06 program year include:**

- 3,046 individuals received economic development/micro-enterprise assistance;
- 15,698 individuals received public services;
- 4,559 individuals received ESG-funded homeless or homeless prevention services;
- 1,173 individuals received HOPWA-funded services;
- Continuation of the Project Connect community assessment effort;
- Project Homeless Connect has provided support for approximately 11,000 vulnerable individuals to date; and
- The City has leveraged significant resources through public, private and not for profit support of programs that strengthen and optimize CDBG funds.

Persistent challenges for the City exist in the direction and selection of the highest and best use of CDBG resources. The direction of prior resources has been sharply improved by taking a progressive stance to “go deep in key areas” and wide in others. A key limitation of the 2000-05 Consolidated Plan exists in its broad and generally identified goals and objectives. While the City has been successful in reaching low- and moderate-income residents with creative programs, it has been historically challenging to identify and track the difference between program output and authentic program impact.

Two elements of the 2005-09 Consolidated Plan are in direct response to this issue. First, the new Consolidated Plan is extremely specific regarding geographic areas to invest substantial resources; and second, the Plan frames a set of goals (four for MOCD and three for MOH) that correspond to measurable objectives, strategies and potential activities. MOCD has developed a new database to support a more rigorous tracking system, that notes outputs and monitors outcomes.

The net result of these changes relates to the second persistent challenge for the City, and that has historically been the selection process for grantee agencies. In the past, many grantees enjoyed support from MOCD and MOH as repeat grantees. This process tends to establish a set of community and political expectations that can be difficult to challenge. MOCD, MOH and the SFRA recognize the complexities of recommending agency proposals at a time when funds have become more competitive.

MOCD has developed a heightened set of expectations from our community providers regarding accountability, best practices, performance and integrity. MOCD is in the process of shaping a Request for Proposals (RFP) for program year 2007-08 that will follow the strategic blueprint of

the 2005-09 Consolidated Plan. The expectation with this RFP is that its focus will be more tailored, the application submissions appropriately responsive, and the subsequent development of work-plans and contracts more closely aligned with the strategies and activities that roll-up to Specific, Measurable, Achievable, Relevant and Timely objectives (SMART).

MOCD, MOH and SFRA are proud of the creative strategies employed by city staff and community partners to support many of our low and moderate-income and hard to reach residents. We celebrate the accomplishments that are detailed in this CAPER and we renew our commitment to improved outcome tracking, enhanced community participation in the process and creative engagement with the private, philanthropic and not for profit sector to leverage and optimize our federal resources.

## **PART 1. CAPER INTRODUCTION**

The Consolidated Annual Performance and Evaluation Report (CAPER) for the 2005-06 program year represents the annual report of the City and County of San Francisco's implementation of four U.S. Department of Housing and Urban Development (HUD) programs:

- The Community Development Block Grant (CDBG);
- The Emergency Shelter Grant (ESG);
- The HOME Investment Partnership (HOME); and,
- The Housing Opportunities for Persons With AIDS (HOPWA) Programs

The 2005-06 CAPER serves two purposes: 1) a summary of resources used during the program year July 1, 2005 through June 30, 2006; and 2) a self-evaluation of a) progress and challenges addressing priorities; and b) key accomplishments.

In San Francisco, the Mayor's Office of Community Development (MOCD) is the lead agency responsible for the consolidated reporting for the four programs to HUD. MOCD administers non-housing aspects of the CDBG Program and the ESG Program. The Mayor's Office of Housing (MOH) is responsible for the housing activities of the CDBG Program and the HOME Program. The San Francisco Redevelopment Agency (SFRA) is the lead agency for the three-county HOPWA Program that serves San Francisco, San Mateo and Marin Counties.

The Citizens' Committee on Community Development (CCCD) is a 16-member advisory body charged with public oversight of MOCD and MOH. Members are appointed by the Mayor, and represent a broad cross-section of communities served by MOCD and MOH. The CCCD holds public hearings, assists with the identification of community needs and formulation of program priorities, reviews proposals, makes funding recommendations on CDBG, ESG and HOME programs to the Mayor, and oversees MOCD and MOH activity throughout the year. The CCCD has regular monthly public meetings.

## **HUD Program Descriptions**

### **1) Community Development Block Grant Program**

Title I of the Housing and Community Development Act of 1974 (Public Law 93-383) created the Community Development Block Grant (CDBG) Program. Reauthorized in 1990 as part of the Cranston-Gonzalez National Affordable Housing Act, local communities can use the resources of the CDBG Program to develop flexible, locally designed community development strategies to address the program's primary objective, which is “. . . *development of viable urban communities, by providing decent housing and suitable living environments and expanding economic development opportunities principally for persons of low and moderate income.*”

The CDBG program is directed toward neighborhood revitalization through the funding of local programs that support the empowerment of low-income households through workforce development initiatives, economic development, housing and the provision of improved community facilities and services. Through the CDBG program, cities are allowed to develop their own programs and funding priorities, but are limited to activities that address one or more of the national objectives of the program. The national objectives include benefiting low- and moderate-income persons, aiding in the prevention or elimination of blight, and addressing other urgent community development needs.

### **2) Emergency Shelter Grant Program**

The Emergency Shelter Grant Program, authorized by the Stewart B. McKinney Homeless Assistance Act, provides funding for four types of activities that assist homeless individuals and families: (1) rehabilitation or conversion of buildings for use as emergency shelter, (2) operating expenses for emergency shelters, (3) essential social services for homeless individuals, and (4) prevention activities that help reduce the number of people who become homeless.

### **3) HOME Investment Partnership Program**

The HOME Investment Partnerships, introduced in the Cranston-Gonzalez National Affordable Housing Act of 1990, provides funding that can be used for rehabilitation, new construction, acquisition of affordable housing, and/or tenant-based rental assistance.

### **4) Housing Opportunities for Persons With AIDS Program**

The Housing Opportunities for Persons With AIDS program allocates funds to assist all forms of housing designed to prevent homelessness of persons with HIV/AIDS, and to meet the housing needs of persons with HIV/AIDS, including lease/rental assistance, shared housing arrangements, apartments, single room occupancy (SRO) dwellings, and community residences. Supportive services may also be included in the program.

## Neighborhood Definitions

In order to ensure consistency in the definition of frequently used neighborhood descriptors, MOCD has described select neighborhood boundaries with year 2000 census tracts. Population data has been included to broaden our understanding of density within these neighborhoods.

### Neighborhood Boundary Definitions

Neighborhood	Census Tracts	Total Population*
Bayview Hunters Point	230.01, 230.02, 230.03, 231.01, 231.02, 231.03, 232, 233, 234, 606, 609, 610	34,835
<b>Bernal Heights</b>	251, 252, 253, 254.01, 254.02, 254.03	24,952
<b>Chinatown</b>	107, 113, 114, 118	13,601
<b>Excelsior</b>	256, 260.01, 260.02, 260.03, 260.04, 263.01, 263.02, 263.03	37,064
<b>Mission</b>	177, 201, 202, 207, 208, 209, 210, 228.01, 228.02, 228.03, 229.01, 229.02, 229.03	60,202
<b>Oceanview Merced Ingleside</b>	262, 312, 313, 314	29,792
<b>Portola</b>	257, 258, 259	15,370
<b>Potrero Hill</b>	226, 227.01, 227.02, 227.03	10,542
<b>Richmond</b>	401, 402, 426, 427, 451, 452, 476, 477.01, 477.02, 478, 479.01, 479.02	66,083
<b>South of Market</b>	176.01, 178, 180	13,870
<b>Sunset</b>	326, 327, 328, 329, 330, 351, 352.01, 352.02, 353, 354	70,672
<b>Tenderloin</b>	122, 123, 124, 125	29,155
<b>Visitacion Valley</b>	264.01, 264.02, 264.03, 264.04, 605.01, 605.02	18,069
<b>Western Addition</b>	158, 159, 161	16,293

\*Source: U.S. Census 2000, SF 1

## Abbreviations

CCCD	Citizens Committee for Community Development
CDBG	Community Development Block Grant
CHAS	Comprehensive Housing Affordability Strategy, refers to data used by HOME and CDBG jurisdictions to prepare the Consolidated Plan
ESG	Emergency Shelter Grant
HOME	The Home Investment Partnership Section of the Cranston-Gonzalez National Affordable Housing Act of 1990
HOPWA	Housing Opportunities for Persons with Aids
HUD	Federal Department of Housing and Urban Development
MOD	Mayor's Office on Disability
MOCD	Mayor's Office for Community Development
MOH	Mayor's Office on Housing
SFHA	San Francisco Housing Authority
SFRA	San Francisco Redevelopment Agency



## **Citizen Participation**

The Draft 2005-06 CAPER was available to the public for review and comment between September 13 and September 27, 2006. The City published a notice in the San Francisco Examiner on September 9 and September 20, 2006 informing the public of the availability of the draft document for review and comment. Notices were also published in neighborhood and ethnic group-specific newspapers regarding the availability of the Draft 2005-06 CAPER for review. The public had access to review the document at the Main Branch of the Public Library and at the offices of MOCD, MOH and SFRA. The draft document was also posted on MOCD, MOH and SFRA's websites.

The public was invited to provide comments on the Draft 2005-06 CAPER on September 18, 2006 at a regular meeting of the Citizens' Committee on Community Development (CCCD). The CCCD meeting convened at 5:45 p.m. at 1 South Van Ness Avenue, 5<sup>th</sup> Floor, San Francisco. No public comments were received.

## **New Resources for 2005-06**

The City and County of San Francisco received the following new funding from the U.S. Housing and Urban Development (HUD) for program year 2005-06:

CDBG:	\$24,137,382
ESG:	\$923,756
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<b>2005-06 Total:</b>	<b>\$42,255,943</b>

## Leveraging Resources

MOCD, MOH and the SFRA pursued all resources that were originally indicated in the 2005-06 Action Plan, and all three agencies provided certifications for consistency for other HUD programs. MOCD also continued its Renewal Community designation, thereby enhancing the federal tax credits that are available locally to businesses and individuals. MOCD, MOH and the SFRA did not hinder the implementation of the 2005 Consolidated Plan or 2005-06 Action Plan by action or willful inaction.

Lead Based Paint Hazard Reduction Program – San Francisco was awarded \$175,000 from the U.S. Conference of Mayors for outreach and education. The Lead Based Paint Reduction program is described in Part 3, MOH Assessment.

Project Connect – As reported in the 2004-05 CAPER, the city began a comprehensive effort during the summer of 2004 to assess community needs with an on-the-ground survey of residents in San Francisco's most disenfranchised neighborhoods. Under the leadership of the Mayor's Office of Community Development in 2004, over 800 volunteers composed of city staff, community based organizations, faith groups and concerned residents contacted over 10,000 households in a massive door-to-door effort to determine residents' needs and establish neighborhood priorities. The assessment was conducted in seven neighborhoods: Visitacion Valley, Bayview Hunter's Point, Western Addition, Tenderloin, Mission, Chinatown and Potrero Hill. The full Project Connect Report is available on the MOCD website at [www.sfgov.org/mocd](http://www.sfgov.org/mocd). Visitacion Valley, Bayview Hunter's Point, Tenderloin, Mission and Chinatown are five of San Francisco's six Neighborhood Revitalization Strategy Areas (NRSA).

During the 2005-06 program year, MOCD began planning for a small business-focused Project Connect to be held in 2006-07 in the South of Market community, which is the other NRSA. In June 2006, the Project Connect community needs assessment was conducted in the Diamond Heights neighborhood. The top priority needs for Diamond Heights include child care, after-school programs, employment training and placement programs, food banks/meals, health services and recreational opportunities for adults and children/youth.

Project Homeless Connect (PHC) – MOCD staff continues to support Project Homeless Connect. Project Homeless Connect is the first and the most well known of the many successful "connect" efforts that have sprung from the original Project Connect. The main goal of PHC is to transition the City's homeless off the streets and into permanent, supportive housing by improving their access to services. The strategy for achieving this goal is to engage all San Franciscans in bi-monthly outreach efforts to the homeless and by leveraging non-governmental assets with traditional city services to increase housing options and build service capacity.

To date the 12 outreach events, staffed by a total of 18,000 volunteer San Franciscans, have successfully connected 10,642 homeless persons to critical services. Institutional partners that have provided ongoing support include but are not limited to Goodwill Industries of San Francisco, San Mateo and Marin Counties, Starbucks Coffee, Safeway, St. Mary's Medical

Center, Gap, Hotel Council of San Francisco, San Francisco Chamber of Commerce, and San Francisco Public Health Foundation. Outreach events offer the following free services: Childcare Slots, Credit Counseling, Dental Services, DMV IDs, Domestic Violence Counseling, Eye Exams, Family Counseling, Eyeglasses, Lunches, HIV testing, Housing Information, Hygiene Products, Medical Care, Mental Health Services, Methadone and Needle Exchange, Substance Abuse Services, Shelter Reservations and more. Project Homeless Connect is now a national best practice model and is now implemented in 32 cities across the United States. It has debunked the myth that the homeless do not seek assistance and services and prefer to be on the street. The data proves that when people are approached in a respectful and kind manner, and with available resources, they are eager to accept help towards self-sufficiency.

Communities of Opportunity – a unique place-based strategy of renewal being developed by a partnership of leaders from the City of San Francisco and the private philanthropic community – offers new hope to transform San Francisco’s most neglected neighborhoods. Communities of Opportunity (COO) seeks to build a covenant between the City and residents in long-neglected communities like those in the southeast sector, to achieve a shared vision of opportunity for the residents of San Francisco’s most at-risk neighborhoods.

Initially, COO will be focused on four well-defined pilot nodes within the Southeast sector. These nodes represent the areas of greatest need and marginalization. Three of the nodes are located in Bayview Hunters Point and one node is located in the Visitacion Valley.

Communities of Opportunity will know if transformation is occurring when there is proof that positive change is occurring; there’s alignment of purpose among residents, CBOs, the City, the private sector and philanthropy; and there is a growing desire by the community for participation in change.

During this time, eight catalytic outcomes are required to demonstrate that Communities of Opportunity is different from initiatives that have come before:

1. Safety is established
2. Adults find employment
3. Social networks and institutions are strong and support transformation
4. Partnership between City, residents and other stakeholders is established
5. Chronic-crisis families and individuals receive integrated services
6. Children and youth access educational enrichment and employment programs
7. Physical infrastructure is improved
8. Economic development in the Southeast provides direct benefits

In order to achieve these catalytic outcomes over the next 24 months, activities and resources of City agencies such as the Department of Children, Youth and their Families, Human Service Agency, Department of Public Health, San Francisco Housing Authority, Mayor’s Office of Economic and Workforce Development, Mayor’s Office of Criminal Justice, Mayor’s Office of Housing, and Mayor’s Office of Community Development will be realigned and new programs will be launched.

## **PART 2. MOCD ASSESSMENT**

### **Allocation Process**

The Mayor's Office of Community Development is the agency responsible for allocating Community Development Block Grant and Emergency Shelter Grant funds for community development activities in San Francisco. The process is as follows:

- Conduct annual needs hearings
- Issue Request for Proposals and hold technical assistance workshops to provide information on the application and review process
- MOCD and MOH staff review applications and make recommendations to the Citizen's Committee on Community Development
- Citizens' Committee on Community Development review applications, and make funding recommendations to the Mayor and Board of Supervisors
- Conduct public hearing on preliminary recommendations
- Funding recommendations go through San Francisco Board of Supervisors review process
- Final program recommendations approved by the Board of Supervisors and Mayor
- Submit annual Action Plan application for HUD consideration

The implementation of the 2005-06 CDBG and ESG programs began in the fall of 2004 with public hearings conducted by the Citizens Committee on Community Development (CCCD). The CCCD is an advisory body, appointed by the Mayor, which includes a broad cross section of the community and is charged with assisting the Mayor with identification of community needs and formulating program priorities. These hearings were held to solicit citizen input on community needs.

In addition to the needs hearings, the formulation of the 2005-06 CDBG and ESG programs took into consideration the priorities established in the Continuum of Care Plan for services to the homeless, the deliberations of the City's Comprehensive Housing Affordability Strategy (CHAS) Advisory Committee, and the neighborhood plans completed as part of the Enterprise Community application process, which were updated during the development of the 2005-2009 Consolidated Plan. The six neighborhood plans for Chinatown, Tenderloin, South of Market, Mission, Bayview Hunters Point and Visitacion Valley also serve as HUD-approved strategies for the City's Neighborhood Revitalization Strategy Areas.

Following the setting of annual priorities and strategies, a Request for Proposals was issued in late December 2004 and publicly noticed workshops were conducted in January 2005 to facilitate the application process. The CCCD, with the assistance of MOCD and MOH staff, reviewed all proposals and made recommendations to the Mayor. A public hearing in March

2005 was conducted to receive comments on the preliminary funding recommendations for the 2005-06 program year. Following the public review period, the Mayor reviewed and approved the recommendations, then the proposed funding recommendations for the CDBG and ESG programs were presented to the San Francisco Board of Supervisors for approval. As part of the process, the Board of Supervisors contracted with independent budget analysts to review the fiscal aspects of the proposed activities.

Documents and/or reports that were available to the general public during the 2005-06 program year include:

- Consolidated Plan for 2005-2009
- Summary of Citizen Comments from public needs hearings
- Annual Request for Proposals
- List of Preliminary Funding Recommendations (proposed projects)
- List of Final Recommendations (funded projects)
- Annual Action Plan for 2005-06
- Annual CAPER for 2004-05
- All Citizens' Committee of Community Development meeting minutes
- All public notices regarding the CDBG and ESG programs

The Action Plan includes a summary of citizen comments from the public needs hearing(s) and from the public hearing on preliminary funding recommendations. Any citizen comments received on the draft Action Plan is included in the final Action Plan. Any comments received on the draft CAPER is included in the final CAPER.

## **Community Development Program Areas and Priorities**

This section describes the program areas in which CDBG and ESG dollars were invested in the 2005-06 program year and the community development priorities that were addressed through the investments.

During 2005-06, investments were made in the following program areas:

- Capital Projects
- Public Space Improvements
- Public Services
- Economic Development and Micro-enterprise Assistance
- Planning and Capacity Building
- Housing Activities
- Emergency Shelter Grants

San Francisco's 2005-06 CDBG and ESG priorities, as reflected in its Action Plan, were to:

- 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

## Program Areas

- Capital Projects

### Existing Facilities Rehabilitation

Essential services are provided to low and moderate-income residents through publicly and privately owned neighborhood facilities. Rehabilitation of existing facilities preserves and expands the service capacities of existing centers that provide activities for children, youth, adults, and seniors. Many of these neighborhood facilities need rehabilitation work to meet code requirements necessitated by more intensive use of the facilities and to increase the level of services. Other centers housed in older buildings may require modernization or redesign to meet current use.

### New Facilities

As neighborhoods change, the infrastructure often is not in place to provide services that are needed by community members. For example, aging neighborhoods may need senior centers and neighborhoods that are becoming family-oriented may need youth centers. MOCD responds to these emerging needs by providing a New Facilities Program. Limited funds are available for new facilities in low-income areas if current needs are not being met by existing centers. The high costs of developing new facilities demand that buildings are multipurpose and the CDBG funds are leveraged with other sources of revenue.

During 2005-06, \$2,761,675 in capital funding was allocated for 33 projects. This included 11 for neighborhood centers that offer multi-services to low- and moderate-income individuals and families, 8 for childcare centers, 4 for youth centers, 2 for senior centers, and 8 for other types of facilities. See Appendix A for a list of 2005-06 grants. This funding allocation reflects the needs identified in the Consolidated Plan. Neighborhood centers, childcare centers and youth centers are high priority facility needs for San Francisco. Senior centers are medium priority needs.

Of these 33 capital projects, 10 were completed during the program year. Another 22 projects funded with prior year capital dollars were completed, for a total of 32 completed during 2005-06.

- Public Space Improvements

This program funds the improvement of publicly accessible spaces for the benefit of lower income users, particularly in targeted neighborhoods. These programs have usually included park renovations, neighborhood beautification such as tree plantings, and community playgrounds and gardens.

In 2005-06, 25 projects were funded under this program area for a total of \$1,630,248. See Appendix A for a list of grants. The majority of these projects focused on the installation/renovations of play structures and other improvements at neighborhood recreation, childcare, and housing sites.



- Public Services

Locally, MOCD uses CDBG for capital projects such as for construction and rehabilitation of community facilities. MOCD uses CDBG dollars to fund much needed services and stability in neighborhoods. For San Francisco, employment training is a high priority public service need. Medium priority needs include children and youth services, senior services, health services, substance abuse prevention services and services for disabled individuals.

In 2005-06, MOCD focused its Public Services efforts on programs that provide job training, placement and retention services as well as essential support services to low-income persons and their families. Public services provide a multitude of different activities, including: job training and placement, recreational activities and academic support for children and youth, legal counseling, health services, domestic violence services, services for the homeless, and other services which contribute to the well-being of members of the community. These programs are designed to serve low and moderate-income residents as well as particular population groups such as the disabled, homeless, unemployed, children, seniors, and battered spouses. The Public Service program focuses on essential human needs, and complements CDBG-funded physical projects, such as housing rehabilitation or new playground facilities. This strategy supports a comprehensive approach to sustainable neighborhood revitalization.

During the program year, 99 Public Services grants were provided to service delivery organizations, for a total of \$5,261,160. The table below indicates the number of programs that were funded in 2005-06 by categories of services. See Appendix A for a list of grants by organizations funded. These grants resulted in direct services to a total of 15,698 individuals. All were low- or moderate-income persons.

#### Public Services Grants by Categories of Services

Categories of Services	Number of Programs in 2005-06	Number of Persons Served in 2005-06
Case Management/Information & Referral	11	1,288
Domestic Violence Services	2	78
Employment & Training	35	4,166
Financial Education	4	1,703
Health & Counseling Services	5	553
Homeless Services (non-ESG)	4	1,199
Legal Services	8	3,668
Senior Services	4	580
Services for the Disabled	2	248
Youth Services and Child Care	19	1,970
Other/Multi-Services	5	245
<b>TOTAL</b>	<b>99</b>	<b>15,698</b>

- Economic Development and Micro-Enterprise Assistance

Economic development activities, including technical assistance to small businesses and micro-enterprises, are identified as high priority needs in San Francisco Consolidated Plan. The primary goals of the 2005-06 CDBG economic development and micro-enterprise activities were job creation and business retention/expansion. These strategies include efforts to reduce unemployment and under-employment through job training and expansion of employment opportunities and to promote business retention and expansion, particularly for industries that create jobs for the City’s chronically unemployed.

These goals are reflected in our grant allocations. During the program year, a total of 22 economic development/micro-enterprise grants were provided for a total of \$2,083,619. See Appendix A for a list of grants. Of the 22 grants, 7 supported the activities of local Neighborhood Economic Development Organizations (NEDOs) and 8 supported organizations that provide micro-enterprise development assistance. The remaining grants were for other economic development activities, including technical support for social enterprises and for a CDFI credit union.

NEDOs are non-profit organizations that package loans for MOCD’s loan programs as well as for conventional lenders to encourage business retention/expansion. The NEDOs also provide business technical assistance to small businesses. Micro-enterprise development organizations assist low and moderate-income individuals seeking self-employment opportunities by providing them with the technical skills necessary to start their own businesses. Individuals receive assessment, counseling, and instruction in business concepts and finance in the specific areas required in potential businesses.

The following are accomplishments of 22 funded economic development projects:

<b>Businesses Started</b>	<b>Businesses Expanded</b>	<b>Jobs Created</b>	<b>Jobs Retained</b>	<b>Loans Approved</b>
317	235	806	518	81

During the 2005-06 program year, CDBG funding for economic development projects resulted in 317 business start-ups and 235 business expansions. MOCD defines a start-up as a business that has operated for one year or less, and includes entrepreneurs that have not yet formally launched their business. In defining business expansion, MOCD uses measurable indicators that show a business has expanded, including: 1) increased revenue over previous year totals, 2) the opening of a second location or expansion into larger space, 3) expansion of jobs, and 4) the launch of a new product line.

The 552 businesses that were started or expanded resulted in the creation of 806 jobs. The retention of 518 jobs is a result of technical assistance to existing businesses that prevented the businesses from closing or moving out of San Francisco.

Of the business loans that were processed by MOCD-funded organizations, 81 of them were approved.

The recipient organizations of the 22 grants provided economic development-related services to a total of 3,046 individuals, 1,130 extremely low-income, 883 low-income, and 777 moderate-income persons. The remaining 256 individuals were above moderate-income.

- Small Business Revolving Loan Program and Micro-Enterprise Loan Program

The Small Business Revolving Loan Fund provides existing small businesses with loans that can be used for a number of purposes, including working capital, equipment purchase, and other business expansion activities. Loans are available up to \$100,000. The goal is to create employment opportunities for low and moderate-income persons. Interested small businesses may apply for this Loan Fund through neighborhood economic development organizations (NEDOs) - nonprofit organizations that provide loan packaging services and other assistance to small businesspersons.

The Micro-Enterprise Loan Program is directed primarily at start-up businesses for borrowers who are low or moderate-income. Micro-enterprise loans assist a sector normally avoided by traditional financial institutions. These loans are available up to \$25,000 and must involve the creation of at least one job (with the borrower qualifying as the job creation). Loan applicants must participate in the Self-Employment & Entrepreneurship Development (SEED) program and be recommended by a SEED agency to be eligible for a loan. Loan recipients must continue to participate in the follow-up programs for the duration of the loan.

These loan programs are intended to provide financial assistance for development and expansion of small businesses and micro-enterprises. The goals of MOCD's loan programs are 1) to provide access to capital for businesses that do not qualify for mainstream funding; and 2) to create jobs for low-income City residents.

During the 2005-06 program year, there were no new loans made under the above two programs. However, MOCD made three loans from its Title IX Revolving Loan Fund, totaling \$212,689. MOCD continued to service loans from prior years in 2005-06.

MOCD assisted in the processing of 82 loans, including the Section 108 Loan described below, for a total of \$9,507,700 through efforts to refer and source the loans to conventional bankers or alternate sources of financing via the assistance of CDBG-funded neighborhood economic development organizations (NEDOs). MOCD's CDBG resources and business relationships with traditional banks and other financing sources are responsible for assisting 75 businesses (who received 82 total loans) in obtaining access to capital for startup and expansion in San Francisco. These 82 loans resulted in the creation and/or retention of 513.5 jobs (205 new jobs and 308.5 retained jobs), a significant subset of the above listed jobs created and retained.

- Section 108 Loan Guarantee Program

In 2005-06, MOCD made one loan under the Section 108 Program in the amount of \$5,500,000 to the Fillmore Development Commercial LLC. This project is a mixed-use commercial housing development in support of San Francisco's Jazz Preservation District. The project is expected to

create approximately 150 jobs when the development is complete. Other program activities included servicing for loans made in prior years, primarily child care facilities loans.

- Planning/Capacity Building

Planning and capacity building activities for non-profit organizations are identified as high priority needs in San Francisco's Consolidated Plan. These types of grants continue to provide support and resources for projects that improve an organization or community's capacity to plan, implement, and manage programs and services. Funds under this category are available for organizational development, capacity building and one-time project plans and studies focusing on new and emerging community needs, coordination of resources, and innovative approaches to delivery of services. This activity enables the City to better direct its limited resources by strengthening non-profit organizations providing essential services in neighborhoods and encouraging new solutions to community development challenges. The technical assistance support corresponds directly to MOCD's interest in building and strengthening sustainable neighborhood institutions.

During the program year, \$728,042 was allocated for 35 planning projects. See Appendix A for a list of grants. The types of planning and capacity building activities included strategic planning, Board of Directors development, community needs assessments, and technical assistance on a broad range of non-profit management-related topics including facilities planning, fund development, board and staff development, volunteer management and retention, and program evaluation. Technical assistance and professional support was also offered to neighborhood centers through group trainings.

- Housing Activities

A total of 23 Housing Program Grants were allocated, totaling \$2,975,114. See Appendix A for a list of grants. See Part 3, MOH Assessment, for accomplishments under this program area.

- Emergency Shelter Grants

Emergency Shelter grants are designed for (1) rehabilitation or conversion of buildings for use as emergency shelter, (2) operating expenses for emergency shelters, (3) essential social services for homeless individuals, and (4) prevention activities that help reduce the number of people who become homeless.

In 2005-06, MOCD allocated 21 Emergency Shelter grants, for a total of \$937,006. See Appendix A for a list of grants. These grants provided funding for operating costs of shelters, for supportive services to individuals and families living in shelters, and for legal and housing counseling services to prevent homelessness. As a result of this funding, a total of 4,559 persons were provided homeless or homeless prevention services.

The ESG Program requires localities to match federal ESG funding dollar for dollar. The City and County of San Francisco received \$923,756 in ESG funding for the 2005-06 program year. As in past years, the City used General Funds allocated by the Department of Human Services

(DHS) to meet the ESG match requirements. For the 2005 program year, the City exceeded the match requirement, allocating \$5,287,828 in General Fund dollars through DHS to the following activities, which were also awarded ESG funding:

Ark of Refuge	\$30,000
Asian Women's Shelter	\$230,772
Catholic Charities CYO	\$1,075,928
Central City Hospitality House	\$224,177
Compass Community Services	\$795,099
Episcopal Community Services of SF	\$1,584,597
Gum Moon Residence Hall	\$40,000
Hamilton Family Center, Inc	\$693,481
La Casa de las Madres	\$323,992
Larkin Street Youth Services	\$51,000
Nihonmachi Legal Outreach	\$106,578
St. Vincent de Paul Society of San Francisco	\$132,204
<b>Total City General Fund Match</b>	<b>\$5,287,828</b>

MOCD's ESG program is part of San Francisco's larger Continuum of Care Plan. The Local Homeless Coordinating Board (LHCB) is charged with developing and implementing San Francisco's Continuum of Care Plan through yearlong planning involving hundreds of San Franciscans across all sectors. The LHCB created a second 5-year plan (2001 – 2006) in May 2001 that outlines a vast array of services and housing options for the homeless, covering homeless prevention strategies, emergency shelter, transitional housing, services funding, outreach to diverse sectors of the homeless, life skills training, alcohol and drug abuse treatment, mental health treatment, AIDS-related care and other primary care services, education, employment assistance, child care services, and transportation.

In 2005-06, San Francisco received a McKinney-Vento Targeted Homeless Assistance Grant in the amount of \$16,817,98. This grant will fund 51 projects (50 renewal projects and one new rental assistance project located at Folsom/Dore) that will provide housing and services to homeless individuals and families in San Francisco.

The following is a breakdown of how the 16,817,982 will be allocated among the 51 projects:

AGENCY	PROJECT NAME	AMOUNT
Citizen's Housing	Folsom/Dore Apts.	\$ 1,309,920
Compass Community Services	Connecting Point/Holy Family	\$ 475,843
Community Housing Partnership	Iroquois Residence	\$ 174,989
Episcopal Community Services	CHEFS Program	\$ 146,902
Swords to Plowshares	Transitional Living for Chronically	\$ 258,471

<b>AGENCY</b>	<b>PROJECT NAME</b>	<b>AMOUNT</b>
	Homeless Vets	
Golden Gate Community Inc.	Oak Street House	\$ 146,082
Community Housing Partnership	Supportive Housing Employment Collaborative	\$ 141,317
Private Industry Council	Homeless Employment Collaborative	\$ 1,060,899
Salvation Army	Harbor House	\$ 449,412
Larkin Street Youth Services	Avenues to Independence	\$ 344,576
Northern California Service League	Cameo House	\$ 323,274
SFNetwork Ministries	SafeHouse	\$ 76,228
Bar Association of SF	Legal Services	\$ 398,225
Hamilton Family Center	Transitional Housing	\$ 417,082
Goodwill Industries	SF Training Partnership	\$ 301,027
Department of Human Services	Integrated Services Network	\$ 1,303,278
St. Vincent de Paul	Brennan House	\$ 144,380
Catholic Charities CYO	Richmond Hills	\$ 157,550
Swords to Plowshares	Transitional Housing	\$ 282,594
Swords to Plowshares	Veterans Academy	\$ 395,319
Progress Foundation	Ashbury House	\$ 386,749
Catholic Charities CYO	Guerrero House	\$ 121,089
Compass Community Services	Clara House	\$ 320,782
Treasure Island Homeless Development Initiative	Treasure Island Integrated Services	\$ 407,728
Department of Human Services	Medical/Detox	\$ 477,958
Catholic Charities CYO	Treasure Island	\$ 287,117
Catholic Charities CYO	Leland House	\$ 151,506
United Council of Human Services	Bayview Multi-Service Center	\$ 118,879
Baker Places	Odyssey House	\$ 11,308
Arriba Juntos	HomeWORC	\$ 87,551
Catholic Charities CYO	Positive Match	\$ 198,922
Chemical Awareness and Treatment Services	A Woman's Place	\$ 371,343
Hamilton Family Center	AfterCare Program	\$ 198,917
Catholic Charities CYO	Childcare Voucher	\$ 567,520
Hamilton Family Center	Dudley Apartments	\$ 260,678
Housing Services Affiliate of Bernal Heights	Monterey Blvd	\$ 30,869
Larkin Street Youth Services	The LOFT	\$ 55,587
Young Community Developers	Homeless Employment Labor Program	\$ 131,683

<b>AGENCY</b>	<b>PROJECT NAME</b>	<b>AMOUNT</b>
Mission Housing Development Corp	Juan Pifarre	\$ 61,596
Housing Services Affiliate of Bernal Heights	Hazel Betsey (studios)	\$ 72,000
Housing Services Affiliate of Bernal Heights	Monterey Blvd	\$ 70,152
Tenant and Owners Develop Corp (TODCO)	The KNOX	\$ 162,000
Tenderloin Neighborhood Development Corp	Franciscan Towers	\$ 472,212
Catholic Charities CYO	Scattered Sites	\$ 742,176
WAC/Jelani/Iris	Tenant Based Rental Assistance	\$ 591,048
Mission Housing Development Corp	South Park	\$ 135,000
Conard House	El Dorado/Midori	\$ 180,000
Cecil Williams Glide Community House	Glide	\$ 264,000
Housing Services Affiliate of Bernal Heights	Hazel Betsey ( 1-br)	\$ 44,244
Episcopal Community Services	Canon Kip	\$ 720,000
Tenderloin Housing Clinic	Cadillac/111 Taylor/380 Eddy Street	\$ 810,000

**TOTAL SF AWARD AMOUNT:      \$    16,817,982**

The above list can also be summarized as follows:

<b><u>TYPE OF PROJECT</u></b>	<b><u># OF PROJECTS</u></b>	<b><u>TOTAL AMOUNT OF PROJECTS</u></b>
Permanent Housing (includes rental assistance)	21 (654 units)	\$6,857,939
Supportive Services Linked to Permanent Housing	4 (540 slots)	\$1,898,494
Transitional Housing	15	\$3,855,198
Supportive Services	11	\$4,206,351
<b>TOTALS:</b>	<b>51</b>	<b>\$16,817,982</b>

In summary, this award will provide 20 new permanent housing units for chronically homeless households and preserve the existing core services to homeless individuals and families living in San Francisco.

## Community Development Priorities

The following information provides a more detailed view of our five-year strategic plan. Below each goal is an objective, strategy and sample activities. MOCD is dedicated to the articulation of specific indicators for each objective, to ensure that we are investing our resources to achieve optimal outcomes for our communities. MOCD has developed a 2005-06 Program Matrix to track all relevant indicators for each strategy. Additionally, we have designed a Five-year Master Program Matrix, to assess investment outcomes across the 2005-2010 timeframe of the Consolidated Plan. Since we are tracking multiple indicators *within* the same strategy on an annual basis, MOCD has selected *one* indicator for each strategy that will serve as a proxy measure to assess impact over the five-year period. Performance of this measure will be tracked against a five-year goal. The CAPER will be used as the tool to update progress on the Program Matrix and to 1) supplement the proxy measure results with rich program detail from the multiple indicators tracked on an annual basis; 2) reflect on the direction and impact of the work; and 3) consider the strengths and obstacles that impact our goal achievement.

### **Goal 1: Promote economic self-sufficiency for low- and moderate-income families**

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**Objective 1:** Promote workforce development through education, training and other linkages to high demand job markets that offer living wage employment

#### Strategies/Activities

1. Reduce under and unemployment by leveraging San Francisco's First Source Hiring Program and HUD's Section 3 Program; and utilize additional strategies to assist individuals to qualify for jobs that pay living wages, including high demand and technologically advanced occupations
  - ✓ *Increase neighborhood workforce development*
  - ✓ *Increase access to high quality ESL and vocational ESL for residents with limited English proficiency*
  - ✓ *Increase outreach and inclusion of disabled adults, chronically homeless, ex-offenders and other hard-to-employ populations*
  - ✓ *Increase linkage to small business strategies*
2. Engage and assist neighborhood economic development organizations (NEDOs) and community based organizations (CBOs) to help businesses achieve six-month retention rates of at least 50% for entry-level hires
3. Engage a collaboration of community and neighborhood organizations in a partnership network that results in improved outcomes and tracking of employment and training efforts
4. Leverage in partnership with HUD's Section 3 hiring requirements



**Objective 2:** Increase families' savings and assets to assist them in moving from poverty/public assistance to stability and self-sufficiency

Strategies/Activities

1. Develop social and financial programs to strengthen peer learning and reduce social isolation
  - ✓ *Create mentoring programs*
  - ✓ *Connect neighborhood associations to financial knowledge*
2. Provide financial education and other asset building opportunities
  - ✓ *Promote Local Earned Income Tax Credit*
  - ✓ *Create Individual Development Accounts (IDAs)*
  - ✓ *Develop credit repair/debt reduction programs*
  - ✓ *Encourage the development of policies and programs that allow individuals to maximize their earnings*
  - ✓ *Encourage IDAs for youth*
3. Develop access to capital strategies (banks, revolving loan funds, etc.) to support small business and micro-enterprise development
  - ✓ *Seek micro-lending programs*
  - ✓ *Continue to leverage the MOCD Loan Program with other bank loan programs*
4. Provide training to use financial and legal tools to maintain and protect individual and/or family assets
  - ✓ *Increase outreach to disabled adults to ensure that they are capturing all available financial benefits and protecting available assets*
5. Encourage financial literacy programs for youth in 2<sup>nd</sup>-12<sup>th</sup> grade

**Objective 3:** Create a competitive business environment in low-income areas, specifically in Communities of Opportunity neighborhoods, to generate employment, business growth and customer services

Strategies/Activities

1. Provide grants and low interest loans to stimulate commercial and business revitalization
2. Establish and expand small businesses and micro-enterprises
  - ✓ *Provide training, technical assistance and financial assistance services*
  - ✓ *Promote micro-enterprises in industries of high demand such as childcare and industries that employ hard-to-serve populations*
  - ✓ *Create a Resident Entrepreneurship Advancement Program (REAP) that assists Housing Authority and other low-income residents in setting up micro-enterprises*
  - ✓ *Develop and manage a Business Legacy Program that allows current owners to mentor other individuals who will eventually buy the business*
  - ✓ *Develop cluster business development*
3. Encourage commercial businesses to provide services such as grocery (markets and fruit stands) and gas stations in HUD-approved Neighborhood Revitalization Strategy Areas
  - ✓ *Connect with local and national equity and loan funds to increase resources for commercial development projects*
  - ✓ *Facilitate networking opportunities that will lead to increased resources for small business*

4. Capture data, identify priority areas and publish neighborhood economic development plans
5. Use Section 108 loan financing to develop and preserve local retail services in economically depressed neighborhoods
6. Use Section 108 loan financing for tenant improvements
7. Encourage social ventures to create an employment path for residents that are traditionally marginalized in employment development strategies, including disabled adults, chronically homeless, ex-offenders and other hard-to-employ populations

## **Goal 2: Strengthen neighborhood vitality**

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**Objective 1:** Improve the infrastructure and physical environment of San Francisco neighborhoods

### Strategies/Activities

1. Fund the development or rehabilitation of facilities that offer services to the community (including informal and licensed child care facilities)
2. Use Section 108 loan financing for community centers
3. Improve public spaces and upgrade outdoor-oriented facilities, including park and recreation areas
4. Leverage funding for neighborhood-based contractors to hire residents, especially hard-to-employ individuals, to mow, haul trash and otherwise abate blight in neighborhoods
5. Plant trees, especially in Communities of Opportunity neighborhoods

**Objective 2:** Preserve and promote the character and assets of our neighborhoods

### Strategies/Activities

1. Provide funding for commercial exterior design services, neighborhood capital improvement planning and façade improvements
  - ✓ *Promote and expand SF Shines, MOCD's façade improvement program*
  - ✓ *Find more bank partners and other investors to expand SF Shines*
  - ✓ *Develop a pool of funds for tenant improvement loans*
2. Support neighborhood venues and organizations that host cultural events and community meetings

## **Goal 3: Increase the provision of timely, relevant and effective social services**

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**Objective 1:** Ensure enhanced access, safety and utilization of social services by residents

### Strategies/Activities

1. Use resources to create better alignment between the needs of residents in targeted neighborhoods and public services
2. Increase the capacity of community based organizations to deliver timely, relevant and effective services

- ✓ *Support the efforts of MOCD-funded providers to focus on organizational development and strategic planning*
- ✓ *Develop reliable processes and standards for evaluation regarding job training and placement services*
- 3. Provide support to stabilize individuals and families that are in crisis (including legal aid, homeless prevention, domestic violence prevention, and aid to seniors)
- 4. Increase the coordination of public, private and not for profit investments to avoid duplication of efforts and to provide high quality services
  - ✓ *Develop neighborhood-wide and uniform intake, assessment, planning, and tracking tools*
  - ✓ *Strengthen existing services, consolidate duplicative efforts, and fill gaps*
- 5. Promote services in neighborhoods that provide access through community hubs
  - ✓ *Develop facilities where services and supports will be co-located and coordinated*
- 6. Support resident involvement in community stewardship activities, including education, public safety and neighborhood beautification strategies
- 7. Increase vocational ESL programs and reduce language barriers to accessing social services

#### **Goal 4: Promote equity-based public policy strategies**

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##### **Objective 1: Leverage and coordinate targeted public, private and not for profit investments**

###### Strategies/Activities

1. Assist in the development of social capital
  - ✓ *Provide incentives for the establishment of parent associations and other resident organizations*
  - ✓ *Infuse existing informal networks that are utilized by families with the resources and connections to self-sufficiency*
  - ✓ *Work with community coordinators to facilitate “Living Room Meetings”*
  - ✓ *Support local partners to develop and sustain creative and informative community messages around social capital opportunities*
2. Identify needs of public housing residents with disabilities and coordinate resources to address physical obstacles and access to relevant social services

## 2005-06 Program Matrix

The following program matrix tracks year-end performance indicators against estimates that were provided in the Action Plan. Please note that the dollars amount under the 2005-06 Funding Amount column are the budgeted amounts and not necessarily the exact amount that was spent. In the cases where the budgeted and actual spent amount changed by more than 10%, the number under the funding amount was changed to reflect the actual amount spent. In most cases, the actual amount spent was either the same as the budgeted amount or was slightly less than the budgeted amount.

<b>GOAL 1: PROMOTE ECONOMIC SELF-SUFFICIENCY FOR LOW- AND MODERATE-INCOME FAMILIES</b>						
<i>Objective 1: Promote workforce development through education, training and other linkages to high demand job markets that offer living wage employment</i>						
<b>Strategy 1:</b> Reduce under and unemployment by leveraging San Francisco's First Source Hiring Program and HUD's Section 3 Program; and utilize additional strategies to assist individuals to qualify for jobs that pay living wages, including high demand and technologically advanced occupations						
	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
1	African Immigrant and Refugee Resource Center	Job placements	0	0	\$0	A
2	* Arriba Juntos	Job placements	20	28	\$32,300	
3	Asian & Pacific Islander Wellness Center	Job placements	20	35	\$25,000	
4	Bay Area Community Resources	Job placements	8	10	\$40,000	
5	Bay Area Video Coalition	Job placements	50	37	\$60,000	
6	Board of Trustess of the Glide Foundation	Job placements	10	22	\$30,000	
7	Booker T. Washington Community Service Center	Job placements	15	27	\$50,364	B
8	BRAVA! For Women in the Arts	Job placements	24	30	\$47,000	
9	California Lawyers for the Arts	Job placements	17	38	\$20,000	
10	* Career Resource Development Center	Job placements	128	131	\$68,000	
11	Central City Hospitality House-PS	Job placements	20	22	\$31,650	
12	* Charity Cultural Services Center	Job placements	63	61	\$85,000	

13	Chinese For Affirmative Action	Job placements	80	70	\$100,000	
14	* Chinese Newcomers Service Center	Job placements	96	108	\$81,600	
15	Community Center Project of SF	Job placements	25	19	\$25,000	
16	Community Youth Center-San Francisco (CYC-SF)	Job placements	50	50	\$73,000	
17	Donaldina Cameron House	Job placements	35	35	\$35,000	
18	Family School (The)	Job placements	25	1	\$28,538	B
19	Filipino-American Council of SF	Job placements	0	0	\$0	C
20	Friendship House	Job placements	10	8	\$36,900	
21	Haight Ashbury Food Program	Job placements	18	18	\$25,000	
22	Ingleside Community Center	Job placements	25	26	\$63,450	
23	Iris Center	Job placements	45	0	\$7,939	B, D
24	Jewish Vocational and Career Counseling Services	Job placements	30	7	\$60,000	
25	Mission Hiring Hall	Job placements	115	162	\$119,000	
26	* Mission Language and Vocational School	Job placements	40	27	\$106,250	
27	* Network For Elders	Job placements	0	0	\$0	A
28	Northern California Service League	Job placements	30	44	\$68,000	
29	Opnet Community Ventures	Job placements	20	3	\$32,209	B, D
30	Positive Resource Center	Job placements	105	119	\$30,000	
31	Renaissance Parents of Success	Job placements	90	52	\$100,000	
32	* Self-Help for the Elderly	Job placements	32	23	\$25,500	
33	Toolworks	Job placements	10	10	\$47,000	
34	Urban University	Job placements	54	38	\$50,000	
35	Vietnamese Community Center of SF	Job placements	40	31	\$50,000	
36	Visitacion Valley JET	Job placements	60	0	\$76,339	B, D
37	West Bay Pilipino Multi-Service Corp.	Job placements	0	0	\$12,481	B, D
38	Women's Foundation/Mujeres Unidas Y Activas	Job placements	30	30	\$50,000	
39	Young Community Developers	Job placements	60	72	\$75,000	
		<b>Total Job placements**</b>	<b>1,500</b>	<b>1,394</b>	<b>\$1,867,520</b>	<b>H</b>

\*\*For this first year, goal includes all job placements; for Years 2-5, goal will reflect only the number of placements in jobs that pay living wages, as defined by the San Francisco Minimum Compensation Ordinance.

**Strategy 2:** Engage and assist neighborhood economic development organizations (NEDOs) and community based organizations (CBOs) to help businesses achieve six-month retention rates of at least 50% for entry-level hires

	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
		<i>Total # of businesses that achieve six-month retention rates of 50%</i>	0	0	\$0	

**Strategy 3:** Engage a collaboration of community and neighborhood organizations in a partnership network that results in improved outcomes and tracking of employment and training efforts

	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
		<i>Total # of MOUs and plans established</i>	0	0	\$0	

**Strategy 4:** Leverage in partnership with HUD's Section 3 hiring requirements

	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
		<i>Total # of partnership agreements developed with the Housing Authority</i>	0	0	\$0	

**Objective 2: Increase families' savings and assets to assist them in moving from poverty/public assistance to stability and self-sufficiency**

**Strategy 1: Develop social and financial programs to strengthen peer learning and reduce social isolation**

	Organization	Performance measure	2005-06 Goal	2005-06 Actual	2005-06 Funding Amount	Explanation Code
		<i>Total # of families engaged in Funding Families Initiative</i>	0	0	\$0	

**Strategy 2: Provide financial education and other asset building opportunities**

	Organization	Performance measure	2005-06 Goal	2005-06 Actual	2005-06 Funding Amount	Explanation Code
1	Acorn Institute	# of Earned Income Tax Credit filings	1,200	1,589	\$30,000	
2	Earned Asset Resource Network	Open IDAs	20	21	\$50,000	
3	Juma Ventures	Financial literacy training	50	47	\$20,610	E
4	Northeast Community Federal Credit Union	Financial literacy training	100	154	\$75,000	
	(Tenderloin Branch)	Open IDAs	1	1		H
		On-going financial training / workshops	12	7		
		Checking & Savings Acct. Services	250	164		
5	Northeast Community Federal Credit Union	Financial literacy training	50	50	\$35,000	
	(Vis Valley Branch)	Open IDAs	26	0		

		On-going financial training / workshops	12	8			
		Checking & Savings Acct. Services	100	48			
		<b>Total # of Earned Income Tax Credit filings</b>	<b>1,200</b>	<b>1,589</b>	<b>\$30,000</b>		
			<b>Subtotal for G1, O2, S2</b>		<b>\$210,610</b>		
<b>Strategy 3: Develop access to capital strategies (banks, revolving loan funds, etc.) to support small business and micro-enterprise development</b>							
		<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
1	*	Asian, Inc.	Loans approved	5	0	\$18,333	
2	*	CCSF Small Business Development Center	Loans approved	15	9	\$50,000	
3	*	Community Center Pjt of S.F	Loans approved	8	2	\$37,500	
4	*	Mission Economic Development Association (Mission)	Loans approved	15	2	\$83,333	
5	*	Mission Economic Development Association (Excelsior)	Loans approved	8	0	\$33,333	
6	*	Northeast Community Federal Credit Union (apiBIS)	Loans approved	10	9	\$40,000	
7	*	Renaissance Entrepreneurship Center (5th St.)	Loans approved	15	15	\$114,250	
8	*	Renaissance Entrepreneurship Center (BBRC)	Loans approved	12	1	\$66,666	
9	*	South of Market Foundation	Loans approved	9	14	\$33,333	
10	*	Southeast Asian Community Center (apiBIS)	Loans approved	10	3	\$60,000	
11	*	Southeast Asian Community Center	Loans approved	10	8	\$35,500	
12	*	Women's Initiative for Self Employment	Loans approved	12	18	\$50,000	
			<b>Total # of leveraged loans beyond CDBG</b>	<b>129</b>	<b>81</b>	<b>\$622,248</b>	



<b>Strategy 4: Provide training to use financial and legal tools to maintain and protect individual and/or family assets</b>						
	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
1	Rebuilding Together San Francisco	# of homes renovated	25	23	\$20,000	
2	URSA Institute	# of estate plans	25	28	\$25,000	
		<b>Total # of families assisted</b>	<b>50</b>	<b>51</b>	<b>\$45,000</b>	
<b>Strategy 5: Encourage financial literacy programs for youth in 2nd-12th grade</b>						
	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
		<b>Total # of youth exposed to financial literacy</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	
<b>Objective 3: Create a competitive business environment in low-income areas, specifically in Communities of Opportunity neighborhoods, to generate employment, business growth and customer services</b>						
<b>Strategy 1: Provide grants and low interest loans to stimulate commercial and business revitalization</b>						
	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
1	MOCD Micro-enterprise Loan Program	# of micro-enterprise loans made	2	0	\$0	C
2	MOCD Small Business Loan Program	# of small business loans made	3	0	\$0	C
		<b>Total # of micro-enterprise loans made</b>	<b>2</b>	<b>0</b>	<b>\$0</b>	

<b>Strategy 2: Establish and expand small businesses and micro-enterprises</b>						
	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
1	* Asian, Inc.	Business startups	3	0	\$36,667	
		Business expansions	3	2		
		Jobs created	7	0		
		Jobs retained	5	0		
2	Bernal Heights Neighborhood Center	Business startups	10	11	\$25,000	
3	* CCSF Small Business Development Center	Business expansions	75	64	\$50,000	
		Jobs created	90	185		
		Jobs retained	60	53		
4	Children's Council of SF	Business startups	20	21	\$30,000	
		Business expansions	6	0		
5	* Community Center Pjt of S.F	Business startups	6	1	\$37,500	
		Business expansions	2	1		
		Jobs created	8	2		
		Jobs retained	2	0		
6	Jewish Family & Children's Services	Jobs created	75	22	\$67,744	
7	* Mission Economic Development Association (Mission)	Business startups	10	23	\$166,667	
		Business expansions	11	8		
		Jobs created	60	10		
		Jobs retained	65	44		
8	* Mission Economic Development Association (Excelsior)	Business startups	5	13	\$66,667	
		Business expansions	5	4		
		Jobs created	25	13		

			Jobs retained	50	15		
9	*	Northeast Community Federal Credit Union (apiBIS)	Business startups	15	21	\$80,000	
			Business expansions	10	26		
			Jobs created	30	33		
			Jobs retained	10	32		
10		Positive Resource Center	Business startups	10	11	\$65,000	
11	*	Renaissance Entrepreneurship Center (5th St.)	Business startups	60	18	\$114,250	
			Business expansions	15	54		
			Jobs created	20	51		
			Jobs retained	20	231		
12	*	Renaissance Entrepreneurship Center (BBRC)	Business startups	15	53	\$133,334	
			Business expansions	25	32		
			Jobs created	15	26		
			Jobs retained	25	16		
13	*	South of Market Foundation	Business startups	6	19	\$66,667	
			Business expansions	6	0		
			Jobs created	18	57		
			Jobs retained	2	9		
14	*	Southeast Asian Community Center (apiBIS)	Business startups	8	5	\$60,000	
			Business expansions	7	7		
			Jobs created	15	23		
			Jobs retained	15	33		
15	*	Southeast Asian Community Center	Business startups	8	13	\$71,000	
			Business expansions	7	7		
			Jobs created	15	20		
			Jobs retained	15	17		
16		Women's Foundation of California	Business startups	18	17	\$35,000	
17	*	Women's Initiative for Self Employment	Business startups	34	50	\$50,000	

		Business expansions	7	16		
		Jobs created	80	107		
18	Wu Yee Children's Services	Business startups	24	17	\$84,000	
		<b>Total # of business startups</b>	<b>252</b>	<b>293</b>	<b>\$1,239,496</b>	
<b>Strategy 3: Encourage commercial businesses to provide services such as grocery (markets and fruit stands) and gas stations in HUD-approved Neighborhood Revitalization Strategy Areas</b>						
	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
1	SF Housing Development Corporation	Feasibility study	1	1	\$15,000	F
		<b>Total # of anchor businesses recruited</b>	<b>0</b>	<b>0</b>	<b>\$15,000</b>	
<b>Strategy 4: Capture data, identify priority areas and publish neighborhood economic development plans</b>						
	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
		<b>Total # of economic development plans published</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	
<b>Strategy 5: Use Section 108 loan financing to develop and preserve local retail services in economically depressed neighborhoods</b>						
	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
1	Fillmore Development Commercial, LLC	Development	1	1	\$5,500,000	
		Jobs created	160	0		F
		<b>Total # of developments assisted</b>	<b>1</b>	<b>1</b>	<b>\$5,500,000</b>	

<b>Strategy 6: Use Section 108 loan financing for tenant improvements</b>						
	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
		<i>Total # of businesses assisted with Section 108 financing</i>	0	0	\$0	
<b>Strategy 7: Encourage social ventures to create an employment path for residents that are traditionally marginalized in employment development strategies, including disabled adults, chronically homeless, ex-offenders and other hard-to-employ populations</b>						
	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
1	Community Vocational Enterprises	Jobs created	26	40	\$51,875	
2	Juma Ventures	Jobs created	75	134	\$55,000	
		<i>Total # of enterprises created</i>	2	2	\$106,875	

**GOAL 2: STRENGTHEN NEIGHBORHOOD VITALITY**

***Objective 1: Improve the infrastructure and physical environment of San Francisco neighborhoods***

**Strategy 1:** Fund the development or rehabilitation of facilities that offer services to the community (including informal and licensed child care facilities)

	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
1	African American Art & Cultural Complex	Facility	1	1	\$40,000	F
2	Bayview Community Collaborative	Facility	1	1	\$23,000	F
3	Boys & Girls Clubs of San Francisco	Facility	1	1	\$100,000	F
4	Department of Public Health-Potrero Hill	Facility	1	0	\$0	C
5	Donaldina Cameron House	Facility	1	1	\$70,000	
6	Ella Hill Hutch Community Center	Facility	1	1	\$100,000	F
7	Florence Crittenton Services	Facility	1	0	\$0	C
8	Holy Family Day Home	Facility	1	1	\$33,500	
9	Lutheran Church of Our Savior	Facility	1	1	\$59,900	F
10	Mission Language and Vocational School, Inc.	Facility	1	1	\$135,000	F
11	On Lok Day Services	Facility	1	1	\$100,000	F
12	Portola Family Connections	Facility	1	1	\$35,000	
13	Recreation and Parks Department	Facility	1	0	\$0	C
14	The Janet Pomeroy Center (formerly Recreation Center for the Handicapped)	Facility	1	1	\$87,000	F
15	Sage Project	Facility	1	1	\$15,000	F
16	San Francisco Housing Authority	Facility	1	1	\$150,000	F
17	San Francisco Housing Development Corporation	Facility	1	1	\$100,000	F

18	Telegraph Hill Neighborhood Association	Facility	1	1	\$82,000	F
19	The Arc Of San Francisco	Facility	1	1	\$175,000	
20	Visitacion Valley Comm. Ctr., Inc.	Facility	1	1	\$163,000	F
21	Visitacion Valley Community Development Corporation	Facility	1	0	\$400,000	C
22	Wu Yee Children's Services	Facility	1	1	\$40,000	F
23	Wu Yee Children's Services	Facility	1	1	\$15,000	F
24	Ark of Refuge	Facility		1	\$12,000	G
25	Boys & Girls Clubs of San Francisco	Facility		1	\$500,000	G, F
26	CCSF, Child Development and Family Studies	Facility		1	\$100,000	G, F
27	Central City Hospitality House	Facility		1	\$20,000	G
28	Clever Homes LLC	Facility		1	\$126,000	G
29	Department of Public Works	Facility		1	\$32,200	G
30	Economic Opportunity Council of SF	Facility		1	\$15,000	G, F
31	Mission Neighborhood Center	Facility		1	\$100,000	G, F
32	Potrero Hill Neighborhood House	Facility		1	\$5,000	G, F
33	Richmond District Neighborhood Center	Facility		1	\$12,000	G, F
34	Southwest Community Corporation	Facility		1	\$16,500	G
35	United Council of Human Services	Facility		1	\$3,575	G
36	Visitacion Valley Community Development Corporation	Facility		1	\$256,000	G, F
		<i>Total # of facilities</i>	<i>23</i>	<i>32</i>	<i>\$3,121,675</i>	

**Strategy 2:** Use Section 108 loan financing for community centers

	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
		<i>Total # of community centers supported with Section 108 financing</i>	<i>0</i>	<i>0</i>	<i>\$0</i>	

<b>Strategy 3: Improve public spaces and upgrade outdoor-oriented facilities, including park and recreation areas</b>						
	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
1	SFCC/Dr. Martin Luther King Childcare Center	Landscaping/gardening	1	1	\$50,000	
2	SFCC/Hunters Point Youth Park	Play structure and matting	1	0	\$0	C
3	SFCC/Noe-Valley Co-op Nursery	Play structure and matting	1	1	\$55,000	
4	SFCC/Rainbow Infant Center	Play structure and matting	1	1	\$64,000	
5	SFCC/Sojourner Truth Childcare	Gardening	1	1	\$40,000	B
6	SFCC/Visitacion Valley Childcare Center	Play structure and matting	1	0	\$0	C
7	SFCC Wu Yee-Generations Child Development	Play structure and matting	1	1	\$60,000	
8	SFCC/DPW Cashmere Intersection	Landscaping	1	1	\$15,000	
9	SFCC/DPW Cashmere Median	Landscaping	1	1	\$10,000	
10	SFCC/DPW LaSalle Median	Landscaping	1	1	\$30,000	
11	SFCC/SFHA Alemany Housing	Play structure and matting	1	1	\$67,000	
12	SFCC/SFHA Alice Griffith	Play structure and matting	3	3	\$100,000	B
13	SFCC/SFHA Alice Griffith	Family unit fencing	1	1	\$150,000	
14	SFCC/SFHA Holly Courts	Matting	1	1	\$48,000	
15	SFCC/SFHA Hunters View	Trellises, benches, picnic tables	1	1	\$86,000	
16	SFCC/SFHA Sunnydale Family Housing Development	Play structure, matting and gardens	1	1	\$100,000	
17	SFCC/SFRA Page & Laguna Mini Park	Decomposed granite pathway	1	1	\$22,000	B
18	SFCC/SFUSD John McLaren Child Dev. Center	Play structure and matting	1	1	\$70,000	B
19	SFCC/SFUSD Miraloma School	Play structure and matting	1	1	\$70,000	B
20	SFCC/SFUSD Sunnyside Elementary School	Play structure and matting	1	1	\$70,000	B
21	Visitacion Valley Community Center	Play structure and matting	1	1	\$40,000	F
22	Department of Public Works			1	\$10,000	G, F



23	Department of Public Works			1	\$230,000	G, F
24	Department of Public Works			1	\$85,249	G
25	SFCC/SFHA Sunnydale Family Housing Development			1	\$14,751	G
26	SFCC/SFHA Alice Griffith			1	\$3,248	G
27	SFCC/SFHA Alice Griffith			1	\$120,000	G
		<b>Total # of public space improvements</b>	<b>23</b>	<b>27</b>	<b>1,610,248</b>	

**Strategy 4:** Leverage funding for neighborhood-based contractors to hire residents, especially hard-to-employ individuals, to mow, haul trash and otherwise abate blight in neighborhoods

	Organization	Performance measure	2005-06 Goal	2005-06 Actual	2005-06 Funding Amount	Explanation Code
1	Communities of Opportunity Initiatives	# of individuals hired	50	50	\$0	
		<b>Total # of individuals hired</b>	<b>0</b>	<b>0</b>	<b>\$0</b>	

**Strategy 5:** Plant trees, especially in Communities of Opportunity neighborhoods

	Organization	Performance measure	2005-06 Goal	2005-06 Actual	2005-06 Funding Amount	Explanation Code
1	Friends of the Urban Forest	# of trees planted	200	200	\$60,000	
		<b>Total # of trees planted</b>	<b>200</b>		<b>\$60,000</b>	

**Objective 2:** *Preserve and promote the character and assets of our neighborhoods*

**Strategy 1:** Provide funding for commercial exterior design services, neighborhood capital improvement planning and façade improvements

	Organization	Performance measure	2005-06 Goal	2005-06 Actual	2005-06 Funding Amount	Explanation Code
1	Asian Neighborhood Design	# of project designs completed	25	23	\$102,000	F
2	MOCD	# of facades completed	25	5	\$330,000	F
		<i>Total # of facades completed</i>	<b>25</b>	<b>5</b>	<b>\$432,000</b>	
<b>Strategy 2: Support neighborhood venues and organizations that host cultural events and community meetings</b>						
	Organization	Performance measure	2005-06 Goal	2005-06 Actual	2005-06 Funding Amount	Explanation Code
1	Chinese for Affirmative Action	# of organizations	1	1	\$15,000	
2	Chinese Newcomers Service Center	# of organizations	1	1	\$10,000	
3	Donaldina Cameron House	# of organizations	1	1	\$10,000	
4	Filipino-American Development Foundation	# of organizations	1	1	\$20,000	
5	Haight Ashbury Food Program	# of organizations	1	1	\$20,000	
6	Mission Neighborhood Centers	# of organizations	1	1	\$15,000	
7	Network For Elders	# of organizations	1	1	\$20,000	
8	Portola Family Connections	# of organizations	1	1	\$15,000	
9	Sunset District Community Development Corp.	# of organizations	1	1	\$20,000	
10	Telegraph Hill Neighborhood Association	# of organizations	1	1	\$20,000	
11	Visitacion Valley Community Development Corporation	# of organizations	1	1	\$10,000	
		<i>Total # of organizations</i>	<b>11</b>	<b>11</b>	<b>\$175,000</b>	

**GOAL 3: INCREASE THE PROVISION OF TIMELY, RELEVANT AND EFFECTIVE SOCIAL SERVICES**

*Objective 1: Ensure enhanced access, safety and utilization of social services by residents*

**Strategy 1:** Use resources to create better alignment between the needs of residents in targeted neighborhoods and public services

	Organization	Performance measure	2005-06 Goal	2005-06 Actual	2005-06 Funding Amount	Explanation Code
1	African American Art & Cultural Complex	# of strategic plans completed	1		\$15,000	F
2	African Immigrant and Refugee Resource Center	# of strategic plans completed	1	1	\$10,000	
3	Bindlestiff Studio	# of strategic plans completed	1	1	\$9,800	B
4	Catholic Charities CYO	# of strategic plans completed	1	1	\$8,557	B
5	Filipino-American Development Foundation/Filipino Community Center	# of strategic plans completed	1	1	\$15,000	
6	Hearing Society for the Bay Area	# of strategic plans completed	1	1	\$10,000	
7	Providence Foundation	# of strategic plans completed	1	1	\$15,000	
8	SF Parents Who Care	# of strategic plans completed	1	1	\$15,000	
9	Vietnamese Elderly Mutual Assistance Association	# of strategic plans completed	1	1	\$11,000	B
10	Westside Community Mental Health, Inc.	# of strategic plans completed	1		\$15,000	F
11	YMCA of SF (Richmond District)	# of strategic plans completed	1	1	\$11,000	
12	MOCD Consolidated Planning				\$126,192	
13	National Community Development Institute	# of strategic plans completed		1	\$20,000	G
		<b>Total # of strategic plans completed</b>	<b>11</b>	<b>10</b>	<b>\$281,549</b>	

**Strategy 2:** Increase the capacity of community based organizations to deliver timely, relevant and effective services

	Organization	Performance measure	2005-06 Goal	2005-06 Actual	2005-06 Funding Amount	Explanation Code
1	Bayview Hunters Point Multipurpose Senior Services	Business plan	1		\$15,000	F
2	Community Housing Partnership	Financial management plan	1	1	\$7,000	
3	CompassPoint Nonprofit Services	Training vouchers	100	100	\$43,950	
		Forums	4	4		
		# of CBOs attending forums	50	64		
4	Mission Language and Vocational School	Business plan	1		\$15,000	F
5	Northern California Community Loan Fund	Forums	3	3	\$40,000	
		# of CBOs attending forums	40	32		
		# of organizations assisted with one-on-one consulting	10	7		
6	Volunteer Center of SF	# of organizations assisted with one-on-one consulting	12	12	\$29,600	
7	Jewish Vocational and Career Counseling Services	# of CBOs attending forums		36	\$30,300	G
		<i>Total # of CBOs that attend professional development forums</i>	<b>90</b>	<b>132</b>	<b>\$114,250</b>	
					<b>Subtotal for G3, O1, S2</b>	<b>\$180,850</b>
<b>Strategy 3: Provide support to stabilize individuals and families that are in crisis (including legal aid, homeless prevention, domestic violence prevention, and aid to seniors)</b>						
	Organization	Performance measure	2005-06 Goal	2005-06 Actual	2005-06 Funding Amount	Explanation Code
1	AIDS Legal Referral Panel	Legal services	250	212	\$39,500	H
2	Arab Cultural and Community Center	Case management	120	100	\$50,000	

3	Ark of Refuge	Case management	30	25	\$25,000	
4	Asian Law Caucus	Legal services	190	373	\$55,500	H
5	Asian Pacific American Community Center	Case management	320	248	\$60,000	
6	Asian Women's Shelter-ESG	Case management	50	44	\$87,500	
7	Bar Association of SF Volunteer Legal Services	Legal services	720	625	\$90,000	H
8	Bay Area Legal Aid	Legal services	45	49	\$42,000	H
9	Boys & Girls Clubs of SF	Increase school performance	130	137	\$24,350	
10	BVHP Center for Arts and Technology	Youth employment	20	21	\$40,000	H
11	Catholic Charities CYO/Mission Day Care	Increase school performance	120	115	\$61,500	
12	Catholic Charities CYO/Rental Assistance Program-ESG	Prevent homelessness	120	226	\$19,889	B
13	Central American Resource Center (CARECEN)	Legal services	408	386	\$40,000	
14	Central City Hospitality House-ESG	Bednights	9,125	9,519	\$31,850	
15	Tides Center/CLAER	Case management	50	33	\$25,000	
16	Community Alliance for Special Education	Disabled services	94	87	\$25,000	E, H
17	Community United Against Violence	Case management	35	34	\$27,000	
18	Compass Community Services	Case management	75	75	\$37,000	
19	Compass Community Services-ESG	Bednights	22,380	21,584	\$50,000	H
20	Dolores Street Community Services- ESG	Case management	120	120	\$48,000	
21	Ella Hill Hutch Community Center	Increase school performance	75	84	\$125,000	H
22	Episcopal Community Services of SF	Adult education	50	51	\$30,000	
23	Episcopal Community Services of SF-ESG	Bednights	15,330	15,330	\$40,000	
24	FADF/Filipino Community Center- Exceed	Case management	94	75	\$25,000	E, H
25	FADF/Filipino Community Center- Pinoy	Increase school performance	80	81	\$25,000	E, H
26	Girls After School Academy	Increase school performance	50	51	\$40,000	
27	Gum Moon Residence Hall-PS	Case management	25	64	\$15,000	
28	Gum Moon Residence Hall-ESG	Emergency shelter	10	18	\$50,000	
29	Hamilton Family Center, Inc.	Bednights	2,000	1,974	\$50,000	

30	Hearing and Speech Center of Northern California	Information and referral	200	161	\$45,000	E, H
31	Homeless Children's Network	Case management	110	75	\$40,000	H
32	Hunter's Point Boys and Girls Club	Increase school performance	80	83	\$20,000	
33	Hunters Point Community Youth Park Foundation	Increase school performance	400	173	\$105,000	F
34	Inner City Youth	Job readiness	40	19	\$50,000	
35	Instituto Laboral de la Raza	Legal services	960	718	\$68,000	H
36	John W. King Senior Center	Transportation	300	255	\$100,000	H
37	La Casa de las Madres-ESG	Emergency shelter	56	57	\$129,300	
38	La Raza Centro Legal	Legal services	1,508	1,621	\$125,000	H
39	La Raza Community Resource Center	Case management	125	123	\$50,000	H
40	Larkin Street Youth Services	Case management	120	838	\$37,139	H
41	Larkin Street Youth Services-ESG	Bednights	13,500	14,769	\$77,861	
42	Lavender Youth Rec. & Info. Ct.(LYRIC)	Increase school performance	150	196	\$47,178	B, H
43	Lyon-Martin Women's Health Services	Preventive health care	90	111	\$77,500	
44	Metropolitan Community Foundation-ESG	Showers	1,750	1,690	\$50,000	
45	Mission Education Projects, Inc.	Increase school performance	75	51	\$50,000	H
46	Mission Learning Center	Increase school performance	90	103	\$75,000	H
47	Mission Neighborhood Centers	Increase school performance	60	61	\$42,000	H
48	Mission Neighborhood Centers	Senior services	200	201	\$40,685	B
49	* Network For Elders	Case management	150	152	\$36,584	A, B
50	New Leaf Services for our Community	Case management	60	58	\$55,000	
51	Nihonmachi Legal Outreach	Legal services	372	421	\$93,000	
52	Portola Family Connections	Case management	30	175	\$35,000	
53	Potrero Hill Neighborhood House	Increase school performance	90	141	\$25,000	
54	Samoan Community Development Center	Information and referral	93	51	\$60,000	E, H
55	San Francisco Child Abuse Prevention Center - TalkLine	Case management	40	255	\$32,500	
56	Sojourner Truth Foster Family Service Agency, Inc.	Case management	50	0	\$0	C

57	Southwest Community Corporation	Referral services	150	179	\$50,000	H
58	St. Boniface Neighborhood Center	Case management	30	29	\$25,000	
59	St. John's Educational Thresholds Center	Increase school performance	195	119	\$21,468	B, H
60	St. Vincent de Paul Society of San Francisco	Payee management services	34	54	\$45,000	E, H
61	St. Vincent de Paul Society of San Francisco-ESG	Emergency shelter	85	127	\$20,000	
62	Sunset District Community Development Corp.	Case management	50	61	\$55,000	H
63	Swords to Plowshares Veterans Rights Organization	Legal services	47	98	\$40,000	
64	Swords to Plowshares Veterans Rights Organization-ESG	Case management	86	85	\$40,234	H
65	Tides Center	Case management	300	100	\$122,361	F
66	Together United Recommitted Forever (T.U.R.F.)	Increase school performance	60	56	\$50,000	H
67	United Council of Human Services	Showers, clothing, hot meals	460	460	\$96,000	H
		Case management	80	77		
68	Somarts Cultural Center/United Playaz	Case management	200	203	\$25,000	H
69	Vietnamese Elderly Mutual Assistance Association	In-home care for seniors	75	112	\$35,000	H
70	Growth & Learning Opportunities (formerly West Portal Center for After-School Rec & Educ.)	Increase school performance	252	110	\$27,600	H
71	Westside Community Mental Health, Inc.	Increase school performance	18	32	\$24,633	B
72	African Immigrant and Refugee Resource Center	Employment training	200	173	\$67,000	A
73	Opnet Community Ventures	Computer access for households	200	200	\$50,000	G
74	Providence Foundation-ESG	Shelter	13	13	\$15,000	G
75	San Francisco Housing Development Corporation	Information and referral	100	22	\$85,000	G, F
76	Third Baptist Church-ESG	Shelter	100	100	\$29,430	G
77	Tides Center	Multi-services	300	100	\$125,000	G, F
		<b>Total # of individuals provided with legal services</b>	<b>4,500</b>	<b>4,503</b>	<b>\$593,000</b>	<b>H</b>
					<b>Subtotal for G3, O1, S3</b>	<b>\$3,894,562</b>

**Strategy 4:** Increase the coordination of public, private and not for profit investments to avoid duplication of efforts and to provide high quality services

	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
		<i>Total # of funder collaboratives established</i>	0	0	\$0	

**Strategy 5:** Promote services in neighborhoods that provide access through community hubs

	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
1	Alice Griffith Opportunity Center - Tides Center	Access point supported	1	1	\$0	
2	Asian Pacific American Community Center	Access point supported	1	1	\$0	
3	Centro del Pueblo - La Raza Centro Legal & La Raza Community Resource Center	Access point supported	1	1	\$0	
4	Chinese Newcomer Service Center	Access point supported	1	1	\$0	
5	The Village - VVJET	Access point supported	1	1	\$0	
		<i>Total # of access points created/supported</i>	5	5	\$0	

**Strategy 6:** Support resident involvement in community stewardship activities, including education, public safety and neighborhood beautification strategies

	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
1	Communities of Opportunity Resident Involvement Activities	Residents engaged	200	275	\$0	
		<i>Total # of residents engaged</i>	200	275	\$0	



<b>Strategy 7: Increase vocational ESL programs and reduce language barriers to accessing social services</b>							
		<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
1	*	Arriba Juntos	VESL program	1	1	\$5,700	
2	*	Career Resources Development Center	VESL program	1	1	\$12,000	
3	*	Charity Cultural Services Center	VESL program	1	1	\$15,000	
4	*	Chinese Newcomers Service Center	VESL program	1	1	\$14,400	
5	*	Mission Language and Vocational School	VESL program	1	1	\$18,750	
6	*	Self-Help for the Elderly	VESL program	1	1	\$4,500	
			<b><i>Total # of vocational ESL programs supported</i></b>	<b>6</b>	<b>6</b>	<b>\$70,350</b>	

**GOAL 4: PROMOTE EQUITY-BASED PUBLIC POLICY STRATEGIES**

*Objective 1: Leverage and coordinate targeted public, private and not for profit investments*

**Strategy 1:** Assist in the development of social capital

	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
		<i>Total # of volunteer hours logged</i>	<i>0</i>	<i>0</i>	<i>\$0</i>	

**Strategy 2:** Identify needs of public housing residents with disabilities and coordinate resources to address physical obstacles and access to relevant social services

	<b>Organization</b>	<b>Performance measure</b>	<b>2005-06 Goal</b>	<b>2005-06 Actual</b>	<b>2005-06 Funding Amount</b>	<b>Explanation Code</b>
		<i>Total # of surveys conducted and reports published</i>	<i>0</i>	<i>0</i>	<i>\$0</i>	

\* All agencies that are listed with an asterisk can be found under multiple strategies. Resource allocations for these agencies are included only for internal purposes of estimation, and may not reflect precise allocations per strategy area.

	<b>Explanation Codes:</b>				
	A=Moved from one strategy to another strategy				
	B=Actual amount spent more than 10% change from budgeted amount				
	C=Project was canceled				
	D=Project was terminated mid-year				
	E=Revised performance measure				
	F=Project still underway				
	G=Project was added mid-year				
	H=Revised goal/baseline				

## **Neighborhood Revitalization Strategy Area (NRSA) Goals, Activities and Accomplishments**

### **Background**

Six neighborhoods in San Francisco, Bayview Hunters Point, Chinatown, Mission, South of Market, Tenderloin and Visitacion Valley are federally-designated Neighborhood Revitalization Strategy Areas (NRSAs). The designation of these neighborhoods as NRSAs provides the City with more flexibility in undertaking economic development and public service activities with CDBG funds. This flexibility is intended to promote innovative programs and economic development within these neighborhoods. In 2005-06, MOCD continued to make progress toward the goals established in each of the six neighborhood plans. Below is a list of goals for each neighborhood. Under each goal is a list of 2005-06 CDBG- and ESG-funded programs and projects that addressed the goal. While many CDBG- and ESG-funded programs address these goals, the list under each goal only includes ones where a significant portion of the program addresses the particular goal.

This year, MOCD focused on those goals where strategic investments could have the most impact relative to other resources available to the City. These activities illustrate the broad strategies focused in these six neighborhoods. Projects and programs include capital projects, improvement of neighborhood public spaces, small business technical assistance, operating support for homeless shelters, and direct services such as employment training, case management, legal, and youth services. This range of services reflects the broad interests and scope of the neighborhood plans.

Direct investments toward public safety were made by the Mayor's Office of Criminal Justice and the San Francisco Police Department. In all of these neighborhoods, housing acquisition and rehabilitation funds were also made available through the housing funds provided under the CDBG and HOME programs. Future plans include continued progress and strategic investments in each of these neighborhoods.

## Bayview Hunters Point Goals, Activities and Accomplishments

### 1. Improve the overall socio-economic conditions

Type of Program	Name of Organization	2005 Allocation	Description
Economic Development / Micro-Enterprise Assistance	Jewish Family & Children's Services	\$67,744	Business technical support for a new home and office cleaning business in the Bayview, including development and hiring of new employees
Economic Development / Micro-Enterprise Assistance	Juma Ventures	\$55,000	Business technical support for social purpose enterprises, including job training and employment for youth
Economic Development / Micro-Enterprise Assistance	Northeast Community Federal Credit Union	\$35,000	Business technical support to a CDFI credit union to provide banking services in the Visitacion Valley neighborhood
Economic Development / Micro-Enterprise Assistance	Renaissance Entrepreneurship Center	\$200,000	The Bayview Business Resource Center provides training, individual consultations, access to financing and markets, and business support services to start up and expand micro-enterprises primarily in Bayview Hunters Point
Planning / Capacity Building	Arc Ecology	\$20,000	Development of an economic development strategy for the market created by the construction of a Shoreline Park on Parcel E of the Hunters Point Shipyard
Planning / Capacity Building	San Francisco Housing Development Corporation	\$15,000	Feasibility study for a neighborhood-serving grocery store along Third Street in Bayview Hunters Point

### 2. Generate employment opportunities and support job development, training and placement for neighborhood residents

Type of Program	Name of Organization	2005 Allocation	Description
Public Services	Bay Area Community Resources	\$40,000	Employment training and placement in Bayview Hunters Point service organizations
Public Services	Board of Trustees of the Glide Foundation	\$30,000	Employment readiness, construction training and job placement
Public Services	Booker T. Washington Community Service Center	\$61,000	Job readiness training and job placement for young adults ages 17 to 26
Public Services	California Lawyers for the Arts	\$20,000	Arts employment program that provides youth ages 17 to 21 with job readiness training and placement in summer internships
Public Services	Family School (The)	\$50,000	Employment readiness training, hard skills training, job placement, and job counseling and supportive services
Public Services	Renaissance Parents of Success	\$100,000	Employment readiness training, job placement, and supportive services
Public Services	Visitacion Valley JET	\$90,000	Job readiness and hard skills training, job placement and retention services
Public Services	Young Community Developers	\$75,000	Employment training, placement and retention services

### 3. Preserve, expand and improve housing that is affordable to low- and moderate-income residents (no non-housing CDBG/ESG activity to report)

### 4. Improve public safety (no CDBG/ESG activity to report)

## 5. Improve the physical environment

Type of Program	Name of Organization	2005 Allocation	Description
Public Space Improvement	Friends of the Urban Forest	\$60,000	Plant 200 trees in the Bayview Hunters Point and Visitacion Valley communities
Public Space Improvement	San Francisco Conservation Corps - SFHA Alice Griffith	\$3,248	To purchase a permanent sign for the Opportunity Center at Alice Griffith
Public Space Improvement	San Francisco Conservation Corps - SFHA Alice Griffith	\$120,000	To expand Winters Park beautification project.
Public Space Improvement	San Francisco Conservation Corps - Dr. Martin Luther King Childcare Center	\$50,000	Refurbish trellises and create small garden area located next to the existing play area.
Public Space Improvement	San Francisco Conservation Corps - Sojourner Truth Childcare	\$40,000	Removal of creosol railroad ties, install non-engineering retaining walls and develop a small garden in the play area.
Public Space Improvement	San Francisco Conservation Corps - DPW Cashmere Intersection	\$15,000	Light landscaping
Public Space Improvement	San Francisco Conservation Corps - DPW Cashmere Median	\$10,000	Light landscaping
Public Space Improvement	San Francisco Conservation Corps - DPW LaSalle Median	\$30,000	Light landscaping
Public Space Improvement	San Francisco Conservation Corps - SFHA Alice Griffith Tenants' Association and Nowhouse Landscaping	\$100,000	Install play structure and matting behind the tenants' association building and landscaping around the Now House.
Public Space Improvement	San Francisco Conservation Corps - SFHA Individual Family Unit Fencing	\$150,000	Installation of fencing at half of the residents' units
Public Space Improvement	San Francisco Conservation Corps - SFHA Hunters View	\$86,000	Removal of wood rot borders and planters. Install new garden and social area.

## 6. Provide adequate, efficient and properly located health and human services facilities

Type of Program	Name of Organization	2005 Allocation	Description
Capital Project	Bayview Community Collaborative	\$23,000	Renovated roof of community facility offering program and meeting space to other nonprofit agencies
Capital Project	Boys & Girls Clubs of San Francisco	\$500,000	Replaced roof in Multipurpose Community facility.
Capital Project	Clever Homes LLC	\$126,000	Tenant improvement of Alice Griffith Opportunity Center
Capital Project	Department of Public Works	\$32,200	Construction of 3 curb ramps to provide ADA access to the Alice Griffith Opportunity Center.
Capital Project	Economic Opportunity Council of SF	\$15,000	Fire repair for Martin Luther King Center
Capital Project	San Francisco Housing Authority - 92 West Point Road	\$150,000	
Capital Project	San Francisco Housing Development Corporation	\$100,000	Built out tenant improvements within shell space of housing development for a housing counseling program
Capital Project	United Council of Human Services	\$3,575	Reincumbrance of retainage for elevator installation.
Planning / Capacity Building	Bayview Hunters Point Multipurpose Senior Services	\$15,000	Business planning for an aging campus in the southeast sector, and Board training
Planning / Capacity Building	Catholic Charities CYO	\$15,000	Strategic planning to formalize collaboration between Catholic Charities CYO, Bayview Hunters Point YMCA, KIPP Bayview Academy and St. Paul of the Shipwreck to provide an after-school program for children ages 9-13 in BVHP
Planning / Capacity Building	National Community Development Institute	\$20,000	Community needs assessment for Communities of Opportunity
Planning /	National Community	\$5,000	Technical assistance and capacity building to residents of

Capacity Building	Development Institute		public housing.
Planning / Capacity Building	Network For Elders	\$20,000	Planning and capacity building activities for a group of 11 neighborhood centers
Planning / Capacity Building	Providence Foundation	\$15,000	Strategic planning for organization to increase operational efficiency and to improve accountability
Planning / Capacity Building	San Francisco Parents Who Care	\$15,000	Strategic planning for San Francisco Parents Who Care to coordinate services with Infinity Gospel in Bayview Hunters Point
Planning / Capacity Building	Westside Community Mental Health, Inc.	\$15,000	Strategic planning to integrate Infusion One, a youth development program, into Westside Community Mental Health Center's Community Services Division
Public Services	Bay Area Legal Aid	\$42,000	Legal counseling, representation, assistance to low-income domestic violence survivors
Public Services	Bayview Hunter's Point Center for Arts & Technology	\$40,000	Arts and technology educational program that provides youth with job readiness skills
Public Services	Earned Asset Resource Network (EARN)	\$50,000	Financial education and income enhancement services
Public Services	Hunter's Point Boys and Girls Club	\$20,000	Academic support for youth
Public Services	Hunter's Point Community Youth Park Foundation	\$105,000	Recreation and nutrition services for children
Public Services	Inner City Youth	\$50,000	Job preparation and automotive technology training for youth
Public Services	John W. King Senior Center	\$100,000	Transportation services for low-income and disabled seniors
Public Services	Juma Ventures	\$20,610	Financial education, including personal budgeting and managing savings accounts, and other income enhancement services for youth
Public Services	Mission Neighborhood Centers	\$40,000	Academic support, recreational and cultural enrichment activities, and case management for children ages 5-14 years
Public Services	Network For Elders	\$43,000	Case management, including referral to free in-home support, for seniors
Public Services	Opnet Community Ventures, Inc.	\$50,000	Provide wireless internet access to families living primarily in Alice Griffith housing development and computer training classes.
Public Services	Potrero Hill Neighborhood House	\$25,000	Academic support, counseling and life skills training for youth
Public Services	Rebuilding Together San Francisco	\$20,000	Rehabilitation of homes, community facilities and schools
Public Services	Samoan Community Development Center	\$60,000	Informational and referral, case management and housing counseling primarily for the Pacific Islander community
Public Services	San Francisco Housing Development Corporation	\$85,000	Project supports community development and building management for the new community center at the Alice Griffith Public Housing Development and will serve children and families within the 300-unit facility.
Public Services	Somarts Cultural Center/United Playaz	\$25,000	Case management and life skills training for high school youth
Public Services	Tides Center	\$125,000	Provide a rotation of program activities at the Alice Griffith Opportunity Center.
Public Services	Tides Center	\$122,361	Multi-services at Alice Griffith
Public Services	Tides Center/C.L.A.E.R. Project	\$25,000	Case Management services related to family support services and housing
Public Services	United Council of Human Services	\$55,000	Case management, clothing, food/hot meals, and referrals to services for homeless and very low-income individuals and families
Public Services	URSA Institute	\$25,000	Estate planning
Public Services	Westside Community Mental Health, Inc.	\$30,000	Life skills training and mentoring for youth
Emergency Shelter Grant	Providence Foundation	\$15,000	Provide homeless shelter services
Emergency	United Council of Human	\$41,000	Case management, clothing, food/hot meals, and referrals to

Shelter Grant	Services		services for homeless and very low-income individuals and families
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Through these activities and other CDBG and ESG-funded activities, a total of 2,824 individuals in Bayview Hunters Point were served. Of the 2,824, 392 received economic development and micro-enterprise assistance, 2,140 received public services, and 292 received emergency shelter and homeless services.

Other accomplishments include funding of eight capital projects and completion of 11 public space improvement projects in Bayview Hunters Point.

### Chinatown Goals, Activities and Accomplishments

#### 1. Expand markets for local entrepreneurs and stimulate job development for local residents

Type of Program	Name of Organization	2005 Allocation	Description
Economic Development / Micro-Enterprise Assistance	Northeast Community Federal Credit Union	\$120,000	Business technical assistance services primarily to Asian and Pacific Islander small business owners and entrepreneurs

#### 2. Generate employment opportunities and support job development, training and placement for neighborhood residents

Type of Program	Name of Organization	2005 Allocation	Description
Public Services	Career Resources Development Center	\$80,000	Job readiness training, hard skills training in hospitality industry, career counseling, and job placement
Public Services	Charity Cultural Services Center	\$100,000	Job counseling, vocational ESL training, culinary training, and job placement in the restaurant and hospitality industry
Public Services	Chinese Newcomers Service Center	\$96,000	Employment counseling, employment readiness training, job placement and support services for primarily low- and moderate-income Asian immigrants
Public Services	Donaldina Cameron House	\$35,000	Job readiness training and placement

#### 3. Preserve, expand and improve housing that is affordable to low- and moderate-income residents (no non-housing CDBG/ESG activity to report)

#### 4. Improve public safety (no CDBG/ESG activity to report)

#### 5. Enhance the physical and aesthetic conditions of Chinatown

Type of Program	Name of Organization	2005 Allocation	Description
Public Space Improvement	Department of Public Works	\$10,000	Purchase and placement of two commemorative plaques on corner of Sacramento and Washington Street.
Public Space Improvement	San Francisco Conservation Corps - Rainbow Infant Center	\$64,000	Removal of play structure and matting. Install play structure and matting.
Public Space Improvement	San Francisco Conservation Corps - Wu Yee-Generations Child Development	\$60,000	Removal of play structure and matting. Install play structure and matting.



6. Provide accessible, multi-lingual and affordable human services

<b>Type of Program</b>	<b>Name of Organization</b>	<b>2005 Allocation</b>	<b>Description</b>
Capital Project	Donaldina Cameron House	\$70,000	Replaced exterior lighting and install electrical door latch and monitoring system in a multi-purpose facility
Capital Project	Wu Yee Children's Services	\$40,000	Installed HVAC in a facility that provides an Early Head Start program for 28 infants and toddlers
Planning / Capacity Building	Chinese for Affirmative Action	\$15,000	Planning and capacity building activities for a group of 11 neighborhood centers
Planning / Capacity Building	Chinese Newcomers Service Center	\$10,000	Planning and capacity building activities for a group of 11 neighborhood centers
Planning / Capacity Building	Donaldina Cameron House	\$10,000	Planning and capacity building activities for a group of 11 neighborhood centers
Public Services	Asian Law Caucus	\$55,500	Legal counseling, representation and referral on issues including immigration, employment and housing
Public Services	Gum Moon Residence Hall	\$15,000	Provide bilingual/bicultural parenting education, case management to 40 families with children 0-5 yrs of age in the Sunset/OMI districts.
Emergency Shelter Grant	Gum Moon Residence Hall	\$50,000	Shelter for primarily Asian immigrant women and children who are survivors of domestic violence or sexual assault

Through these activities and other CDBG and ESG-funded activities, a total of 556 individuals in Chinatown were served. Of the 556, 90 received economic development and micro-enterprise assistance, 406 received public services, and 60 received emergency shelter and homeless services.

Other accomplishments include funding of two capital projects and completion of three public space improvement projects in Chinatown.

Mission District Goals, Activities and Accomplishments

1. Improve the overall socio-economic conditions in the Mission

<b>Type of Program</b>	<b>Name of Organization</b>	<b>2005 Allocation</b>	<b>Description</b>
Economic Development / Micro-Enterprise Assistance	Community Vocational Enterprises	\$51,875	Business technical support to IME, a janitorial company, including job training and placement for individuals with mental health disabilities to be potential employees
Economic Development / Micro-Enterprise Assistance	Mission Economic Development Agency	\$250,000	Business technical assistance program that provides a continuum of services in English and Spanish to support the growth and success of small businesses in the Mission District
Economic Development / Micro-Enterprise Assistance	Mission Economic Development Agency	\$100,000	Business technical assistance program that provides a continuum of services in English and Spanish to support the growth and success of small businesses in the Excelsior and Outer Mission neighborhoods
Economic Development / Micro-Enterprise Assistance	Positive Resource Center	\$65,000	Training and technical assistance for individuals who are living with HIV/AIDS to develop micro-enterprises
Economic Development /	Women's Foundation of California	\$35,000	La Cocina is a commercial kitchen and business incubator that supports the development of micro-enterprises

Micro-Enterprise Assistance			
Economic Development / Micro-Enterprise Assistance	Women's Initiative for Self Employment	\$100,000	Bilingual micro-enterprise training, technical assistance, and financial services targeting low-income women

2. Generate employment opportunities and support job development, training and placement for neighborhood residents

Type of Program	Name of Organization	2005 Allocation	Description
Capital Project	Mission Language and Vocational School, Inc.	\$135,000	Installed new elevator, renovate existing elevator, renovate restrooms, and upgraded computer lab in a vocational facility
Planning / Capacity Building	Mission Language and Vocational School, Inc.	\$15,000	Development of a business/marketing plan to strengthen and expand a firm base for MLVS's Catering Services Division
Public Services	Arriba Juntos	\$38,000	Job training and placement in the home health care field
Public Services	Bay Area Video Coalition	\$60,000	Multi-media training, technical assistance and job placement services
	Brava! for Women in the Arts	\$47,000	Technical training in theater production and placement in internships at professional theaters for youth ages 14-24
Public Services	Haight Ashbury Food Program	\$25,000	Job readiness and food services training, and job placement
Public Services	Iris Center	\$50,000	Job counseling and placement for young women, especially ones in foster care
Public Services	Mission Hiring Hall, Inc.	\$119,000	Job readiness assessment, counseling, training, placement and supportive services
Public Services	Mission Language and Vocational School, Inc.	\$125,000	Employment readiness training, hard skills training and job placement
Public Services	Women's Foundation, Mujeres Unidas Y Activas	\$50,000	Job readiness training, hard skills training in home health care, job referral and placement, and retention services for primarily monolingual Spanish-speaking Latina immigrant women

3. Preserve, expand and improve housing that is affordable to low- and moderate-income residents (no non-housing CDBG/ESG activity to report)

4. Improve the Mission's overall levels of safety (no CDBG/ESG activity to report)

5. Improve the physical environment (no CDBG/ESG activity to report)

6. Improve the quality and expand existing health and human services to local residents

Type of Program	Name of Organization	2005 Allocation	Description
Capital Project	Holy Family Day Home	\$33,500	Replaced heating system, bathroom fixtures and doors, and build a new ramp at a child care center
Capital Project	Mission Neighborhood Centers	\$100,000	Install a wheel chair lift at a youth community center.
Planning / Capacity Building	Mission Neighborhood Centers	\$15,000	Planning and capacity building activities for a group of 11 neighborhood centers
Public Services	Bay Area Legal Aid	\$42,000	Legal counseling, representation, assistance to low-income domestic violence survivors
Public Services	Boys & Girls Clubs of San Francisco	\$24,350	Tutoring and academic support for children and youth
Public Services	Catholic Charities CYO/Mission Day Care	\$61,500	Child development and family support services for low-income families, focusing on monolingual Latino Spanish-speaking families
Public Services	Central American Resource	\$40,000	Legal processing of work permit applications and related

	Center (CARECEN)		immigration services
Public Services	Growth & Learning Opportunities	\$27,600	Academic support for children
Public Services	Homeless Children's Network	\$40,000	Mental health therapy and case management for children and their families
Public Services	Instituto Laboral de la Raza	\$68,000	Legal referrals, counseling, and processing
Public Services	La Raza Community Resource Center	\$50,000	Information and referral services
Public Services	Lyon-Martin Women's Health Services	\$77,500	Primary health care for low-income and uninsured women
Public Services	Mission Education Projects, Inc.	\$50,000	Academic support and case management for children
Public Services	Mission Learning Center	\$75,000	Academic support and parent education for children and their parents
Public Services	Mission Neighborhood Centers	\$40,000	Academic support, recreational and cultural enrichment activities, and case management for children ages 5-14 years
Public Services	New Leaf Services for our Community	\$55,000	Mental health case management and individual therapy for primarily LGBT individuals, couples and families
Public Services	St. John's Educational Thresholds Center	\$25,500	Academic support and counseling for elementary school children and parent education for their parents
Emergency Shelter Grant	Dolores Street Community Services	\$48,000	Case management for primarily Latino homeless males living in shelters
Emergency Shelter Grant	Friendship House Association of American Indians	\$30,000	Case management for homeless Native Americans living in shelters
Emergency Shelter Grant	Metropolitan Community Foundation	\$50,000	Shower access for homeless individuals
Emergency Shelter Grant	St. Vincent de Paul Society of San Francisco	\$20,000	Shelter for battered women and their children

Through these activities and other CDBG and ESG-funded activities, a total of 3,652 individuals in the Mission District were served. Of the 3,652, 399 received economic development and micro-enterprise assistance, 2,052 received public services, and 1,201 received emergency shelter and homeless services.

Other accomplishments include funding of three capital projects in the Mission.

### South of Market Goals, Activities and Accomplishments

#### 1. Revitalize the neighborhood's economic activities

Type of Program	Name of Organization	2005 Allocation	Description
Economic Development / Micro-Enterprise Assistance	Community Vocational Enterprises	\$51,875	Business technical support to IME, a janitorial company, including job training and placement for individuals with mental health disabilities to be potential employees
Economic Development / Micro-Enterprise Assistance	Southeast Asian Community Center	\$120,000	Business technical assistance services primarily to Asian and Pacific Islander small business owners and entrepreneurs

2. Generate employment opportunities and support job development, training and placement for neighborhood residents (no CDBG/ESG activity to report)

3. Preserve, expand and improve housing that is affordable to low- and moderate-income residents (no non-housing CDBG/ESG activity to report)

4. Improve public safety (no CDBG/ESG activity to report)
5. Improve the physical environment (no CDBG/ESG activity to report)
6. Provide needed health and human services to local residents

<b>Type of Program</b>	<b>Name of Organization</b>	<b>2005 Allocation</b>	<b>Description</b>
Capital Project	Ark of Refuge	\$12,000	Payments to architect & Project Manager to facilitate close-out of major capital project.
Capital Project	Sage Project	\$15,000	Constructed additional confidential counseling office space at a facility that provides sexual trauma counseling and drug prevention treatment to women and girls
Capital Project	The Arc Of San Francisco	\$175,000	Replaced roof of facility that provides services to adults with developmental disabilities
Planning / Capacity Building	Bindlestiff Studio	\$15,000	Program planning to integrate new after-school youth services into Bindlestiff's new theater and cultural center
Planning / Capacity Building	Filipino-American Development Foundation	\$20,000	Planning and capacity building activities for a group of 11 neighborhood centers
Public Services	Compass Community Services	\$37,000	Case management for homeless families living in the shelters
Public Services	Episcopal Community Services of SF	\$30,000	Adult education and GED preparation for homeless, formerly homeless and extremely low-income adults with disabilities.
Public Services	La Raza Community Resource Center	\$50,000	Information and referral services
Public Services	St. John's Educational Thresholds Center	\$25,500	Academic support and counseling for elementary school children and parent education for their parents
Public Services	St. Vincent de Paul Society of San Francisco	\$45,000	Drop in services including education, group therapy and referrals for substance abusers in recovery or seeking to be in recovery
Emergency Shelter Grant	Ark of Refuge	\$25,000	Case management for youth living in its shelter, including linkages to medical services, schools, employment opportunities and housing
Emergency Shelter Grant	Bar Assoc. of SF Volunteer Legal Services	\$90,000	Legal counseling, representation and processing for eviction prevention and SSI benefits
Emergency Shelter Grant	Compass Community Services	\$50,000	Shelter beds for homeless families
Emergency Shelter Grant	Episcopal Community Services of SF	\$40,000	Shelter beds for homeless adults
Emergency Shelter Grant	St. Boniface Neighborhood Center	\$25,000	Case management, social services, and housing placements for homeless individuals
Emergency Shelter Grant	Swords to Plowshares Veterans Rights Organization	\$40,234	Case management and benefits advocacy for veterans

Through these activities and other CDBG and ESG-funded activities, a total of 1,481 individuals in South of Market were served. Of the 1,481, 108 received economic development and micro-enterprise assistance, 906 received public services, and 467 received emergency shelter and homeless services.

Other accomplishments include funding of three capital projects in the South of Market.

## Tenderloin Goals, Activities and Accomplishments

### 1. Economic revitalization of the neighborhood

<b>Type of Program</b>	<b>Name of Organization</b>	<b>2005 Allocation</b>	<b>Description</b>
Economic Development / Micro-Enterprise Assistance	Northeast Community Federal Credit Union	\$75,000	Business technical support to a CDFI credit union to provide banking services in the Tenderloin
Economic Development / Micro-Enterprise Assistance	Positive Resource Center	\$65,000	Training and technical assistance for individuals who are living with HIV/AIDS to develop micro-enterprises

2. Preserve, expand and improve housing that is affordable to low- and moderate-income residents (no non-housing CDBG/ESG activity to report)

3. Improve public safety (no CDBG/ESG activity to report)

4. Improve the physical environment (no CDBG/ESG activity to report)

5. Provide needed health and human services to local residents

<b>Type of Program</b>	<b>Name of Organization</b>	<b>2005 Allocation</b>	<b>Description</b>
Capital Project	Central City Hospitality House (1 of 2)	\$15,000	Additional funding to replace flooring and upgrade kitchen at community drop in center.
Capital Project	Central City Hospitality House (2 of 2)	\$5,000	Additional funding to replace flooring and upgrade kitchen at community drop in center.
Planning / Capacity Building	African Immigrant and Refugee Resource Center	\$10,000	Strategic planning for organization to increase number of clients and to enhance quality of services provided
Planning / Capacity Building	Community Housing Partnership	\$7,000	Increased organization's financial management capacity so it can double the number of units it owns and operates for the chronically homeless
Planning / Capacity Building	Vietnamese Elderly Mutual Assistance Association	\$15,000	Strategic planning for a collaborative of 6 service agencies to streamline services to all age groups within the Vietnamese community
Public Services	African Immigrant and Refugee Resource Center	\$67,000	Information and referral: legal services, translations and employment
Public Services	AIDS Legal Referral Panel of the SF Bay Area	\$39,500	Legal support for people with HIV entering or re-entering the workforce
Public Services	Arab Cultural and Community Center	\$40,000	Case management in immigration, housing, translation, employment and other services
Public Services	Central City Hospitality House	\$31,650	Employment Resource Center for homeless and very poor individuals living in the Tenderloin
Public Services	Larkin Street Youth Services	\$61,000	Life skills training, leading to reunification with family and/or self sufficiency for homeless youth living in shelters
Public Services	Nihonmachi Legal Outreach	\$57,639	Legal counseling and representation on domestic violence, immigration and public benefits issues
Public Services	St. Vincent de Paul Society of San Francisco	\$45,000	Drop in services including education, group therapy and referrals for substance abusers in recovery or seeking to be in recovery
Public Services	Swords to Plowshares Veterans Rights Organization	\$40,000	Legal counseling and representation on securing federal benefits for homeless and low-income veterans
Public Services	Vietnamese Community Center of SF	\$50,000	Job readiness training and placement services for Vietnamese individuals
Public Services	Vietnamese Elderly Mutual	\$35,000	Recreation, case management and in-home primarily

	Assistance Association		Vietnamese elderly in the Tenderloin
Emergency Shelter Grant	Bar Assoc. of SF Volunteer Legal Services	\$90,000	Legal counseling, representation and processing for eviction prevention and SSI benefits
Emergency Shelter Grant	Catholic Charities CYO	\$25,000	Rental assistance grants to very low income families and single individuals who are facing eviction or are moving from shelters and transitional housing to permanent housing
Emergency Shelter Grant	Central City Hospitality House	\$31,850	Shelter beds for homeless adult males
Emergency Shelter Grant	Larkin Street Youth Services	\$54,000	Shelter beds for homeless youth
Emergency Shelter Grant	Nihonmachi Legal Outreach	\$35,361	Provide legal services in the areas of domestic violence, and immigration.
Emergency Shelter Grant	St. Boniface Neighborhood Center	\$25,000	Case management, social services, and housing placements for homeless individuals

Through these activities and other CDBG and ESG-funded activities, a total of 2,915 individuals in the Tenderloin were served. Of the 2,915, 493 received economic development and micro-enterprise assistance, 1,613 received public services, and 809 received emergency shelter and homeless services.

Other accomplishments include funding of two capital projects in the Tenderloin.

### Visitacion Valley Goals, Activities and Accomplishments

1. Revitalize the business corridor to create an environment that encourages new businesses to locate in Visitacion Valley and provides expanded goods and services for residents

Type of Program	Name of Organization	2005 Allocation	Description
Economic Development / Micro-Enterprise Assistance	Jewish Family & Children's Services	\$67,744	Business technical support for a new home and office cleaning business in the Bayview, including development and hiring of new employees
Economic Development / Micro-Enterprise Assistance	Juma Ventures	\$55,000	Business technical support for social purpose enterprises, including job training and employment for youth
Economic Development / Micro-Enterprise Assistance	Northeast Community Federal Credit Union	\$35,000	Business technical support to a CDFI credit union to provide banking services in the Visitacion Valley neighborhood

2. Improve the delivery of education and training services through a collaboration among public agencies, community based agencies, and families

Type of Program	Name of Organization	2005 Allocation	Description
Public Services	Visitacion Valley JET	\$90,000	Job readiness and hard skills training, job placement and retention services

3. Preserve, expand and improve housing that is affordable to low- and moderate-income residents (no non-housing CDBG/ESG activity to report)

4. Provide needed health and human services to local residents

<b>Type of Program</b>	<b>Name of Organization</b>	<b>2005 Allocation</b>	<b>Description</b>
Capital Project	Visitacion Valley Comm. Ctr., Inc.	\$40,000	Installed a new play structure and matting at a child care facility for older children (5 year olds)
Capital Project	Visitacion Valley Comm. Ctr., Inc.	\$163,000	Replaced exterior ramp, renovated bathrooms, and upgraded electrical system of a senior center
Capital Project	Visitacion Valley Community Development Corporation (1 of 3)	\$190,491	Constructed additional program space in Village Community Center to house additional CBOs serving Visitacion Valley
Capital Project	Visitacion Valley Community Development Corporation (2 of 3)	\$46,261	Constructed additional program space in Village community Center to house additional CBOs serving Visitacion Valley.
Capital Project	Visitacion Valley Community Development Corporation (3 of 3)	\$19,248	Constructed additional program space in Village Community Center to house additional CBOs serving Visitacion Valley.
Capital Project	Wu Yee Children's Services	\$15,000	Repaired roof.
Planning / Capacity Building	National Community Development Institute	\$20,000	Community needs assessment for Communities of Opportunity
Planning / Capacity Building	Visitacion Valley Community Development Corporation	\$10,000	Planning and capacity building activities for a group of 11 neighborhood centers
Public Services	Asian Pacific American Community Center	\$60,000	Case management for primarily Asian immigrant families
Public Services	Earned Asset Resource Network (EARN)	\$50,000	Financial education and income enhancement services
Public Services	Filipino-American Development Foundation: Filipino Community Center	\$25,000	Case management and supportive services for primarily Filipino individuals
Public Services	Girls After School Academy	\$40,000	Academic support and job readiness training and employment for girls
Public Services	John W. King Senior Center	\$100,000	Transportation services for low-income and disabled seniors
Public Services	Juma Ventures	\$20,610	Financial education, including personal budgeting and managing savings accounts, and other income enhancement services for youth
Public Services	Samoan Community Development Center	\$60,000	Informational and referral, case management and housing counseling primarily for the Pacific Islander community
Public Services	Tides Center/C.L.A.E.R. Project	\$25,000	Case Management services related to family support services and housing
Public Services	Together United Recommitted Forever (T.U.R.F.)	\$50,000	Academic support and studio program for youth
Public Services	United Council of Human Services	\$55,000	Case management, clothing, food/hot meals, and referrals to services for homeless and very low-income individuals and families
Emergency Shelter Grant	United Council of Human Services	\$41,000	Case management, clothing, food/hot meals, and referrals to services for homeless and very low-income individuals and families

5. Enhance the physical and aesthetic conditions of Visitacion Valley

<b>Type of Program</b>	<b>Name of Organization</b>	<b>2005 Allocation</b>	<b>Description</b>
Public Space Improvement	Department of Public Works	\$85,249	Install concrete walkway, ramps, handrails, playground surface and 4' high fencing.
Public Space Improvement	Friends of the Urban Forest	\$60,000	Plant 200 trees in the Bayview Hunters Point and Visitacion Valley communities
Public Space Improvement	San Francisco Conservation Corps - SFHA Sunnydale Family	\$14,751	Architectural fees for 14 Santos Street play ground project.

	Housing Development		
Public Space Improvement	San Francisco Conservation Corps - SFHA Sunnydale Family Housing Development	\$100,000	Install play structure and safety matting.
Public Space Improvement	San Francisco Conservation Corps - SFUSD John McLaren Child Dev. Center	\$70,000	Removal of play structure and matting. Install play structure and matting.

6. Improve public safety (no CDBG/ESG activity to report)

Through these activities and other CDBG and ESG-funded activities, a total of 2,018 individuals in Visitacion Valley were served. Of the 2,018, 292 received economic development and micro-enterprise assistance, 1,587 received public services, and 139 received emergency shelter and homeless services.

Other accomplishments include funding of four capital projects and completion of five public space improvement projects in Visitacion Valley.

NRSA-Wide Activities

Some programs did not focus significantly on any one NRSA neighborhood, but primarily served the six NRSA neighborhoods. These activities are listed below.

Type of Program	Name of Organization	2005 Allocation	Description
Economic Development / Micro-Enterprise Assistance	South of Market Foundation	\$100,000	Business technical assistance services to business owners and entrepreneurs
Public Services	Asian Women's Shelter	\$31,500	Provide intensive case management, counseling, collaboration and advocacy for battered women and their children.
Public Services	Chinese for Affirmative Action	\$100,000	Job counseling, job readiness training and job placement in fields including construction, hotel, homecare, food services and janitorial
Public Services	Hearing and Speech Center of Northern California	\$45,000	Information and referral, life skills training, and case management for hearing impaired individuals, and information and education for service providers and employers on working effectively with people who are hard-of-hearing or deaf
Public Services	La Raza Centro Legal	\$125,000	Bilingual legal services and community education workshops on immigration and employment issues for low-income primarily Spanish-speaking clients
Public Services	Northern California Service League	\$68,000	Job readiness training, placement and supportive services to primarily ex-offenders



Summary of NRSA Accomplishments

	Bayview Hunters Point	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	Total NRSAs	Total for All Neighborhoods, including NRSAs
<b>Total # of Persons Assisted</b>	<b>2,824</b>	<b>556</b>	<b>3,652</b>	<b>1,481</b>	<b>2,915</b>	<b>2,018</b>	<b>13,446</b>	23,303
Economic Development/Micro-Enterprise Assistance	392	90	399	108	493	292	<b>1,774</b>	3,046
Public Services	2,140	406	2,052	906	1,613	1,587	<b>8,704</b>	15,698
Emergency Shelter Grant Services	292	60	1,201	467	809	139	<b>2,968</b>	4,559
<b># of Capital Projects Funded</b>	<b>8</b>	<b>2</b>	<b>3</b>	<b>3</b>	<b>2</b>	<b>4</b>	<b>22</b>	33
<b># of Public Space Improvement Projects Completed</b>	<b>11</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>19</b>	25

## Summary of Accomplishments

### Persons Assisted with CDBG and ESG

Accomplishments this year include job creation and business retention/expansion through economic development activities; renovation and development of community facilities; provision of direct services to individuals; and support for the continued revitalization of neighborhoods through strategic planning and organizational development by community organizations.

Persons assisted with the CDBG/ESG funding received a range of services from community-based organizations. Below is the number of persons by income brackets that received direct services funded by CDBG and ESG dollars during the 2005-06 program year.

	Extremely Low-Income	Low-Income	Moderate-Income	Above Moderate-Income	Totals
Economic Development/ Micro-Enterprise Assistance	1,130	883	777	256	<b>3,046</b>
Non-Housing Public Services	9,028	3,567	3102	1	<b>15,698</b>
CDBG Total	10,158	4,450	3,879	257	<b>18,744</b>
ESG Total	4,105	358	96	0	<b>4,559</b>
<b>Total # of Persons Served</b>	<b>14,263</b>	<b>4,808</b>	<b>3,975</b>	<b>257</b>	<b>23,303</b>

The table below indicates the racial/ethnic background of persons assisted.

	American Indian or Alaskan Native	American Indian or Alaskan Native AND Black	American Indian or Alaskan Native AND White	Asian	Asian AND White	Black or African American	Black or African American AND White	Native Hawaiian or Pacific Islander	Other	White	Any Race, Hispanic	Totals
Economic Development/ Micro-Enterprise Assistance	35	1	2	828	17	599	6	22	242	767	527	<b>3,046</b>
Non-Housing Public Services	87	41	48	3183	34	3,490	45	258	1394	1836	5,282	<b>15,698</b>
CDBG Total	122	42	50	4,011	51	4,089	51	280	1,636	2,603	5,809	<b>18,744</b>
ESG Total	65	5	8	409	1	1,104	46	60	197	1783	881	<b>4,559</b>
<b>Total # of Persons Served</b>	<b>187</b>	<b>47</b>	<b>58</b>	<b>4,420</b>	<b>52</b>	<b>5,193</b>	<b>97</b>	<b>340</b>	<b>1,833</b>	<b>4,386</b>	<b>6,690</b>	<b>23,303</b>

## **MOCD Monitoring**

### **Managing Grants**

The Mayor's Office of Community (MOCD) administers the Community Development Block Grant (CDBG) and Emergency Shelter Grants (ESG) Programs. Services under these programs are provided primarily through agreements with community-based non-profit organizations which provide a range of economic development technical assistance, loan packaging, job training and placement, legal services, recreation and tutoring services for children and youth, housing-related services and other human services.

MOCD and MOH provide on-going fiscal and programmatic monitoring of each project which receives CDBG or ESG funds. This monitoring includes both internal and on-site reviews. In addition, the organizations monitor the construction projects for labor standards compliance related to Davis-Bacon regulations. Finally, both organizations have incorporated monitoring for access requirements related to Section 504 of the Rehabilitation Act and the Americans With Disabilities Act. Fair Housing and EEO, MBE/WBE monitoring is done by the City's Human Rights Commission.

#### For CDBG and ESG Grants

Each agency receiving a CDBG and/or ESG grant must enter into a grant agreement which stipulates conditions upon which the grant is awarded, the performance outputs and program outcomes to be met, and the budget. Regular program performance reports are required of grant recipients, along with financial reports. Program site visits are conducted to determine client eligibility, compliance with Federal and local requirements, and program progress. Since most Public Services grants qualify as limited clientele activities, recipient organizations must demonstrate that they are verifying income eligibility for their clients to MOCD coordinators at site visits.

For each grant, a MOCD coordinator is responsible for providing technical assistance, reviewing progress reports, conducting on-site visits, and evaluating performance outputs and program outcomes. The coordinator is also responsible for reviewing monthly expenditure reports and monitoring for fiscal compliance with grant regulations and accounting policies.

#### For CDBG-Assisted Business Loans

Each loan recipient is required to enter into an agreement that stipulates the loan conditions and repayment schedule. The borrower must agree to a first source hiring agreement covering all jobs to be created as a condition of the loan.

## **PART 3. MOH ASSESSMENT**

### **Background on San Francisco's Affordable Housing Delivery System**

The Mayor's Office of Housing (MOH) and San Francisco Redevelopment Agency (SFRA) are the principal agencies responsible for allocating housing development funds for privately (for-profit and non-profit) owned affordable housing. SFRA also acquires real estate, and then executes ground leases for the privately owned affordable housing developments upon it. The San Francisco Housing Authority (SFHA) is responsible for allocating funds for the rehabilitation and redevelopment of public housing. This section will describe the process administered jointly by MOH and SFRA for privately owned housing. The funding priorities for public housing have been described elsewhere, in the Annual Plans prepared by the City in connection with the five-year Consolidated Plan.

MOH and SFRA allocate housing development funds through a process designed to leverage outside funding for projects to the maximum extent consistent with the intended income targeting of the project, and to maintain financial accountability and efficiency on the part of project sponsors. These goals are accomplished by (1) making early commitments of City funds to sponsors so that they can demonstrate these commitments to other funders to satisfy matching fund requirements; and (2) encumbering and disbursing funds only when other funding sources are known and project costs are firm, in order to require developers to control costs and maximize other resources.

The process is as follows:

Notice of Funding Availability: Initially, MOH and SFRA budget specific portions of their development funds to a number of Funding Programs distinguished by target populations (e.g. family rental housing, housing with supportive services, senior housing). After these allocations are made to programs, generally developers submit proposals for funding specific projects in response to Notices of Funding Availability (NOFAs).

Reservation of Funds for "Pipeline" Projects: After receiving applications, MOH and SFRA staff work with the applicants to determine project feasibility prior to making recommendations to the Loan Committee. During this period (which can sometimes be extended for complex projects), funds from the NOFA are reserved for projects that appear likely to proceed. These reservations are tentative, as the dollar amounts in particular are often subject to change. Funds are also reserved for projects which have received prior commitment of part of the overall funds needed (such as for site acquisition), but which are not ready to receive final funding commitments.

Commitment of Funds: When a project is deemed feasible by staff, it is presented to the Loan Committee (consisting of MOH, SFRA, DHS and DPH ) for review and recommendation. At this stage, a specific dollar amount is proposed to be committed to the project sponsor, subject to removal of specified contingencies. The Loan Committee's recommendation is then forwarded to

the Redevelopment Commission, the Housing Committee or the Mayor, depending on the source of funds. These commitments are for firm dollar amounts, but are still subject to change as the contingencies are removed (if, for example, other funding source commitments are higher or lower than expected).

Encumbrance of Funds: Most funds are not encumbered (by execution of a funding agreement binding the City and the sponsor) until all contingencies, such as execution of other funding and construction contracts, are removed – usually close to construction start. By deferring encumbrance to this time, the City can maximize its ability to require developers to pursue other funding sources and to reduce project cost.

Disbursement of Funds: Funds are disbursed only as required by the project, either for acquisition of the site, payment of preconstruction development costs (e.g. architecture, engineering, etc.) or for actual construction draws. MOH and SFRA staff review and approve all requests for disbursement of funds prior to draw downs.

## Housing Resources Available and Housing Activities Funded

### Allocations Summary

The Action Plan for 2005-06 anticipated that about **\$19,688,780** in federally generated funds for the development of affordable housing during the year. The actual funds available in 2005-06 were **\$18,473,968**. This difference was the result of a shortfall in program income received.

### Categories of Investments

In this report, capital commitments and expenditures will be described for affordable housing which may be new construction, acquisition, rehabilitation of existing buildings, or investments to preserve affordability of existing affordable housing. The following terms are used to specify the status of the project with respect to this:

- “NEW” Developments which are described as “new” are those which consist of either (1) new construction on land which was either previously vacant or was previously occupied by structures not currently residential in use, or (2) conversion of existing non-residential structures to residential use.
- “ACQUISITION/REHAB”  
(or Acq/Rehab) Existing buildings are those which, prior to the expenditure of public funds, were residential in use but not subject to affordability restrictions (other than City-wide rent control). Most such buildings are vacant, fire-damaged and/or substandard and require major rehabilitation. Public funding entails the imposition of new affordability and occupancy restrictions, and typically involves acquisition and rehabilitation of the property by a nonprofit housing developer.
- “PRESERVATION” These buildings consist of those residential buildings which are currently subject to affordability and low-income occupancy restrictions as a result of past public (federal, state and/or local) funding. However, additional capital investments are necessary in order to preserve the affordability or the habitability of the properties. If long-term (fifty year or more) restrictions are not already in place on these properties, such restrictions are typically imposed as a condition of additional funding.

**2005-06 Funds Available**

**CDBG FUNDS FOR HOUSING:** As in past years, a portion of the City’s overall CDBG grant for 2005-06 was set aside for housing development. In 2005-06, **\$9,745,248** of these funds were provided to assist with housing development projects.

**HOME FUNDS:** **\$8,728,720** in HOME Program funds were available for housing development in 2005-06. These funds were used for housing development activities and tenant-based rental assistance.

**Anticipated vs. Actual CDBG, HOME and HOPWA Funds Made Available for Affordable Housing Development in 2005-06**

Source	Anticipated by 2005-06 Action Plan	Made Available in 2005-06
HOME	\$8,463,890	\$8,463,890
HOME Pgm Inc	\$264,830	\$0
CDBG	\$8,179,521	\$8,217,021
CDBG Pgm Inc	\$2,259,874	\$1,528,227
HOPWA (Capital)	\$195,827	\$195,827
HOPWA (Services, Operating and Rent Subsidies)	\$6,535,283	\$6,624,754
<b>TOTALS:</b>	<b>\$25,899,225</b>	<b>\$25,029,719</b>

Nearly all of San Francisco’s affordable housing development efforts in recent years have been carried out in collaboration with local community-based, non-profit housing development corporations, several of which have satisfied HUD requirements to qualify as Community Housing Development Organizations (CHDOs). CHDOs are expected to continue performing the roles that non-profit housing development corporations have traditionally performed in San Francisco, including acquisition and rehabilitation of existing buildings, acquisition of sites and development of new housing, and ownership and management of subsidized developments.

HOME regulations required that a minimum of 15% of the City’s 2005-06 HOME allocation to be reserved for housing developed, sponsored or owned by CHDOs. MOH met the 15% set aside requirement by reserving \$1,269,539 of its 2005-06 allocation for use by Tenderloin Neighborhood Housing Development Corporation, one of the City’s CHDOs. All of these funds plus an additional \$2,271,527 have been committed to specific projects.

HOME regulations also require that localities provide a 25% match for HOME project expenditures. The City exceeded its HOME Match amount by committing roughly \$5,894,806 in the 2005-06 Program Year. This match number is the combination of excess match of the previous year of \$5,309,949 and the match for 05-06 Program Year of \$584,857.

In accordance with the regulations of the HOME Program, and in furtherance of the City and County of San Francisco’s commitment to non-discrimination and equal opportunity in housing, San Francisco has established procedures to affirmatively market units created or rehabilitated with the HOME Program funds. San Francisco affirmatively markets their units created and rehabilitated by posting listings on the MOH website and providing information on available units and open waiting lists to individuals who have told MOH that they are interested in this information.

ADDI FUNDS: In FY 2005-06, MOH received a total of \$264,130 in American Dream Downpayment Initiative Program (ADDI) funds. In this year, \$656,636 in ADDI funds were provided to low-income first-time homebuyers for downpayment and closing cost assistance.

**MOH 2005-06 ACTION PLAN and PERFORMANCE UPDATE**

As stated in the 2005-06 Action Plan, MOH (along with its key City partners) pursued the following three priorities over the course of FY 2005-06.

Priority #1: **Create Housing Opportunities for the Homeless**

Priority #2: **Create Affordable Rental Housing Opportunities for Individuals and Families with incomes up to 60% of Area Median Income**

Priority #3: **Create Homeownership Opportunities for Individuals/Families up to 120% of Area Median Income**

This summary provides the activities planned by priority and a description of MOH and its City partner’s progress towards meeting the objectives of each priority. For any unmet goals, an explanation is provided below.

**PRIORITY 1: CREATE HOUSING OPPORTUNITIES FOR THE HOMELESS**

Activities Planned for 2005-2006:

<b>Provide Financing for the Development of New Permanent Supportive Housing for Chronically Homeless Persons</b>					
<i>Type</i>	<i>Funds Allocated</i>	<i>Uses of Funds</i>	<i>Sources of Funds</i>	<i>New Units to be Assisted</i>	<i>Locations</i>
Non-Profit Owned	\$22,841,029	One-time capital development costs	CDBG, HOME, Hotel Tax/CTI, SB-2113 TI	533	Hayes Valley, South of Market, Tenderloin
Leased	\$2,310,000	Annual operating and leasing costs	City General Fund, Federal Interagency Council on Homelessness	350	Locations to be determined



Activities Executed in 2005-2006

<b>Provide Financing for the Development of New Permanent Supportive Housing for Chronically Homeless Persons</b>					
<i>Type</i>	<i>Funds Allocated</i>	<i>Uses of Funds</i>	<i>Sources of Funds</i>	<i>New Units Assisted</i>	<i>Locations</i>
Non-Profit Owned	\$7,149,552	One-time capital development costs	CDBG, Convention Facilities Grant, HUD Special Purpose Grant, SB-2113 TI	155	Hayes Valley, Tenderloin
Leased	\$2,310,000	Annual operating and leasing costs	City General Fund, Federal Interagency Council on Homelessness	350	Locations to be determined

**Rationale for Differences between Action Plan and Actual Accomplishments:**

In the non-profit owned housing category, there was a difference of approximately \$15.7 million between funds allocated and committed by MOH and the Redevelopment Agency to such projects during the 05-06 fiscal year. Most of that difference is attributable to one site: the “Mission Studios” site in the south of Market. The Redevelopment Agency reserved \$13M in 05-06 funding for this site, but it subsequently determined that the site was better suited for the development of Family housing so the development of the site was postponed pending modification of the development plan.

Such delays also affected two other large projects, one in the Tenderloin and one in the Mission District, both of which received or will receive gap financing commitments in the current F/Y rather than in the 05-06 F/Y, as originally expected.

Activities Planned for 2005-2006:

<b>Providing Comprehensive Supportive Services in new and existing permanent supportive housing for chronically homeless persons</b>				
<i>Type</i>	<i>Funds Allocated</i>	<i>Uses of Funds</i>	<i>Sources of Funds</i>	<i>Units to be Assisted</i>
Existing	\$2,565,236	Contracts for providing comprehensive supportive services in existing owned and master leased housing	City General Fund, Federal Interagency Council on Homelessness	574
Existing	\$1,437,155	Contracts for providing comprehensive supportive services in existing affordable housing serving HIV/AIDS households	Federal HOPWA	65 households
New for 2005-06	\$2,656,940	Contracts for providing comprehensive supportive services in newly created owned and master leased housing	City General Fund, Federal Interagency Council on Homelessness, State Proposition 63 Funds	552

Activities Executed in 2005-2006

<b>Providing Comprehensive Supportive Services in new and existing permanent supportive housing for chronically homeless persons</b>				
<i>Type</i>	<i>Funds Allocated</i>	<i>Uses of Funds</i>	<i>Sources of Funds</i>	<i>Units to be Assisted</i>
Existing	\$2,656,940	Contracts for providing comprehensive supportive services in existing owned and master leased housing	City General Fund, Federal Interagency Council on Homelessness	574
Existing	\$1,470,372	Contracts for providing comprehensive supportive services in existing affordable housing serving HIV/AIDS households	Federal HOPWA	66 households
New for 2005-06	\$2,656,940	Contracts for providing comprehensive supportive services in newly created owned and master leased housing	City General Fund, Federal Interagency Council on Homelessness, State Proposition 63 Funds	552

Activities Planned for 2005-2006

<b>Providing Tenant-Based Assistance to Prevent Homelessness</b>			
<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Households to be Assisted</i>
Grants for tenant-based assistance to prevent evictions and homelessness	\$70,000	HOME	125
Providing Tenant Eviction Prevention and Counseling	\$463,000	CDBG	3,880

**Activities Executed in 2005-2006**

<b>Providing Tenant-Based Assistance to Prevent Homelessness</b>			
<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Households to be Assisted</i>
Grants for tenant-based assistance to prevent evictions and homelessness	\$70,000	HOME	125
Providing Tenant Eviction Prevention and Counseling	\$485,690	CDBG	7,116

Activities Planned for 2005-2006

<b>Maintain the City's Investment in Existing Permanent Supportive Housing for Chronically Homeless Persons</b>				
<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Units to be Assisted</i>	<i>Assumptions</i>
Capital Investments in existing Supportive Housing to maintain habitability and affordability	\$695,000	HOME, HOPWA	28	
Reducing Lead Hazards in existing Supportive Housing	\$650,754	Lead Hazard Reduction Program Grant	26	

Activities Executed in 2005-2006

<b>Maintain the City's Investment in Existing Permanent Supportive Housing for Chronically Homeless Persons</b>				
<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Units to be Assisted</i>	<i>Comments</i>
Capital Investments in existing Supportive Housing to maintain habitability and affordability	\$1,101,464	CDBG,HOME, HOPWA	175	Funds assisted a 10-bed residence in the Western Addition and a 165-unit residential hotel in the Tenderloin, both of which provide residential-based assistance to homeless persons dealing with substance abuse issues

**PRIORITY 2: CREATE AFFORDABLE RENTAL HOUSING OPPORTUNITIES FOR INDIVIDUALS AND FAMILIES WITH INCOMES UP TO 60% OF AREA MEDIAN INCOME**

Activities Planned for 2005-2006:

<b>Provide Financing for the Development of New Affordable Rental Housing</b>					
<i>Type</i>	<i>Funds Allocated</i>	<i>Uses of Funds</i>	<i>Sources of Funds</i>	<i>New Units to be Assisted</i>	<i>Locations</i>
Family Rental Housing	\$17,517,710	One-time capital development costs	Affordable Housing Fund, SB 2113 Tax Increment	461	Mission District, Western Addition, South of Market, Mission Bay, Hunters Point Shipyard
Senior Rental Housing	\$11,602,713	One-time capital development costs	HOME, Hotel Tax/CTI SB 2113 Tax Increment	344	Richmond District, South of Market, Western Addition

Activities Executed in 2005-2006

<b>Provide Financing for the Development of New Affordable Rental Housing</b>					
<i>Type</i>	<i>Funds Allocated</i>	<i>Uses of Funds</i>	<i>Sources of Funds</i>	<i>New Units to be Assisted</i>	<i>Locations</i>
Family Rental Housing	\$34,252,571	One-time capital development costs	Affordable Housing Fund, SB 2113 Tax Increment, HOME and Prop A	293	Mission District, South of Market, Chinatown /Broadway
Senior Rental Housing	\$5,591,819	One-time capital development costs	HOME, Affordable Housing Fund, SB 2113 Tax Increment	282	Haight, Tenderloin and Bayview HP

**Rationale for Differences between Action Plan and Actual Accomplishments:**

The significant increase in funding for Family Rental Housing developments was due to two factors: an unprecedented increase in construction costs that affected all developments, but particularly those in the family rental pipeline, and the accelerated need for gap financing in order to access rapidly diminishing State funds, particularly for a site in the South of Market that alone accounts for over \$14M of this increase.

The lower than expected commitment of funding for Senior Rental Housing was due to delays in the completion of an Environmental Impact Report for a project that was expected to need a gap financing commitment during the 05-06 F/Y, yet did not.

Activities Planned for 2005-2006:

<b>Maintain the City's Investment in Existing Affordable Rental Housing</b>				
<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Units to be Assisted</i>	<i>Assumptions</i>
Capital Investments in City-financed existing affordable rental housing	\$500,000	HOME	20	Approximately \$25K per unit in capital improvements
Capital Investments in market rate SRO rental housing to improve tenant quality of life in exchange for affordability restrictions	\$700,000	South of Market Project Area Tax Increment	47	
Reducing Lead Hazards in existing City-financed affordable rental housing	\$1,301,508	Lead Hazard Reduction Program Grant	52	Approximately one-third of funds available for this purpose will assist units in existing affordable rental housing

Activities Executed in 2005-2006

<b>Maintain the City's Investment in Existing Affordable Rental Housing</b>				
<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Units to be Assisted</i>	<i>Assumptions</i>
Capital Investments in City-financed existing affordable rental housing	\$828,892	HOME, CDBG	10	Funds preserved affordable housing for families on Potrero Hill
Capital Investments in market rate SRO rental housing to improve tenant quality of life in exchange for affordability restrictions	\$200,000	South of Market Project Area Tax Increment	504	
Reducing Lead Hazards in existing City-financed affordable rental housing	\$1,301,508	Lead Hazard Reduction Program Grant	52	Approximately one-third of funds available for this purpose will assist units in existing affordable rental housing

Activities Planned for 2005-2006:

<b>Providing Housing Counseling to Prevent or Address Evictions</b>			
<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Households to be Assisted</i>
Contracts for providing housing counseling to renters who are victims of/ threatened with eviction	\$663,190	CDBG	1,000

Activities Executed in 2005-2006

<b>Providing Housing Counseling to Prevent or Address Evictions</b>			
<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Households Assisted</i>
Contracts for providing housing counseling to renters who are victims of/ threatened with eviction	\$485,690	CDBG	7,116

Activities Planned for 2005-2006:

<b>Providing Comprehensive Supportive Services in New and Existing Affordable Housing</b>			
<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Households to be Assisted</i>
Contracts for providing comprehensive supportive services in existing affordable housing	\$4,900,083	City General Fund	3,215
Contracts for providing comprehensive supportive services in existing affordable housing serving HIV/AIDS households	\$1,815,128	Federal HOPWA	95

Activities Executed in 2005-2006

<b>Providing Comprehensive Supportive Services in New and Existing Affordable Housing</b>			
<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Households to be Assisted</i>
Contracts for providing comprehensive supportive services in existing affordable housing	\$4,900,083	City General Fund	3,215
Contracts for providing comprehensive supportive services in existing affordable housing serving HIV/AIDS households	\$1,871,382	Federal HOPWA	111



**PRIORITY 3: CREATE HOMEOWNERSHIP OPPORTUNITIES FOR INDIVIDUALS/FAMILIES UP TO 120% OF AREA MEDIAN INCOME**

Activities Planned for 2005-2006:

<b>Assist First-Time Homebuyers to Become Homeowners</b>			
<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Households to be Assisted</i>
<u>Homeownership Counseling</u> : Nonprofit organizations will provide homeownership counseling to first-time and low and moderate-income homebuyers.	\$185,000	CDBG	750
<u>Downpayment Assistance Loan Program (DALP)</u> : the Mayor’s Office of Housing, in conjunction with participating lenders, will provide down payment loans to purchase of their first home.	\$3,000,000	Prop A Bond Program Repayments	30 to 40
<u>City Second Loan Program</u> : Second mortgage loans for first-time home buyers purchasing resale units in City-sponsored developments. NOTE: The source of funds for new loans will be repayment of loans on the units being sold. Consequently the availability of both resident units and funds for new loans will depend on the volume of sales	\$3,000,000	Repayments of prior loans	30 to 40
<u>Mortgage Credit Certificate Program (MCC)</u> : The MCC Program provides assistance to first-time homebuyers for the purchase of owner-occupied single family homes, town homes, and condominiums by reducing their federal income tax liability by an amount equal to 15% of the mortgage interest paid annually on a dollar for dollar basis.	\$13,000,000	Tax Credits	Included in other Program Estimates
<u>American Dream Downpayment Initiative (ADDI) Program</u> : The ADDI Program provides downpayment and closing costs assistance to low-income, first-time homebuyers enhance assistance under other City programs such as DALP.	\$1,000,000	HOME	included in other Program estimates
<u>Condominium Conversion Program</u> : Applications for purchase of existing condominium units restricted to occupancy by low or moderate income first time home buyers will be approved on a first-come, first-served basis for qualifying purchasers. No financial assistance is provided to these purchasers, but the sales price is restricted by covenant. Buyers meeting the qualifications of the DALP, MCC or ADDI programs may qualify for assistance offered by these programs to purchase an eligible condominium.			
<u>Inclusionary Program</u> : Pursuant to Planning Commission policy for projects permitted prior to April, 2002 and to the City’s the Inclusionary Housing Ordinance since that date, developers of market rate housing must include below market rate (BMR) units in their developments. MOH will monitor sales and rentals to verify the eligibility of buyers and confirm compliance with price restrictions. No financial assistance is provided to these purchasers, but the sales price is restricted by covenant. All sales of Inclusionary units are eligible for the MCC, DALP and ADDI Programs when available.			98

Activities Executed in 2005-2006

<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Households to be Assisted</i>
<b>Assist First-Time Homebuyers to Become Homeowners</b>			
<u>Homeownership Counseling</u> : Nonprofit organizations will provide homeownership counseling to first-time and low and moderate-income homebuyers.	\$185,000	CDBG	2901
<u>Downpayment Assistance Loan Program (DALP)</u> : the Mayor’s Office of Housing, in conjunction with participating lenders, will provide down payment loans to purchase of their first home.	\$1,946,730	Prop A Bond Program Repayments	71
<u>City Second Loan Program</u> : Second mortgage loans for first-time homebuyers purchasing resale units in City-sponsored developments. NOTE: The source of funds for new loans will be repayment of loans on the units being sold. Consequently the availability of both resident units and funds for new loans will depend on the volume of sales	\$565,900	Repayments of prior loans	37
<u>Mortgage Credit Certificate Program (MCC)</u> : The MCC Program provides assistance to first-time homebuyers for the purchase of owner-occupied single family homes, town homes, and condominiums by reducing their federal income tax liability by an amount equal to 15% of the mortgage interest paid annually on a dollar for dollar basis.	\$13,000,000	Tax Credits	Included in other Program Estimates
<u>American Dream Downpayment Initiative (ADDI) Program</u> : The ADDI Program provides downpayment and closing costs assistance to low-income, first-time homebuyers enhance assistance under other City programs such as DALP.	\$656, 636	HOME	included in other Program estimates
<u>Condominium Conversion Program</u> : Applications for purchase of existing condominium units restricted to occupancy by low or moderate income first time home buyers will be approved on a first-come, first-served basis for qualifying purchasers. No financial assistance is provided to these purchasers, but the sales price is restricted by covenant. Buyers meeting the qualifications of the DALP, MCC or ADDI programs may qualify for assistance offered by these programs to purchase an eligible condominium.			
<u>Inclusionary Program</u> : Pursuant to Planning Commission policy for projects permitted prior to April, 2002 and to the City’s the Inclusionary Housing Ordinance since that date, developers of market rate housing must include below market rate (BMR) units in their developments. MOH will monitor sales and rentals to verify the eligibility of buyers and confirm compliance with price restrictions. No financial assistance is provided to these purchasers, but the sales price is restricted by covenant. All sales of Inclusionary units are eligible for the MCC, DALP and ADDI Programs when available.			98

**Rationale for Difference between Action Plan and Actual Accomplishments:**

DALP- Because real estate prices have increased to be greater than the program’s set price limits, DALP over this past year became an option for only those buyers purchasing price-restricted units. Therefore, the loan amounts were lower than projected, but the number of households served were higher.

Activities Planned for 2005-2006:

<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Households to be Assisted</i>
<b>Retain and Preserve Existing Homeownership</b>			
<u>The Community Housing Rehabilitation Program (CHRP):</u> The City will provide low-income residents and seniors with low-interest loans to rehabilitate their owner-occupied residences.	\$3,200,000	CDBG	40
<u>The Code Enforcement Rehabilitation Fund Program (CERF):</u> The City will provide funds to low-income residents and seniors to address cited code violations or make emergency repairs of a major system, such as repair or replacement of a leaky roof, broken hot water heater, or a heating system.	\$400,000	Code Violation Fees	45
<u>Lead Hazard Control Program:</u> This program will be used to address lead-hazards in City-assisted affordable housing developments.	\$976,208	HUD Grant	39

Activities Executed in 2005-2006

<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Households to be Assisted</i>
<b>Retain and Preserve Existing Homeownership</b>			
<u>The Community Housing Rehabilitation Program (CHRP):</u> The City will provide low-income residents and seniors with low-interest loans to rehabilitate their owner-occupied residences.	\$903,686	CDBG	38
<u>The Code Enforcement Rehabilitation Fund Program (CERF):</u> The City will provide funds to low-income residents and seniors to address cited code violations or make emergency repairs of a major system, such as repair or replacement of a leaky roof, broken hot water heater, or a heating system.	\$400,000	Code Violation Fees	45
<u>Lead Hazard Control Program:</u> This program will be used to address lead-hazards in City-assisted affordable housing developments.	\$500,000	HUD Grant	39

Activities Planned for 2005-2006:

<b>Provide Financing for the Development of New Affordable Homeownership Opportunities</b>				
<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Households to be Assisted</i>	<i>Location</i>
Provide additional predevelopment and construction financing for projects currently under development.	\$7,650,000	SB 2113 Tax Increment	74	Bayview District

Activities Executed in 2005-2006

<b>Provide Financing for the Development of New Affordable Homeownership Opportunities</b>				
<i>Activity</i>	<i>Funds Allocated</i>	<i>Sources of Funds</i>	<i>Households to be Assisted</i>	<i>Location</i>
Provide additional predevelopment and construction financing for projects currently under development.	\$7,650,000	SB 2113 Tax Increment	74	Bayview District

## Relocation and Replacement Activities in 2005-06

As part of its ongoing enforcement of program requirements, the Mayor's Office of Housing requires the submittal of and adherence to relocation plans by project sponsors carrying out demolition or rehabilitation of occupied buildings. All projects assisted with federal funds are required to comply with the requirements of the Uniform Relocation Act, and all projects must apply with state and local law governing relocation.

No new relocation plans were submitted for projects during the program year. No projects involving demolition of occupied properties were commenced during the program year.

The following projects which submitted relocation plans in previous years carried out the following activities relating to relocation during 2005-06:

<i>Project</i>	<i>Description of Relocation Activities</i>
Klimm Apts	In September of 2005, Phase 1 of construction was complete, and of the 16 tenants who were temporarily relocated in 2004-05, 11 tenants returned to their original unit, 1 elected to stay permanently at another TNDC property, and 4 tenants elected to stay at their temporary TNDC unit during Phase 2. 14 tenants were temporarily relocated for Phase 2 as follows: 11 to other units on-site, 2 to other TNDC buildings, 1 to a Non-TNDC Building. In June of 2006, Phase 2 of construction was complete and the following moves occurred: the 14 tenants who temporarily relocated for Phase 2 and the four Phase 1 tenants who elected to stay at their temporary TNDC unit during Phase 2 returned to their original units.
650 Eddy Street	Priority Parking and the billboard under lease to Clear Channel are eligible for relocation benefits estimated at \$20,000 each, and the tenants have been notified of their rights under applicable relocation law. The parking lot will stay in place until just prior to start of construction, estimated for April 2007; Clear Channel Billboard has been removed, but payment of their relocation benefit awaits removal of its footings.
Dalt Hotel	40 tenants were temporarily relocated prior to July 2004, then returned to their original units in October 2004. In the last phase of construction, none of the tenants were temporarily relocating to off-site units.
Silvercrest Residence	257 Households were relocated prior to 2004-05 to various housing for approximately 2 years. 218 households returned to their units during 2004 – 05.

During the 2005-06 program year, no one-for-one replacement of housing was required for CDBG or HOME funded projects.

## Implementation of Accessibility Guidelines

In addition to increasing the supply of accessible housing, the Mayor's Office of Housing works to ensure that property management practices in housing financed by the City fully comply with their obligations under the Fair Housing Amendments Act and other disability rights laws. The specific recommendations include development of written guidelines for ensuring accessibility and reasonable accommodations, establishment of clear and accessible communications with tenants about accessibility and accommodation request procedures, and provision for affirmative marketing of accessible and affordable housing to people with disabilities.

To address accessibility issues, MOH does the following:

- Ensure that housing providers receiving City funding provide the accessible feature or policy modification requested by an applicant or tenant that is required to accommodate a disability, unless it would cause a fundamental alteration to the nature or the program or undue financial and administration burden to the housing provider through the MOH's annual monitoring process.
- Require housing providers to establish a policy that when an accessible unit becomes vacant to offer that unit first to current occupants of the project requiring an accessible unit and second to a qualified applicant on the waiting list requiring an accessible unit before offering the unit to an individual without a disability.
- Require housing providers to include a lease provision that requires a non-disabled household occupying an accessible unit to move to an available, appropriately sized and non-accessible unit if a disabled household needing that size unit applies for housing or is on the waiting list.
- Ensure that marketing plans for City-funded housing projects include outreach to people with disabilities through disability community organizations and other relevant agencies.

### *Accessible and Adaptable Units in Projects Completed During 2004-2005*

<b>Project Name &amp; Developer</b>	<b>Address</b>	<b>New Constr./ Rehab</b>	<b>Units/ Beds</b>	<b># of Accessible/Adaptable Units</b>
Connecticut Court	1206-1208 Connecticut	Rehab	10	1
I-Hotel	838 Kearney	New Construction	104	104
SierraM Elevator	421 Leavenworth	Rehab	47	3
Curran House	145 Taylor	New Construction	67	67
Howard St. Senior	827 Howard	New Construction	85	85
La Playa	770 La Playa	New	14	14

		Construction		
Friendship House	50-68 Juilian Ave.	New Construction	80	80
<b>TOTAL</b>			407	354

## Housing Monitoring Achievements

### A. Single Family (Owner-Occupied) Properties

MOH monitored single family owner-occupied CDBG funded properties to insure ongoing compliance with the program requirements. Monitoring activities were carried out to insure that owners of CDBG assisted owner occupied properties continue to reside in the property; that they retain title to the property; and that property taxes are current. MOH continues to monitor all owner-occupied properties to ensure compliance with regulations and standards of the City's housing programs.

### B. Multi-Family Rental Properties

The Mayor's Office of Housing (MOH) monitored the compliance of 156 City-assisted multifamily rental projects, including 109 CDBG and HOME funded rental housing projects to assure compliance with program requirements. Monitoring activities included review of: (1) tenant income and rent schedules; (2) management and maintenance reports; and (3) income and expense statements, including financial statements and use of program income. Reviews of annual monitoring reports along with follow up site visits found all projects in compliance. MOH continues to work with rental property owners and their property management agents to ensure ongoing compliance with tenant income and rent restrictions as well as HUD housing quality standards and local code.

The multi-family monitoring encompassed a wide range of housing types, including family and senior housing; housing for people with special needs; housing for people with AIDS/HIV; permanent housing for the homeless and those at risk of becoming homeless; and transitional housing for homeless families and individuals.

In 2005 MOH's Monitoring Officer inspected the largest HOME- sponsored properties (60+ units) in the portfolio.

The comprehensive inspections included physical inspections of buildings, common areas and individual units. Tenant files were also reviewed for compliance with HOME regulations. Overall property management practices such as building upkeep and maintenance, emergency procedures, and tenant services were reviewed as well.

No properties were rated below Satisfactory and more were rated Excellent this year than last. MOH's initiative in sharing affordable housing property management best practices has put quality in action and achieved higher overall ratings for all of the properties evaluated in 2005.

MOH's efforts in 2005-2006 will focus on enhancing Asset Management systems along with the continued emphasis on increasing quality in Property Management. An Asset Manager was hired in September, 2005 to manage the unit.



## **PART 4. HOUSING OPPORTUNITIES FOR PERSONS WITH AIDS**

San Francisco has designated the San Francisco Redevelopment Agency (SFRA) as the lead agency to apply for, accept and expend HOPWA funds on behalf of the San Francisco EMSA. SFRA has entered into inter-governmental agreements with the San Mateo County AIDS Program and the Marin County Community Development Block Grant Program, and these agencies determine priorities for funding, select project sponsors, administer the HOPWA funds, and ensure that all HOPWA regulations have been satisfied for their respective jurisdictions.

Funding for 2005-06 was allocated between the three counties as follows:

<b>County</b>	<b>2005-06 Funding</b>
San Francisco	\$7,408,000
San Mateo	\$740,000
Marin	\$318,000
Total – San Francisco EMSA	\$8,466,000

### **San Francisco Priorities, Allocations and Accomplishments**

San Francisco has the third highest number of total AIDS cases in the United States, comprising 19% of California AIDS cases, and 3% of AIDS cases nationally. The number of deaths from AIDS has decreased significantly from a high of 1,823 in 1992. Current data for 2005 show 228 people who were living with AIDS are reported to have died. The number of people living with AIDS continues to increase steadily, going from 6,602 in 1992 to 8,666 in 2005. In 2005, 10% of people living with AIDS were homeless at the time of diagnosis, up from 9% in 2004. Persons over 50 years old comprise almost 40% of persons living with AIDS.

The Housing Wait List (HWL), created in 1995, is a centralized wait list that makes referrals to most housing programs designated for people living with HIV/AIDS except for hospices and emergency shelters. Approximately 2,500 people are currently active on the list. This list has been closed to new applicants since August 2000. Over 95% of enrollees have indicated a rental subsidy as their preference for housing assistance. Approximately 45% of people on the HWL report that they are homeless or have a history of homelessness and over 50% have an income below \$1000 per month.

Setting priorities for HOPWA funding has been a collaborative process, which currently includes the HIV Health Services Planning Council (Planning Council), the Department of Public Health (DPH), the Mayor's designated Housing Cluster that consists of housing/service-related City officials, and local service providers and consumers who serve on a rental assistance advisory

board. As the SFRA began implementing the HOPWA program, the City and County of San Francisco, and the DPH HIV Health Services Office, initiated a needs assessment and strategic planning process to expand the availability of services to individuals living with HIV/AIDS and their families. This process led to the creation of a Five Year HIV Housing Plan and subsequent plan update in June 1998, that continues to direct current funding priorities as San Francisco. The Board of Supervisors recently requested that a new citywide AIDS Housing Plan be done. DPH's Housing and Urban Health is leading this process that will include HOPWA housing. Since the creation of the initial Five Year Plan, the annual HOPWA budget has been developed in consultation with the HOPWA Rental Assistance Advisory Committee, DPH's HIV Health Services Office, and the Planning Council. The SFRA staff presents the annual budget at workshops at a public hearing for citizens and consumers and before the SFRA Commission prior to final approval. Throughout the year, initial and ongoing funding decisions on individual projects are made by the HOPWA Loan Committee, which is composed of the Director of the Housing and Urban Health Division of the San Francisco Department of Public Health, Director of Housing and Homeless Programs for the Department of Human Services, the Executive Director of the Mayor's Office on Housing, the Executive Director of SFRA, and two representatives from the Planning Council. The SFRA has maintained a technical assistance contract with the Corporation for Supportive Housing ("CSH") to provide on-going support to HOPWA-funded organizations by assisting them with focused evaluations of the changing needs of the community, though this activity is no longer funded by HOPWA.

San Francisco's share of HOPWA funding for 2005-06 totaled \$7.5 million. This included San Francisco's annual allocation of \$7.4 million and \$89,000 in program income (generated from principal repayments and interest payments). Cash disbursements of \$7.1 million were made during the program year which included \$656,000 in prior years unspent funding. As of June 30, 2006, \$6.4 million of the \$7.5 million in 2005 funding (86%) was spent with \$1.1 million not yet disbursed. Of this amount, \$684,000 was spent by September 2006 on final 2005-06 program year invoices and \$150,000 was approved by the HOPWA Loan Committee towards the operational needs of an existing capital project (68 units). The remaining 2005-06 funds of \$266,000 have not yet been committed to specific projects, but priorities have been identified.

The priorities and objectives of the HOPWA program as reflected in the 2005-06 Action Plan include:

1. Rental subsidies and housing advocacy services (275 estimated subsidies).

During 2005-06, \$3.3 million was allocated and \$3.5 million spent on rental assistance. This represented 44% of San Francisco's annual allocation and 50% of funds disbursed. The HOPWA "deep rent" program offers monthly rental subsidies and pre- and post-placement housing advocacy services. The program provided monthly subsidies and supportive services to 277 households (consisting of 304 persons) of which 21 households were previously homeless. An additional 19 households received pre-placement housing advocacy services. Also, the Second Start Program assisted 22 homeless persons by providing transitional hotel beds and comprehensive case management support services. As a result of both of these programs, 97% of households assisted were in stable housing in 2005-06.

2. Services and operating subsidies linked to five licensed residential care facilities for people with HIV/AIDS (113 beds).

During 2005-06, \$3.3 million was allocated and \$3.1 million spent on the five licensed facilities. Amount allocated included \$3.2 million (44%) from San Francisco's annual allocation and \$89,000 in program income. During the year, 177 unduplicated residents were assisted. All residents are required to have an income below HUD's very low income standard—50% of Area Median Income (AMI). During 2005-06, 155 of the 177 assisted were below HUD's extremely low income standard—25% of AMI. Also, 118 of the residents were previously homeless. During 2005-06, 90% of residents assisted remained in stable housing and 8% were in temporary housing with reduced risk of homelessness.

Case managers at these programs coordinate care for residents ensuring maximum usage of available resources. HOPWA provides the largest percentage of funding to these projects, covering supportive services (including nursing care) and a portion of operating expenses. Funding for these programs and facilities are supplemented with federal CARE (Comprehensive AIDS Resources Emergency Act) funds, state RALF (Residential AIDS Licensed Facilities) funds, Section 8 Moderate Rehab and private sector funding including donations. Leveraged non-HOPWA funding totaled \$3.9 million for 2005-06.

3. Assess capital needs of existing projects and fund improvements as necessary (estimated 7 units assisted).

During 2005-06, \$200,000 was allocated towards capital needs of existing projects. In August 2006, \$150,000 was approved by the HOPWA Loan Committee towards the operational needs of an existing capital project with 68 units. Additionally, one capital project with 10 HOPWA-funded rental units for very low income seniors was completed and began operations during 2005-06 and was fully leased as of June 30, 2006. Disbursements of funds for this project were made in a prior year.

As of June 30, 2006, there were 315 HOPWA stewardship units in 25 housing projects. These capital projects received leveraged non-HOPWA funding of \$4.2 million during 2005-06 and assisted 464 households (consisting of 536 persons) of which 286 households were previously homeless.

One of the biggest barriers to meeting the housing needs of people living with HIV/AIDS is the challenging rental market. According to the National Low Income Housing Coalition, San Francisco is the second least affordable metropolitan rental housing market in the country. While the vacancy rate has increased in the last three years, the supply of available and affordable rental units is still very limited. Fair Market Rent ("FMR") levels, which were increased by HUD several times in 1999, are now more reflective of the rental market and have improved access to housing for rental subsidy recipients. Unfortunately, the increase of market rate rents and the corresponding increase in subsidy payments has continued to require more

HOPWA funds to sustain existing housing and service projects, eventually resulting in a loss of rental subsidies through attrition. (No one was displaced.) Within the last two years, though the need for the subsidies has increased, we have lost approximately 40 tenant-based HOPWA rental subsidies through attrition. The decrease in HOPWA formula funding has made it impossible to replace these subsidies.

All HOPWA activities are targeted to very low-income persons living with HIV/AIDS. Every effort is made to ensure that ethnic and gender diversity is achieved during the selection of eligible clients. Each applicant is required to complete a comprehensive eligibility intake to verify medical diagnosis, income level, and place of residency. Project sponsors are required to provide program evaluation reports on a semi-annual and annual basis.

Projects selected to receive HOPWA funding are required to provide supportive services and to demonstrate the ability to access community-based HIV services, such as those funded under the Ryan White CARE Act and other public and private sources. Project sponsors are encouraged to apply for other HUD administered programs, such as those available under the Stewart B. McKinney Homeless Assistance Act, for populations with multiple special needs. When appropriate, sponsors are required to seek reimbursement for expenses eligible for payment through MediCal or MediCare. In spring 2001 and again in the spring of 2002, the City and County of San Francisco applied for and was awarded supportive services funding from the State of California's new Supportive Housing Initiative Act Program. This award is providing three years of supportive services funding to seven HOPWA-funded housing programs. Private fundraising activities are also encouraged. CSH, technical assistance provider to the San Francisco Redevelopment Agency's Housing Program and San Francisco Mayor's Office of Housing, explored alternative funding sources to augment funding to HOPWA-funded programs. Though no viable funding sources were identified, CSH continues to provide technical assistance in this area so that as new sources become available they will be identified and considered for use in HOPWA-funded programs.

Since the San Francisco EMSA began receiving HOPWA funds, HOPWA-funded capital priorities have shifted from entire facilities designated for people living with HIV/AIDS, to a percentage of units dedicated to people living with HIV/AIDS within affordable housing projects. These projects all have multiple funding sources including the Agency's tax increment funds, federal HOME program funds, and other private and public funding. The HOPWA-funded units in these projects are subsidized with either Section 8 or Shelter Plus Care rental subsidies. Due to decreasing HOPWA funding, SFRA staff does not anticipate funding new capital projects.

## **San Mateo Priorities, Allocations and Accomplishments**

San Mateo County's share of HOPWA funding for 2005-06 totaled \$740,000. Cash disbursements of \$864,000 were made during the program year which included \$522,000 in 2005-06 funding and \$342,000 in prior years unspent funding. The remaining 2005-06 funding of \$218,000 was disbursed by September 2006.

Priority funding activities for San Mateo County include short-term/emergency rental assistance and various supportive services. During 2005-06, \$291,000 was allocated and \$284,000 was spent on short-term/emergency rental assistance. This represents 39% of total funding and 33% of disbursements. During the program year, 168 households (consisting of 244 people) were assisted with 65% of households maintaining stable housing and 27% of households living in temporary housing with reduced risks of homelessness.

During 2005-06, \$380,000 was allocated and \$498,000 was spent on various supportive services including case management to help acquire and maintain housing, benefits counseling, and attendant care services. During the program year, 348 persons were assisted.

## **Marin County Priorities, Allocations and Accomplishments**

Marin County's share of HOPWA funding for 2005-06 totaled \$318,000. Cash disbursements of \$241,000 were made during the program year which included \$197,000 in prior years unspent funding. The remaining 2005-06 funding of \$274,000 was disbursed by September 2006.

The two priority funding activities for Marin County continue to be its long-term rental assistance program and its in-home attendant care program. During 2005-06, \$222,000 was allocated and \$165,000 was spent on long-term rental assistance. This represents 70% of total funding and 68% of disbursements. During the program year, 30 households (consisting of 35 people) were assisted with 100% of households maintaining stable housing.

During 2005-06, \$65,000 was allocated and \$46,000 was spent on Marin's in-home attendant care program which provided in-home supportive care (i.e., attendant care, home health services, skilled nursing care, and case management) for 20 people.

## **HOPWA Monitoring**

Projects funded through HOPWA are monitored on an annual basis. Monitoring procedures included: (1) review of annual monitoring reports submitted by project sponsors; (2) review of audited financial statements; (3) site visits to a sample of projects; and (4) written evaluations of services based on accomplishment of objectives, quantity and quality of services provided, agency program evaluation, client record documentation, collaborative efforts, and quality assurance. These procedures are designed to insure that all residents of HOPWA-supported housing development and assistance programs receive the most appropriate services and level of care in a decent, safe and sanitary setting.

## **HOPWA Performance Charts and Other Required Data**

The performance charts and other required data including project sponsor information are located at Appendix B. Several of the project sponsors were not able to fully provide the data required in the new HOPWA Outcomes on Access to Care and Support section. Some data points “at entry or continuing from prior year” were not tracked by sponsors in the 2005-06 fiscal year, but will be tracked going forward.



## PART 5. APPENDICES

### Appendix A: 2005-06 CDBG and ESG Funding Allocations

Appendix A is a listing of grants by program areas. For each grant, the table indicates whether the project is completed or still underway, the 2005 funding allocation, a brief description of the funded activity, and the geographical service area(s) of the activity. The table shows that significant investments were made in the six Neighborhood Revitalization Strategy Areas (Bayview Hunters Point, Chinatown, Mission, South of Market, Tenderloin and Visitacion Valley), which are also areas of minority concentration and areas of low-income concentration. Other areas include Western Addition, Excelsior and Ocean Merced Ingleside, also areas of minority concentration.

Capital Project Grants											
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area			Other Area(s) or City-Wide			
					BYHP	Chinatown	Mission		South of Market	Tenderloin	Visitacion Valley
Underway	African American Art & Cultural Complex	762 Fulton St 94102	\$40,000	Upgraded electrical system supplying a recording studio, film production, sound equipment and computer lab within a community center serving youth							X
Completed	Ark of Refuge	1025 Howard St 94102	\$12,000	Payments to architect & Project Manager to facilitate close-out of major capital project.				X			
Underway	Bayview Community Collaborative	1201 Mendell St 94124	\$23,000	Renovated roof of community facility offering program and meeting space to other nonprofit agencies	X						
Underway	Boys & Girls Clubs of San Francisco	1950 Page St 94117	\$100,000	Replaced the gymnasium roof at boys & girls club Ernest Ingold Branch.							X

Capital Project Grants											
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area						
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	Other Area(s) or City-Wide
Underway	Boys & Girls Clubs of San Francisco	195 Kiska Rd 94124	\$500,000	Replaced roof in Multipurpose Community facility.	X						
Underway	CCSF, Child Development and Family Studies	610 Tompkins Av 94110	\$100,000	Renovated space in the Paul Revere Elementary School to be used as preschool space for 24 very low income children being displaced from SF Public Library Bernal Branch as of Spring 2006.							X
Completed	Central City Hospitality House (1 of 2)	288 Turk St 94102	\$15,000	Additional funding to replace flooring and upgrade kitchen at community drop in center.					X		
Completed	Central City Hospitality House (2 of 2)	288 Turk St 94102	\$5,000	Additional funding to replace flooring and upgrade kitchen at community drop in center.					X		
Completed	Clever Homes LLC	2525 Griffith St 94124	\$126,000	Tenant improvement of Alice Griffith Opportunity Center	X						
Completed	Department of Public Works	2525 Griffith St 94124	\$32,200	Construction of 3 curb ramps to provide ADA access to the Alice Griffith Opportunity Center.	X						
Completed	Donaldina Cameron House	920 Sacramento St 94108	\$70,000	Replaced exterior lighting and install electrical door latch and monitoring system in a multi-purpose facility		X					
Underway	Economic Opportunity Council of SF	200 Cashmere St 94124	\$15,000	Fire repair for Martin Luther King Center	X						
Underway	Ella Hill Hutch Community Center	1050 McAllister St 94115	\$100,000	Renovated bathrooms, doors, flooring, water fountains, exterior walkways and roof of a multi-purpose facility							X
Completed	Holy Family Day Home	299 Dolores St 94103	\$33,500	Replaced heating system, bathroom fixtures and doors, and build a new ramp at a child care center			X				
Underway	Lutheran Church of Our Savior	1011 Garfield St 94132	\$59,900	Provided access from classroom to yard, replace flooring and windows, and install play sink at a child care center							X

Capital Project Grants											
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area						
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	Other Area(s) or City-Wide
Underway	Mission Language and Vocational School, Inc.	2929 19th St 94110	\$135,000	Installed new elevator, renovate existing elevator, renovate restrooms, and upgraded computer lab in a vocational facility			X				
Budgeted	Mission Neighborhood Centers	534 Precita Av 94110	\$100,000	Install a wheel chair lift at a youth community center.			X				
Underway	On Lok Day Services	225 30th St 94131	\$100,000	Renovated restrooms, replace drinking fountain, and replaced exhaust fans at a senior center							X
Completed	Portola Family Connections	2565 San Bruno Av 94134	\$35,000	Replaced flooring and lighting, and installed cabinetry in a child care center							X
Underway	Potrero Hill Neighborhood House	953 De Haro St 94107	\$5,000								X
Underway	Richmond District Neighborhood Center	741 30th Av 94121	\$12,000	Emergency funding to repair extensive dry-rot discovered when construction started on MOCD-funded renovation.							X
Underway	Sage Project	1275 Mission St 94103	\$15,000	Constructed additional confidential counseling office space at a facility that provides sexual trauma counseling and drug prevention treatment to women and girls				X			
Underway	San Francisco Housing Authority	92 West Point Rd 94124	\$150,000		X						
Underway	San Francisco Housing Development Corporation	4439 Third Street St 94124	\$100,000	Built out tenant improvements within shell space of housing development for a housing counseling program	X						
Completed	Southwest Community Corporation	446 Randolph St 94132	\$16,500	To cover final-close out cost of 2003 capital project.							X
Underway	Telegraph Hill Neighborhood Association	660 Lombard St 94133	\$82,000	Renovated ramps and reconstructed elevated walkway and stairs to a multi-purpose center							X
Completed	The Arc Of San Francisco	1500 Howard St 94103	\$175,000	Replaced roof of facility that provides services to adults with developmental disabilities				X			

Capital Project Grants											
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area						
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	Other Area(s) or City-Wide
Underway	The Janet Pomeroy Center	207 Skyline Bl 94132	\$87,000	Replaced roof and gutters at a recreation center for disabled individuals							X
Completed	United Council of Human Services	2111 Jennings St 94124	\$3,575	Reincumbrance of retainage for elevator installation.	X						
Underway	Visitacion Valley Comm. Ctr., Inc.	325 Leland Av 94134	\$40,000	Installed a new play structure and matting at a child care facility for older children (5 year olds)						X	
Underway	Visitacion Valley Comm. Ctr., Inc.	66 Raymond Av 94134	\$163,000	Replaced exterior ramp, renovated bathrooms, and upgraded electrical system of a senior center						X	
Underway	Visitacion Valley Community Development Corporation (1 of 3)	1099 Sunnydale St 94134	\$190,491	Constructed additional program space in Village Community Center to house additional CBOs serving Visitacion Valley						X	
Underway	Visitacion Valley Community Development Corporation (2 of 3)	1099 Sunnydale St 94134	\$46,261	Constructed additional program space in Village community Center to house additional CBOs serving Visitacion Valley.						X	
Underway	Visitacion Valley Community Development Corporation (3 of 3)	1099 Sunnydale St 94134	\$19,248	Constructed additional program space in Village Community Center to house additional CBOs serving Visitacion Valley.						X	
Underway	Wu Yee Children's Services	700 Velasco St 94134	\$15,000	Repaired roof.						X	
Underway	Wu Yee Children's Services	831 Broadway St 94133	\$40,000	Installed HVAC in a facility that provides an Early Head Start program for 28 infants and toddlers		X					
			<b>\$2,761,675</b>								

Public Space Improvement Grants											
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area						
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	Other Area(s) or City-Wide
Underway	Department of Public Works	Sacramento and Washington St 94108	\$10,000	Purchase and placement of two commemorative plaques on corner of Sacramento and Washington Street.		X					
Underway	Department of Public Works		\$230,000	Community Public Space Improvement Project, work order to DPW.							
Completed	Department of Public Works	14 Santos St 94134	\$85,249	Install concrete walkway, ramps, handrails, playground surface and 4' high fencing.						X	
Completed	Friends of the Urban Forest	Bayview Hunters Point and Visitacion Valley 94124	\$60,000	Plant 200 trees in the Bayview Hunters Point and Visitacion Valley communities	X					X	
Completed	San Francisco Conservation Corps - SFHA Sunnydale Family Housing Development	14 Santos St 94134	\$14,751	Architectural fees for 14 Santos Street play ground project.						X	
Completed	San Francisco Conservation Corps - SFHA Alice Griffith	2525 Griffith St 94124	\$3,248	To purchase a permanent sign for the Opportunity Center at Alice Griffith	X						
Completed	San Francisco Conservation Corps - SFHA Alice Griffith	2525 Griffith St 94124	\$120,000	To expand Winters Park beautification project.	X						
Completed	San Francisco Conservation Corps - Dr. Martin Luther King Childcare Center	200 Cashmere St. 94124	\$50,000	Refurbish trellises and create small garden area located next to the existing play area.	X						
Completed	San Francisco Conservation Corps - Noe Valley Co-op Nursery	1021 Sanchez St. 94114	\$55,000	Removal of wooden play structure and sand, matting underlayment, install small play structure and matting.							X
Completed	San Francisco Conservation Corps - Rainbow Infant Center	799 Pacific Avenue 94133	\$64,000	Removal of play structure and matting. Install play structure and matting.		X					

**Public Space Improvement Grants**

Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	Other Area(s) or City-Wide	
Completed	San Francisco Conservation Corps - Sojourner Truth Childcare	1 Cashmere Street 94124	\$40,000	Removal of creosol railroad ties, install non-engineering retaining walls and develop a small garden in the play area.	X							
Completed	San Francisco Conservation Corps - Wu Yee-Generations Child Development	1010 Montgomery Street 94133	\$60,000	Removal of play structure and matting. Install play structure and matting.		X						
Completed	San Francisco Conservation Corps - DPW Cashmere Intersection	1-99 Cashmere St. 94124	\$15,000	Light landscaping	X							
Completed	San Francisco Conservation Corps - DPW Cashmere Median	200 Cashmere St. 94124	\$10,000	Light landscaping	X							
Completed	San Francisco Conservation Corps - DPW LaSalle Median	1600 LaSalle St. 94124	\$30,000	Light landscaping	X							
Completed	San Francisco Conservation Corps - SFHA Alemany Housing	980 Ellsworth St. 94110	\$67,000	Removal of play structure and matting. Install play structure and matting.								X
Completed	San Francisco Conservation Corps - SFHA Alice Griffith Tenants' Association and Nowhouse Landscaping	Cameron Way and Fitzgerald Street 94124	\$100,000	Install play structure and matting behind the tenants' association building and landscaping around the Now House.	X							
Completed	San Francisco Conservation Corps - SFHA Individual Family Unit Fencing	Entire development 94124	\$150,000	Installation of fencing at half of the residents' units	X							
Completed	San Francisco Conservation Corps - SFHA Holly Courts	125 Appleton Street 94110	\$48,000	Removal of matting and install new matting.								X
Completed	San Francisco Conservation Corps - SFHA Hunters View	249 West Pt. Road 94124	\$86,000	Removal of wood rot borders and planters. Install new garden and social area.	X							

Public Space Improvement Grants										
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area					
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley
Completed	San Francisco Conservation Corps - SFHA Sunnydale Family Housing Development	14 Santo Street 94134	\$100,000	Install play structure and safety matting.					X	
Completed	San Francisco Conservation Corps - SF Rec&Park Dept. Page & Laguna Mini Park	281 Page Street 94102	\$22,000	Install decomposed granite pathway at eroded areas and install sod.						X
Completed	San Francisco Conservation Corps - SFUSD John McLaren Child Dev. Center	2055 Sunnydale Avenue 94134	\$70,000	Removal of play structure and matting. Install play structure and matting.					X	
Completed	San Francisco Conservation Corps - SFUSD Miraloma School	175 Omar Way 94127	\$70,000	Removal of play structure and matting. Install play structure and matting.						X
Completed	San Francisco Conservation Corps - SFUSD Sunnyside Elementary School	250 Foerster St. 94112	\$70,000	Install play structure and matting.						X
			<b>\$1,630,248</b>							

Public Services Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	Acorn Institute, Inc	5319 Mission St 94112	\$30,000	Financial education and income enhancement services								X
Completed	African Immigrant and Refugee Resource Center	944 Market 710 94102	\$67,000	Information and referral: legal services, translations and employment					X			X
Completed	AIDS Legal Referral Panel of the SF Bay Area	1663 Mission St 94103	\$39,500	Legal support for people with HIV entering or re-entering the workforce					X		X	
Completed	Arab Cultural and Community Center	2 Plaza St 94116	\$40,000	Case management in immigration, housing, translation, empolyment and other services					X			X
Completed	Arriba Juntos	1850 Mission St 94103	\$38,000	Job training and placement in the home health care field			X				X	
Completed	Asian & Pacific Islander Wellness Center	730 Polk St 94109	\$25,000	Job readiness/counseling and psychotherapy services to Asian Pacific Islander transgenders in the Tenderloin								X
Completed	Asian Law Caucus	939 Market St 201 94103	\$55,500	Legal counseling, representation and referral on issues including immigration, employment and housing		X						X
Completed	Asian Pacific American Community Center	2442 Bayshore Bl 94134	\$60,000	Case management for primarily Asian immigrant families						X		
Completed	Asian Women's Shelter	3543 18th St #19 94110	\$31,500	Provide intensive case management, counseling, collaboration and advocacy for battered women and their children.							X	
Completed	Bay Area Community Resources	220 Golden Gate Av 94102	\$40,000	Employment training and placement in Bayview Hunters Point service organizations	X							
Completed	Bay Area Legal Aid	50 Fell St 1st Fl 94102	\$42,000	Legal counseling, representation, assistance to low-income domestic violence survivors	X		X					



Public Services Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	Bay Area Video Coalition	2727 Mariposa St 2nd Fl. 94110	\$60,000	Multi-media training, technical assistance and job placement services			X					X
Completed	Bayview Hunter's Point Center for Arts & Technology	2415 Third St 94107	\$40,000	Arts and technology educational program that provides youth with job readiness skills	X							
Completed	Board of Trustees of the Glide Foundation	330 Ellis St 94102	\$30,000	Employment readiness, construction training and job placement	X						X	
Completed	Booker T. Washington Community Service Center	800 Presidio Av 94115	\$61,000	Job readiness training and job placement for young adults ages 17 to 26	X							X
Completed	Boys & Girls Clubs of San Francisco	450 Guerrero St 94110	\$24,350	Tutoring and academic support for children and youth			X					X
Completed	Brava! for Women in the Arts	2781 24th St 94110	\$47,000	Technical training in theater production and placement in internships at professional theaters for youth ages 14-24			X				X	
Completed	California Lawyers for the Arts	Fort Mason Center, Bld. C Al Rm 255 94123	\$20,000	Arts employment program that provides youth ages 17 to 21 with job readiness training and placement in summer internships	X						X	
Completed	Career Resources Development Center	655 Geary St 94102	\$80,000	Job readiness training, hard skills training in hospitality industry, career counseling, and job placement		X						X
Completed	Catholic Charities CYO/Mission Day Care	180 Fair Oaks St 94110	\$61,500	Child development and family support services for low-income families, focusing on monolingual Latino Spanish-speaking families			X				X	
Completed	Central American Resource Center (CARECEN)	1245 Alabama St 94110	\$40,000	Legal processing of work permit applications and related immigration services			X				X	
Completed	Central City Hospitality House	290 Turk St 94102	\$31,650	Employment Resource Center for homeless and very poor individuals living in the Tenderloin				X				

Public Services Grants													
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area								
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-Wide	Other Area(s) or City-Wide	
Completed	Charity Cultural Services Center	827 Stockton St 94108	\$100,000	Job counseling, vocational ESL training, culinary training, and job placement in the restaurant and hospitality industry		X							X
Completed	Chinese for Affirmative Action	17 Walter U. Lum Place 94108	\$100,000	Job counseling, job readiness training and job placement in fields including construction, hotel, homecare, food services and janitorial							X		
Completed	Chinese Newcomers Service Center	777 Stockton St 104 94108	\$96,000	Employment counseling, employment readiness training, job placement and support services for primarily low- and moderate-income Asian immigrants		X							X
Completed	Community Alliance for Special Education (CASE)	1500 Howard St 94103	\$25,000	Parent education for families with disabled children and academic support for disabled children									X
Completed	Community Center Pjt of S.F dba The San Francisco LGBT Community Center	1800 Market St 94102	\$25,000	Employment readiness training and job placement									X
Completed	Community United Against Violence	160 14th Street St 94103	\$27,000	Case management and support services for primarily LGBTQ (Lesbian, Gay, Bi-Sexual, Transgendered, and Questioning) domestic violence victims									X
Completed	Community Youth Center-San Francisco (CYC-SF)	1237 Van Ness Av 200 94109	\$73,000	Job preparation, job placement and supports serves for youth ages 16-25, focusing on Asian immigrants with limited English proficiency									X
Completed	Compass Community Services	995 Market St 5th flr 94103	\$37,000	Case management for homeless families living in the shelters				X					
Completed	Donaldina Cameron House	920 Sacramento St 94108	\$35,000	Job readiness training and placement		X							X
Completed	Earned Asset Resource Network (EARN)	235 Montgomery St 300 94104	\$50,000	Financial education and income enhancement services	X					X			

Public Services Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	Ella Hill Hutch Community Center	1050 McAllister St 94115	\$125,000	Case management, academic support, and life skills training for truant youth and parent education for their parents								X
Completed	Episcopal Community Services of SF	165 8th St 94103	\$30,000	Adult education and GED preparation for homeless, formerly homeless and extremely low-income adults with disabilities.				X			X	
Completed	Family School (The)	3101 Mission St 101 94110	\$50,000	Employment readiness training, hard skills training, job placement, and job counseling and supportive services	X							
Completed	Filipino-American Development Foundation: Filipino Community Center	1000 Cayuga Av 94112	\$25,000	Provide services to high risk youth 14-18 years old in the Excelsior District.								X
Completed	Filipino-American Development Foundation: Filipino Community Center	35 San Juan Av 94112	\$25,000	Case management and supportive services for primarily filipino individuals						X		X
Completed	Girls After School Academy	2050 Sunnydale Av Bungalow 94134	\$40,000	Academic support and job readiness training and employment for girls						X		
Completed	Growth & Learning Opportunities	65 Chenery St Aud. 94131	\$27,600	Academic support for children			X				X	
Completed	Gum Moon Residence Hall	65 Beverly St 94132	\$15,000	Provide bilingual/bicultural parenting education, case management to 40 families with children 0-5 yrs of age in the Sunset/OMI districts.		X						X
Completed	Haight Ashbury Food Program	270 Divisadero St 94117	\$25,000	Job readiness and food services training, and job placement			X					X

Public Services Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	Hearing and Speech Center of Northern California	49 Powell St 400 94102	\$45,000	Information and referral, life skills training, and case management for hearing impaired individuals, and information and education for service providers and employers on working effectively with people who are hard-of-hearing or deaf							X	
Completed	Homeless Children's Network	3265 17th St 404 94110	\$40,000	Mental health therapy and case management for children and their families			X					
Completed	Hunter's Point Boys and Girls Club	729 Kirkwood Av 94124	\$20,000	Academic support for youth	X							
Underway	Hunter's Point Community Youth Park Foundation	200 Middlepoint Rd 94124	\$105,000	Recreation and nutrition services for children	X							
Completed	Ingleside Community Center	1345 Ocean Av 94112	\$63,450	Job counseling, readiness training, placement and supportive services								X
Completed	Inner City Youth	1000 Cayuga Av 94112	\$50,000	Job preparation and automotive technology training for youth	X							X
Completed	Instituto Laboral de la Raza	2947 16th St 94103	\$68,000	Legal referrals, counseling, and processing			X				X	
Completed	Iris Center	333 Valencia St 222 94103	\$50,000	Job counseling and placement for young women, especially ones in foster care			X					
Completed	Jewish Vocational and Career Counseling Service	225 Bush St 4th Floo 94104	\$60,000	Soft and hard skills training and job placement for individuals seeking employment in non-profit sector								X
Completed	John W. King Senior Center	500 Raymond Av 94134-2361	\$100,000	Transportation services for low-income and disabled seniors	X					X		
Completed	Juma Ventures	131 Steuart St 201 94105	\$20,610	Financial education, including personal budgeting and managing savings accounts, and other income enhancement services for youth	X					X		

Public Services Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	La Raza Centro Legal	474 Valencia St 295 94103	\$125,000	Bilingual legal services and community education workshops on immigration and employment issues for low-income primarily Spanish-speaking clients							X	
Completed	La Raza Community Resource Center	474 Valencia St 94103	\$50,000	Information and referral services			X	X				
Completed	Larkin Street Youth Services	869 Ellis St 94109	\$61,000	Life skills training, leading to reunification with family and/or self sufficiency for homeless youth living in shelters					X			X
Completed	Lavender Youth Rec. & Info. Ct.(LYRIC)	127 Collingwood St 94114	\$66,000	Academic support and job preparation and employment for primarily LGBTQ youth								X
Completed	Lyon-Martin Women's Health Services	1748 Market St 201 94102	\$77,500	Primary health care for low-income and uninsured women			X					X
Completed	Mission Education Projects, Inc.	3049 24th St 94110	\$50,000	Academic support and case management for children			X					
Completed	Mission Hiring Hall, Inc.	3042 16th St 94103	\$119,000	Job readiness assessment, counseling, training, placement and supportive services			X				X	
Completed	Mission Language and Vocational School, Inc.	2929 19th St 94110	\$125,000	Employment readiness training, hard skills training and job placement			X				X	
Completed	Mission Learning Center	474 Valencia St 210 94103	\$75,000	Academic support and parent education for children and their parents			X					
Completed	Mission Neighborhood Centers	534 Precita Av 94110	\$40,000	Academic support, recreational and cultural enrichment activities, and case management for children ages 5-14 years	X		X					
Completed	Mission Neighborhood Centers	4398 Mission St 94112	\$50,000	Case management, meals and recreational activities for seniors								X
Completed	Network For Elders	1555 Burke Av A 94124	\$43,000	Case management, including referral to free in-home support, for seniors	X							

Public Services Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	New Leaf Services for our Community	1853 Market St 94103	\$55,000	Mental health case management and individual therapy for primarily LGBT individuals, couples and families			X					X
Completed	Nihonmachi Legal Outreach	1188 Franklin Street St 202 94109	\$57,639	Legal counseling and representation on domestic violence, immigration and public benefits issues				X				X
Completed	Northern California Service League	28 Boardman Place 94103	\$68,000	Job readiness training, placement and supportive services to primarily ex-offenders							X	
Completed	Opnet Community Ventures, Inc.	120 Montgomery St 2270 94104	\$50,000	Job readiness and web design training, placement, and supportive services for young adults ages 18-25 years								X
Completed	Opnet Community Ventures, Inc.	120 Montgomery St 2270 94104	\$50,000	Provide wireless internet access to families living primarily in Alice Griffith housing development and computer training classes.	X							
Completed	Portola Family Connections	459 Vienna St 94112	\$35,000	Information and referral and case management services for families in the Excelsior District								X
Completed	Positive Resource Center	785 Market St 10th Fl 94103	\$30,000	Employment readiness, placement and retention services for persons living with HIV/AIDS								X
Completed	Potrero Hill Neighborhood House	953 De Haro St 94107	\$25,000	Academic support, counseling and life skills training for youth	X							X
Completed	Rebuilding Together San Francisco	P28 The Embarcadero St 94105	\$20,000	Rehabilitation of homes, community facilities and schools	X							X
Completed	Renaissance Parents of Success	1485 Bayshore Bl 348 94124	\$100,000	Employment readiness training, job placement, and supportive services	X						X	
Completed	Samoan Community Development Center	2055 Sunnysdale Av 100 94134	\$60,000	Informational and referral, case management and housing counseling primarily for the Pacific Islander community	X					X		

Public Services Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	San Francisco Child Abuse Prevention Center - Talk	1757 Waller St 94117	\$32,500	Case management, substance abuse counseling and group therapy for homeless and low-income parents who are in recovery from substance abuse								X
Underway	San Francisco Housing Development Corporation	2525 Griffith St 94124	\$85,000	Project supports community development and building management for the new community center at the Alice Griffith Public Housing Development and will serve children and families within the 300-unit facility.	X							
Completed	Self-Help for the Elderly	407 Sansome St 94111	\$30,000	Hard and soft skills training and job placement in home health care industry for individuals 45+ years of age and with limited English proficiency								X
Completed	Somarts Cultural Center/United Playaz	1000 Cayuga Av 94112	\$25,000	Case management and life skills training for high school youth	X						X	
Completed	Southwest Community Corporation	446 Randolph St 94132	\$50,000	Information and referral, especially for financial education and income enhancement services								X
Completed	St. John's Educational Thresholds Center	1575 15th St 94103	\$25,500	Academic support and counseling for elementary school children and parent education for their parents			X	X				
Completed	St. Vincent de Paul Society of San Francisco	1175 Howard St 94103	\$45,000	Drop in services including education, group therapy and referrals for substance abusers in recovery or seeking to be in recovery				X	X			
Completed	Sunset District Comm. Develop. Corp.	3918 Judah St 94122	\$55,000	Information and referral and nutrition services for extremely low-income families								X
Completed	Swords to Plowshares Veterans Rights Organization	1060 Howard St 94103	\$40,000	Legal counseling and representation on securing federal benefits for homeless and low-income veterans					X		X	

Public Services Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-Wide	Other Area(s) or City-Wide
Underway	Tides Center	2525 Griffith St 94124	\$125,000	Provide a rotation of program activities at the Alice Griffith Opportunity Center.	X							
Underway	Tides Center	2525 Griffith St 94124	\$122,361	Multiservices at Alice Griffith	X							
Completed	Tides Center/C.L.A.E.R. Project	1099 Sunnydale Ave. Av 94134	\$25,000	Case Management services related to family support services and housing	X					X		
Completed	Together United Recommitted Forever (T.U.R.F.)	1652 Sunnydale 94134	\$50,000	Academic support and studio program for youth						X		
Completed	Toolworks	410 Palm Avenue Av 94130	\$47,000	On-the-job janitorial training, certification and placement program for primarily homeless, chronically homeless and low-income adults with disabilities, including case management and retention services								X
Completed	United Council of Human Services	2111 Jennings St 94124	\$55,000	Case management, clothing, food/hot meals, and referrals to services for homeless and very low-income individuals and families	X					X		
Completed	Urban University	870 Market St 307 94102	\$50,000	Employment training and placement in the legal and biotechnology sectors								X
Completed	URSA Institute	390 Fourth St 94107	\$25,000	Estate planning	X							
Completed	Vietnamese Community Center of SF	766 Geary St 94109	\$50,000	Job readiness training and placement services for Vietnamese individuals					X			
Completed	Vietnamese Elderly Mutual Assistance Association	910 Larkin St 94109	\$35,000	Recreation, case management and in-home primarily Vietnamese elderly in the Tenderloin					X			
Completed	Visitacion Valley JET	333 Schwerin St 211 94134	\$90,000	Job readiness and hard skills training, job placement and retention services	X					X		



Public Services Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	West Bay Pilipino Multi-Service Corp.	180 Seventh St 94103	\$95,000	Employment readiness training and placement for primarily Filipino individuals								X
Completed	Westside Community Mental Health, Inc.	1307 Evans St 94124-1705	\$30,000	Life skills training and mentoring for youth	X						X	
Completed	Women's Foundation, Mujeres Unidas Y Activas	3543 18th St 23 94110	\$50,000	Job readiness training, hard skills training in home health care, job referral and placement, and retention services for primarily monolingual Spanish-speaking Latina immigrant women			X				X	
Completed	Young Community Developers	1715 Yosemite Av 94124	\$75,000	Employment training, placement and retention services	X							
			<b>\$5,261,160</b>									

Economic Development and Micro-Enterprise Assistance Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	Asian, Inc.	1670 Pine St 94109	\$55,000	Business technical assistance for low- and moderate-income persons primarily in the Western and lower Southeast portions of the City to support the growth and success of small businesses								X
Completed	Bernal Heights Neighborhood Center (1 of 2)	4651 Mission St 94112	\$25,000	The ENCoRe project will organize and connect small businesses along the Excelsior's commercial corridor with key services to stabilize, expand, and retain family-owned, minority businesses and recruit new businesses to fill vacancies								X
Completed	Bernal Heights Neighborhood Center (2 of 2)	4651 Mission St 94112	\$5,000	The ENCoRe project will organize and connect small businesses along the Excelsior's commercial corridor with key services to stabilize, expand, and retain family-owned, minority businesses and recruit new businesses to fill vacancies								X
Completed	CCSF Small Business Development Center	455 Market St 6th Flr 94105	\$100,000	Business technical assistance for low- and moderate-income persons primarily in the Southeast sector, and support to an expanded citywide effort targeting new and existing restaurants								X
Completed	Children's Council of SF	445 Church St 94114	\$30,000	Training and technical assistance to support the start-up, retention and growth of family child care micro-enterprises								X

**Economic Development and Micro-Enterprise Assistance Grants**

Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitation Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	Community Center Pjt of S.F dba The San Francisco LGBT Community Center	1800 Market St 94102	\$75,000	Technical assistance to new and existing LGBT businesses to support job creation and income expansion opportunities								X
Completed	Community Vocational Enterprises	1425 Folsom St 94103	\$51,875	Business technical support to IME, a janitorial company, including job training and placement for individuals with mental health disabilities to be potential employees			X	X				
Completed	Jewish Family & Children's Services	900 Marin St 94124	\$67,744	Business technical support for a new home and office cleaning business in the Bayview, including development and hiring of new employees	X					X		
Completed	Juma Ventures	24 Willie Mays Pl 94107	\$55,000	Business technical support for social purpose enterprises, including job training and employment for youth	X					X		X
Completed	Mission Economic Development Agency	3505 20th St 94110	\$250,000	Business technical assistance program that provides a continuum of services in English and Spanish to support the growth and success of small businesses in the Mission District			X					
Completed	Mission Economic Development Agency	4651 Mission St 94112	\$100,000	Business technical assistance program that provides a continuum of services in English and Spanish to support the growth and success of small businesses in the Excelsior and Outer Mission neighborhoods			X				X	
Completed	Northeast Community Federal Credit Union	683 Clay St 94111	\$35,000	Business technical support to a CDFI credit union to provide banking services in the Visitation Valley neighborhood	X					X		

**Economic Development and Micro-Enterprise Assistance Grants**

Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitation Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	Northeast Community Federal Credit Union	683 Clay St 94111	\$120,000	Business technical assistance services primarily to Asian and Pacific Islander small business owners and entrepreneurs		X						X
Completed	Northeast Community Federal Credit Union	288 Jones St 94102	\$75,000	Business technical support to a CDFI credit union to provide banking services in the Tenderloin					X			
Completed	Positive Resource Center	785 Market St 10th Fl 94103	\$65,000	Training and technical assistance for individuals who are living with HIV/AIDS to develop micro-enterprises			X	X				
Completed	Renaissance Entrepreneurship Center	3801 Third St 616 94124	\$200,000	The Bayview Business Resource Center provides training, individual consultations, access to financing and markets, and business support services to start up and expand micro-enterprises primarily in Bayview Hunters Point	X						X	
Completed	Renaissance Entrepreneurship Center	275 Fifth St 94103	\$228,500	Entrepreneurial training for individuals to develop microenterprises								X
Completed	South of Market Foundation	1083 Mission St 2nd Floo 94103	\$100,000	Business technical assistance services to business owners and entrepreneurs							X	
Completed	Southeast Asian Community Center	875 O'Farrell St 94109	\$120,000	Business technical assistance services primarily to Asian and Pacific Islander small business owners and entrepreneurs				X				X
Completed	Southeast Asian Community Center	875 O'Farrell St 94109	\$106,500	Loan packaging and a range of technical assistance services to the Southeast Asian community in the Tenderloin and other low-income neighborhoods to develop microenterprises								X

Economic Development and Micro-Enterprise Assistance Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	Women's Foundation of California	2948 Folsom St 94110	\$35,000	La Cocina is a commercial kitchen and business incubator that supports the development of microenterprises			X					X
Completed	Women's Initiative for Self Employment	1398 Valencia St 94110	\$100,000	Bilingual microenterprise training, technical assistance, and financial services targeting low-income women			X					X
Completed	Wu Yee Children's Services	706 Mission St 6th Flr 94103	\$84,000	Training and technical assistance to develop family childcare microenterprises								X
			<b>\$2,083,619</b>									

Planning and Capacity Building Grants										
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area					
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley
Underway	African American Art & Cultural Complex	762 Fulton St 94102	\$15,000	Strategic planning for organization to increase service delivery						X
Completed	African Immigrant and Refugee Resource Center	944 Market 710 94102	\$10,000	Strategic planning for organization to increase number of clients and to enhance quality of services provided				X		
Underway	Arc Ecology	4634 3rd 94124	\$20,000	Development of an economic development strategy for the market created by the construction of a Shoreline Park on Parcel E of the Hunters Point Shipyard	X					
Underway	Bayview Hunters Point Multipurpose Senior Services	1706 Yosemite Av 94124	\$15,000	Business planning for an aging campus in the southeast sector, and Board training	X					
Completed	Bindlestiff Studio	505 Natoma St 94103	\$15,000	Program planning to integrate new after-school youth services into Bindlestiff's new theater and cultural center			X			
Completed	Catholic Charities CYO	1122 Jamestown Av 94124	\$15,000	Strategic planning to formalize collaboration between Catholic Charities CYO, Bayview Hunters Point YMCA, KIPP Bayview Academy and St. Paul of the Shipwreck to provide an after-school program for children ages 9-13 in BVHP	X					
Completed	Chinese for Affirmative Action	17 Walter U. Lum St 94108	\$15,000	Planning and capacity building activities for a group of 11 neighborhood centers		X				
Completed	Chinese Newcomers Service Center	777 Stockton St 104 94108	\$10,000	Planning and capacity building activities for a group of 11 neighborhood centers		X				
Underway	Community Design Center (1 of 4)	1705 Ocean Av 94112	\$25,252	Provided technical assistance and design service of public and private construction projects.						X

Planning and Capacity Building Grants										
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area					
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley
Completed	Community Design Center (2 of 4)	1705 Ocean Av 94112	\$3,117	Provided technical assistance and design service of public and private construction projects.						X
Completed	Community Design Center (3 of 4)	1705 Ocean Av 94112	\$131	Provided technical assistance and design service of public and private construction projects.						X
Completed	Community Design Center (4 of 4)	1705 Ocean Av 94112	\$6,500	Provided technical assistance and design service of public and private construction projects.						X
Completed	Community Housing Partnership	1010 Market St 94102	\$7,000	Increased organization's financial management capacity so it can double the number of units it owns and operates for the chronically homeless				X		
Completed	Compasspoint Nonprofit Services	706 Mission St 5th Fl. 94103	\$43,950	Workshop training vouchers and a series of three forums on non-profit management topics for MOCD grantees						X
Completed	Donaldina Cameron House	920 Sacramento St 94108	\$10,000	Planning and capacity building activities for a group of 11 neighborhood centers		X				
Completed	Filipino-American Development Foundation	1010 Mission St 94103	\$20,000	Planning and capacity building activities for a group of 11 neighborhood centers			X			
Completed	Filipino-American Development Foundation: Filipino Community Center	35 San Juan Av 94112	\$15,000	Program planning to develop services to prevent domestic violence in the Filipino community						X
Completed	Haight Ashbury Food Program	1525 Waller St 94117	\$20,000	Planning and capacity building activities for a group of 11 neighborhood centers						X
Completed	Hearing and Speech Center of Northern California	49 Powell St 400 94102	\$10,000	Strategic planning for organization to develop new programs and to serve a larger client base that is more diverse in terms of age, ethnic background and geography, while providing services at a lower cost						X
Completed	Jewish Vocational and Career Counseling Service	225 Bush St 94104	\$30,300	Professional development for employment service providers.						X

Planning and Capacity Building Grants											
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area						
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitation Valley	Other Area(s) or City-Wide
Underway	Mission Language and Vocational School, Inc.	2929 19th St 94110	\$15,000	Development of a business/marketing plan to strengthen and expand a firm base for MLVS's Catering Services Division			X				
Completed	Mission Neighborhood Centers	362 Capp St 94110	\$15,000	Planning and capacity building activities for a group of 11 neighborhood centers			X				
Underway	MOCD Consolidated Planning	1 South Van Ness Av 94103	\$126,192	To support Consolidated Planning efforts required by HUD							X
Completed	National Community Development Institute	Bayview Hunters Point and Visitation Valley 94124	\$20,000	Community needs assessment for Communities of Opportunity	X					X	
Completed	National Community Development Institute	Alice Griffith Housing Development	\$5,000	Technical assistance and capacity building to residents of public housing.	X						
Completed	Network For Elders	1555 Burke Av A 94124	\$20,000	Planning and capacity building activities for a group of 11 neighborhood centers	X						
Completed	Northern California Community Loan Fund	870 Market St 677 94102	\$40,000	Training and technical assistance for MOCD grantees on facility-related needs							X
Completed	Portola Family Connections	2565 San Bruno Av 94134	\$15,000	Planning and capacity building activities for a group of 11 neighborhood centers							X
Completed	Providence Foundation	1218 Mendell St 94124	\$15,000	Strategic planning for organization to increase operational efficiency and to improve accountability	X						
Underway	San Francisco Housing Development Corporation	3rd St 94124	\$15,000	Feasibility study for a neighborhood-serving grocery store along Third Street in Bayview Hunters Point	X						
Completed	San Francisco Parents Who Care	1601 Lane Av 94124	\$15,000	Strategic planning for San Francisco Parents Who Care to coordinate services with Infinity Gospel in Bayview Hunters Point	X						



Planning and Capacity Building Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	Other Area(s) or City-Wide	
Completed	Sunset District Comm. Develop. Corp.	3918 Judah St 92122	\$20,000	Planning and capacity building activities for a group of 11 neighborhood centers								X
Completed	Telegraph Hill Neighborhood Association	660 Lombard St 94133	\$20,000	Planning and capacity building activities for a group of 11 neighborhood centers								X
Completed	The Volunteer Center Serving San Francisco and San Mateo Counties	1675 California St 94109	\$29,600	Technical assistance to MOCD-funded agencies in recruitment of Board members and volunteers, and management of volunteers								X
Completed	Vietnamese Elderly Mutual Assistance Association	910 Larkin St 94109	\$15,000	Strategic planning for a collaborative of 6 service agencies to streamline services to all age groups within the Vietnamese community				X				
Completed	Visitacion Valley Community Development Corporation	1099 Sunnydale Ave. Av 94134	\$10,000	Planning and capacity building activities for a group of 11 neighborhood centers						X		
Underway	Westside Community Mental Health, Inc.	1307 Evans St 94124-1705	\$15,000	Strategic planning to integrate Infusion One, a youth development program, into Westside Community Mental Health Center's Community Services Division	X							
Completed	YMCA Of San Francisco (Richmond District)	360 18th Av 94121	\$11,000	Community needs assessment for the Richmond District								X
			<b>\$728,042</b>									

Emergency Shelter Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BV/HP	Chinatown	Mission	South of Market	Tenderloin	Visitation Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	Ark of Refuge	1038 Howard St 94103	\$25,000	Case management for youth living in its shelter, including linkages to medical services, schools, employment opportunities and housing				X				
Completed	Asian Women's Shelter	3543 18th, #19 St #19 94110	\$56,000	Case management for Asian women domestic violence victims living in shelters						X		
Completed	Bar Assoc. of SF Volunteer Legal Services	465 California St 1100 94104	\$90,000	Legal counseling, representation and processing for eviction prevention and SSI benefits				X	X			
Completed	Catholic Charities CYO	180 Howard St 300 94105	\$25,000	Rental assistance grants to very low income families and single individuals who are facing eviction or are moving from shelters and transitional housing to permanent housing					X	X		
Completed	Central City Hospitality House	146 Leavenworth St 94102	\$31,850	Shelter beds for homeless adult males					X			
Completed	Compass Community Services	995 Market St 5th flr 94103	\$50,000	Shelter beds for homeless families				X				
Completed	Dolores Street Community Services	938 Valencia St 94110	\$48,000	Case management for primarily Latino homeless males living in shelters			X					
Completed	Episcopal Community Services of SF	201 Eighth St 94103	\$40,000	Shelter beds for homeless adults				X			X	
Completed	Friendship House Association of American Indians	333 Valencia St 94103	\$30,000	Case management for homeless Native Americans living in shelters			X					
Completed	Gum Moon Residence Hall	940 Washington St 94108	\$50,000	Shelter for primarily Asian immigrant women and children who are survivors of domestic violence or sexual assault	X							
Completed	Hamilton Family Center, Inc	1525 Waller St 94117	\$50,000	Shelter beds for homeless families								X

Emergency Shelter Grants												
Status	Agency	Site Address	2006 Budget	Program/Project Description	Service Area							
					BVHP	Chinatown	Mission	South of Market	Tenderloin	Visitacion Valley	NRSA-Wide	Other Area(s) or City-Wide
Completed	La Casa de las Madres	1850 Mission St B 94103	\$129,300	Shelter for battered women and their children							X	
Completed	Larkin Street Youth Services	536 Central Av 94117	\$54,000	Shelter beds for homeless youth					X			X
Completed	Metropolitan Community Foundation	3750 18th St 94114	\$50,000	Shower access for homeless individuals			X					
Completed	Nihonmachi Legal Outreach	1188 Franklin St 94109	\$35,361	Provide legal services in the areas of domestic violence, and immigration.					X			X
Completed	Providence Foundation		\$15,000	Provide homeless shelter services	X							
Completed	St. Boniface Neighborhood Center	133 Golden Gate Av 94102	\$25,000	Case management, social services, and housing placements for homeless individuals				X	X			
Completed	St. Vincent de Paul Society of San Francisco	3543 18th #4 St 94110	\$20,000	Shelter for battered women and their children			X				X	
Completed	Swords to Plowshares Veterans Rights Organization	1060 Howard St 94103	\$40,234	Case management and benefits advocacy for veterans				X				
Completed	Third Baptist Church, Inc.	1399 McAllister St 94115	\$31,261	Repair and maintenance of emergency shelter.								X
Completed	United Council of Human Services	2111 Jennings St 94124	\$41,000	Case management, clothing, food/hot meals, and referrals to services for homeless and very low-income individuals and families	X					X		
			<b>\$937,006</b>									

**2005-06 Housing Program Grants**

Name of Organization	2005 Allocation	Description	Service Area								
			BVHP	CT	Mission	SOMA	TL	VV	Other Area	City-wide	
1. AIDS Housing Alliance	\$25,000	Providing housing counseling services to clients who are HIV positive.									X
2. AIDS Legal Referral	\$38,690	Providing services to people who are HIV-positive and those with AIDS, including tenant eviction prevention services.									X
3. Asian Neighborhood Design	\$269,000	Providing architectural and development technical assistance to nonprofit affordable housing developers.									X
4. Asian, Inc.	\$155,889	Affordable housing development and management (capital improvements, rehabilitation, conversion, new construction), first-time homebuyer counseling services.									X
5. Bayview Hunters Point Multipurpose Center	\$60,000	Providing permanent housing to homeless senior ex-offenders 2) helping other senior ex-offenders maintain their existing housing and 3) finding housing for other ex-offenders.	X								
6. Bernal Heights Neighborhood Center	\$180,00	Affordable housing development and management (capital improvements, rehabilitation, conversion, new construction).								X	
7. Chinatown Community Development Center	\$420,535	Affordable housing development and management (capital improvements, rehabilitation, conversion, new construction), housing counseling services including eviction prevention services		X			X				
8. Community Housing Partnership	\$115,000	Affordable housing development and management (capital improvements, rehabilitation, conversion, new construction) of housing for the chronically homeless.									X





## APPENDIX B: HOPWA Information and Data Tables

### General Project Sponsor Information:

#### A. San Francisco:

<b>Project Sponsor Agency Name</b>	Catholic Charities CYO		
<b>Name &amp; Title of Contact at Project Sponsor Agency</b>	Brian Cahill Executive Director		
<b>Email Address</b>	bcahill@cccyo.org		
<b>Business Address</b>	180 Howard Street, Suite 100		
<b>City, State, Zip</b>	San Francisco	CA	94105
<b>Phone (include area code)</b>	(415) 972-1200	<b>Fax Number (include area code)</b>	(415) 972-1201
<b>Website</b>	<a href="http://www.cccyo.org">www.cccyo.org</a>		
<b>Total HOPWA Subcontract Amount for this organization</b>	\$2,548,562		
<b>Primary Service or Site Information: Project Zip Code(s)</b>	City and County of San Francisco: Facilities for persons with HIV/AIDS at 94134 and 94115; admin offices at 94105 (where housing advocacy services provided to citywide clients)		
<b>Is the sponsor a nonprofit organization?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>Please check if yes and a faith-based organization.</i> <input checked="" type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		

<b>Project Sponsor Agency Name</b>	Dolores Street Community Services		
<b>Name &amp; Title of Contact at Project Sponsor Agency</b>	Wendy Phillips Program Director, Richard Cohen Residence		
<b>Email Address</b>	wendy@dscs.org		
<b>Business Address</b>	938 Valencia Street		
<b>City, State, Zip</b>	San Francisco	CA	94110
<b>Phone (include area code)</b>	(415) 558-0503, ext 306	<b>Fax Number (include area code)</b>	(415) 558-9642
<b>Website</b>	<a href="http://www.dscs.org">www.dscs.org</a>		
<b>Total HOPWA Subcontract Amount for this organization</b>	\$479,350		
<b>Primary Service or Site Information: Project Zip Code(s)</b>	City and County of San Francisco: Facility for persons with HIV/AIDS at 94103		
<b>Is the sponsor a nonprofit organization?</b>	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		

**A. San Francisco:** (continued)

<b>Project Sponsor Agency Name</b>	Larkin Street Youth Services		
<b>Name &amp; Title of Contact at Project Sponsor Agency</b>	Sherilyn Adams, Executive Director		
<b>Email Address</b>	sadams@larkinstreetyouth.org		
<b>Business Address</b>	1138 Sutter Street		
<b>City, State, Zip</b>	San Francisco	CA	94109
<b>Phone (include area code)</b>	(415) 673-0911	<b>Fax Number (include area code)</b>	(415) 749-3838
<b>Website</b>	www.larkinstreetyouth.org		
<b>Total HOPWA Subcontract Amount for this organization</b>	\$348,144		
<b>Primary Service or Site Information: Project Zip Code(s)</b>	City and County of San Francisco: Facility for persons with HIV/AIDS at 94102		
<b>Is the sponsor a nonprofit organization?</b>	<input checked="" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> Please check if yes and a faith-based organization. <input type="checkbox"/> Please check if yes and a grassroots organization. <input type="checkbox"/>		

<b>Project Sponsor Agency Name</b>	Maitri		
<b>Name &amp; Title of Contact at Project Sponsor Agency</b>	Tim Patriarca Executive Director		
<b>Email Address</b>	tpatriarca@maitrisf.org		
<b>Business Address</b>	401 Duboce Avenue		
<b>City, State, Zip</b>	San Francisco	CA	94117
<b>Phone (include area code)</b>	(415) 558-3001	<b>Fax Number (include area code)</b>	(415) 558-3010
<b>Website</b>	www.maitrisf.org		
<b>Total HOPWA Subcontract Amount for this organization</b>	\$492,167		
<b>Primary Service or Site Information: Project Zip Code(s)</b>	City and County of San Francisco: Facility for persons with HIV/AIDS at 94117		
<b>Is the sponsor a nonprofit organization?</b>	<input checked="" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> Please check if yes and a faith-based organization. <input type="checkbox"/> Please check if yes and a grassroots organization. <input type="checkbox"/>		



**A. San Francisco:** (continued)

<b>Project Sponsor Agency Name</b>	San Francisco Housing Authority		
<b>Name &amp; Title of Contact at Project Sponsor Agency</b>	Martin Uhrin Special Projects Manager		
<b>Email Address</b>	uhrinm@sfha.org		
<b>Business Address</b>	1815 Egbert Street		
<b>City, State, Zip</b>	San Francisco	CA	94124
<b>Phone (include area code)</b>	(415) 715-3281	<b>Fax Number (include area code)</b>	(415) 715-5991
<b>Website</b>	www.sfha.org		
<b>Total HOPWA Subcontract Amount for this organization</b>	\$3,250,000		
<b>Primary Service or Site Information: Project Zip Code(s)</b>	City and County of San Francisco: Rent subsidies provided citywide (admin offices at 94124)		
<b>Is the sponsor a nonprofit organization?</b>	<input type="checkbox"/> <b>Yes</b> <input checked="" type="checkbox"/> <b>No</b> <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		

**B. San Mateo:**

<b>Project Sponsor Agency Name</b>	Mental Health Association of San Mateo County		
<b>Name &amp; Title of Contact at Project Sponsor Agency</b>	Susan Platte Project Coordinator		
<b>Email Address</b>	susanp@mhasmc.org		
<b>Business Address</b>	2686 Spring Street		
<b>City, State, Zip</b>	Redwood City	CA	94063
<b>Phone (include area code)</b>	(650) 368-9989, ext 120	<b>Fax Number (include area code)</b>	(650) 368-2529
<b>Website</b>	www.mhasmc.org		
<b>Total HOPWA Subcontract Amount for this organization</b>	\$550,000		
<b>Primary Service or Site Information: Project Zip Code(s)</b>	94063		
<b>Is the sponsor a nonprofit organization?</b>	<input checked="" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		

<b>Project Sponsor Agency Name</b>	San Mateo County AIDS Program		
<b>Name &amp; Title of Contact at Project Sponsor Agency</b>	Ellen Sweetin AIDS Program and Clinics Manager		
<b>Email Address</b>	esweetin@co.sanmateo.ca.us		
<b>Business Address</b>	225 – 37 <sup>th</sup> Avenue		
<b>City, State, Zip</b>	San Mateo	CA	94403
<b>Phone (include area code)</b>	(650) 573-2565	<b>Fax Number (include area code)</b>	(650) 573-2875
<b>Website</b>	www.co.sanmateo.ca.us/smc		
<b>Total HOPWA Subcontract Amount for this organization</b>	\$190,000		
<b>Primary Service or Site Information: Project Zip Code(s)</b>	Countywide services; admin offices at 94403		
<b>Is the sponsor a nonprofit organization?</b>	<input type="checkbox"/> <b>Yes</b> <input checked="" type="checkbox"/> <b>No</b> (county government) <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		

**C. Marin County:**

<b>Project Sponsor Agency Name</b>	Hospice of Marin		
<b>Name &amp; Title of Contact at Project Sponsor Agency</b>	Lisa Becher Project Coordinator		
<b>Email Address</b>	lbecher@hospiceofmarin.org		
<b>Business Address</b>	17 East Sir Francis Drake Boulevard		
<b>City, State, Zip</b>	Larkspur	CA	94939
<b>Phone (include area code)</b>	(415) 927-2273	<b>Fax Number (include area code)</b>	(415) 925-1004
<b>Website</b>	www.hospiceofmarin.org		
<b>Total HOPWA Subcontract Amount for this organization</b>	\$69,960		
<b>Primary Service or Site Information: Project Zip Code(s)</b>	Countywide services; admin offices at 94939		
<b>Is the sponsor a nonprofit organization?</b>	<input checked="" type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		

<b>Project Sponsor Agency Name</b>	Marin Housing Authority		
<b>Name &amp; Title of Contact at Project Sponsor Agency</b>	Kimberly Carroll Director of Supportive Housing		
<b>Email Address</b>	kcarroll@marinhousing.org		
<b>Business Address</b>	4020 Civic Center Drive		
<b>City, State, Zip</b>	San Rafael	CA	94903
<b>Phone (include area code)</b>	(415) 491-2348	<b>Fax Number (include area code)</b>	(415) 472-2186
<b>Website</b>	www.marinhousing.org		
<b>Total HOPWA Subcontract Amount for this organization</b>	\$278,500		
<b>Primary Service or Site Information: Project Zip Code(s)</b>	Countywide services; admin offices at 94903		
<b>Is the sponsor a nonprofit organization?</b>	<input type="checkbox"/> <b>Yes</b> <input checked="" type="checkbox"/> <b>No</b> <i>Please check if yes and a faith-based organization.</i> <input type="checkbox"/> <i>Please check if yes and a grassroots organization.</i> <input type="checkbox"/>		

**HOPWA Performance Chart 1 (Planned Goal) and Chart 2 (Actual)**

	<b>HOPWA Performance Charts 1 (planned goal) and 2 (actual)</b>	HOPWA Assistance		Non-HOPWA		Funding		
		a.	b.	c.	d.	e.	f.	g.
		Goal	Actual	Goal	Actual	HOPWA Budget	HOPWA Actual	Leveraged Non-HOPWA
	<b>Housing Subsidy Assistance</b>	<b>Output Households</b>						
1.	Tenant-based Rental Assistance	303	329	100	148	\$3,261,805	\$3,396,574	\$266,869
2.	Facility-based units that receive operating subsidy: <u>Number of households supported</u>	160	177	160	177	\$559,853	\$367,410	\$1,334,215
3.	Facility-based units developed with capital funds and placed in service during operating year: <u>Number of households supported</u>	10	10	10	10	\$0	\$0	\$1,303,065
4.	Short-term Rent, Mortgage and Utility payments	150	168	0	35	\$290,892	\$284,394	\$81,686
	<b>Housing Development (Construction and Stewardship of facility based housing)</b>	<b>Output Units</b>						
5.	Units in facilities being developed with capital funding but not yet opened (show units of housing planned)							
6.	Stewardship (developed with HOPWA but no current operation or other costs) Units of housing subject to 3- or 10- year use agreements	305	305	305	305	\$0	\$0	\$2,849,285
7.	Adjustment to eliminate duplication (i.e., moving between types of housing)							
	<b>Total unduplicated number of units of housing assisted</b>	305	305	305	305			
	<b>Supportive Services</b>	<b>Output Households</b>						
8.	i) Supportive Services in conjunction with <u>HOPWA</u> housing activities	585	641	570	656	\$3,357,380	\$3,090,473	\$2,775,092
	ii) Supportive Services <u>NOT</u> in conjunction with <u>HOPWA</u> housing activities	156	368	384	392	\$219,015	\$267,855	\$3,213,490
9.	Adjustment to eliminate duplication							
	<b>Total Supportive Services</b>	741	1,009	954	1,048	\$3,576,395	\$3,358,328	\$5,988,582
	<b>Housing Placement Assistance</b>							
10.	Housing Information Services	0	64	0	0	\$0	\$106,493	\$0
11.	Permanent Housing Placement Services	0	82	0	0	\$0	\$76,739	\$0
	<b>Total Housing Placement Assistance</b>	0	146	0	0	\$0	\$183,232	\$0
	<b>Administration, and Management Services</b>							
12.	Resource Identification to establish, coordinate and develop housing assistance resources							
13.	Grantee Administration (maximum 3% of total) (i.e., costs for general management, oversight, coordination, evaluation, and reporting)					\$253,980	\$228,342	\$304,177
14.	Project Sponsor Administration (maximum 7% of total) (i.e., costs for general management, oversight, coordination, evaluation, and reporting)					\$523,075	\$378,391	\$277,724
	<b>Total costs for program year</b>					\$777,055	\$606,733	\$581,901

### HOPWA Performance Chart 3 on Measuring Housing Stability Outcomes

Type of Housing Assistance	[1] Total Number of Households Receiving HOPWA Assistance	[2] Number of Households Continuing	[3] Number of Exited Households Component and Destination
Tenant-based Rental Assistance	329	291	1 (Emergency Shelter) = 0
			2 (Temporary Housing) = 0
			3 (Private Housing) = 7
			4 (Other HOPWA) = 0
			5 (Other Subsidy) = 4
			6 (Institution) = 5
			7 (Jail/Prison) = 1
			8 (Disconnected) = 8
			9 (Death) = 13
Facility-based Housing Assistance	177	107	1 (Emergency Shelter) = 1
			2 (Temporary Housing) = 11
			3 (Private Housing) = 13
			4 (Other HOPWA) = 2
			5 (Other Subsidy) = 2
			6 (Institution) = 6
			7 (Jail/Prison) = 2
			8 (Disconnected) = 1
			9 (Death) = 32
<b>Short-term Housing Assistance</b>	<b>Total Number of Households Receiving HOPWA Assistance</b>	<b>Of the Total number Households Receiving STRMU Assistance this operating year</b>	<b>Status of STRMU Assisted Households at the End of Operating Year</b>
Short-term Rent, Mortgage, and Utility Assistance	168	<p>What number of those households received STRMU Assistance in the prior operating year: 99</p> <p>What number of those households received STRMU Assistance in the two (2) prior operating years (ago): 86</p>	1 (Emergency Shelter) = 7
			2 (Temporary Housing) = 42
			3 (Private Housing)* = 93
			4 (Other HOPWA) = 0
			5 (Other Subsidy) = 8
			6 (Institution) = 1
			7 (Jail/Prison) = 0
			8 (Disconnected) = 7
			9 (Death) = 10

## HOPWA Outcomes on Access to Care and Support

### A. Support in conjunction with HOPWA-funded Housing Assistance

Category of Services Accessed	Number of Households receiving HOPWA Housing Assistance		Number of jobs that included health benefits
	At Entry or Continuing from Prior Year	At Exit or Continuing to Next Year	
i. Has a housing plan for maintaining or establishing stable on-going residency	488	547	
ii. Had contact with a case manager/benefit counselor at least once in the last three months (or consistent with the schedule specified in their individualized service plan)	158	237	
iii. Had contact with a primary health care provider at least once in the last three months (or consistent with the schedule specified in their individualized service plan)	197	255	
iv. Had medical insurance coverage or medical assistance	199	207	
v. Obtained an income-producing job created by this project sponsor during the year		2	
vi. Obtained an income-producing job outside this agency during the year		6	2

### B. Income

	A. Monthly Household Income at Entry or Residents continuing from prior Year End	Number of Households
i.	No income	11
ii.	\$1-150	9
iii.	\$151 - \$250	3
iv.	\$251- \$500	77
v.	\$501 - \$1,000	304
vi.	\$1001- \$1500	68
vii.	\$1501- \$2000	15
viii.	\$2001 +	8

	B. Monthly Household Income at Exit/End of Year	Number of Households
i.	No income	55
ii.	\$1-150	
iii.	\$151 - \$250	2
iv.	\$251- \$500	59
v.	\$501 - \$1,000	397
vi.	\$1001- \$1500	100
vii.	\$1501- \$2000	25
viii.	\$2001 +	25

### C. Support NOT in conjunction with HOPWA-funded Housing Assistance

Category of Services Accessed	Number of Households receiving HOPWA-funded Supportive Services		Number of jobs that included health benefits
	At Entry or Continuing from Prior Year	At Exit or Continuing to Next Year	
i. Has a housing plan for maintaining or establishing stable on-going residency			
ii. Had contact with a case manager/benefit counselor at least once in the last three months (or consistent with the schedule specified in their individualized service plan)	165	165	
iii. Had contact with a primary health care provider at least once in the last three months (or consistent with the schedule specified in their individualized service plan)	234	214	
iv. Had medical insurance coverage or medical assistance	270	250	
v. Obtained an income-producing job created by this project sponsor during the year			
vi. Obtained an income-producing job outside this agency during the year			

**Note:** Some data points “at entry or continuing from prior year” were not tracked by sponsors in the 2005-06 fiscal year, but will be tracked going forward.

## HOPWA - Persons Assisted During FY 2005-06

	Rental Assistance & Short Term Housing Payments	Operating Costs & Supportive Services	Supportive Services Only	Less: Counted more than one line	Total
<b>I. Race Categories:</b>					
White	377	96	461	(173)	761
Black/African American	133	55	130	(52)	266
Asian	16	4	24	(9)	35
American Indian / Alaska Native	67	6	73	(65)	81
Native Hawaiian / Other Pacific Islander		2			2
American Indian / Alaska Native & White		2			2
Asian and White		1			1
Black/African American and White	3	1			4
American Indian / Alaska Native & Black/African American					0
Other Multi-Racial	9	10	7	(5)	21
<b>Total Persons</b>	<b>605</b>	<b>177</b>	<b>695</b>	<b>(304)</b>	<b>1,173</b>
<b>Total Households</b>	<b>497</b>	<b>177</b>	<b>664</b>	<b>(277)</b>	<b>1,061</b>
<b>II. Ethnicity:</b>					
Hispanic	164	27	189	(65)	315
<b>III. Female Head of Household</b>	<b>62</b>	<b>14</b>	<b>33</b>	<b>(33)</b>	<b>76</b>

## HOPWA FY 2005-06 Funding and Cash Disbursements

### A. San Francisco:

#### Funding:

Activity	Per Action Plan	Program Income	Total Funding
Rental Assistance	\$3,283,000	\$0	\$3,283,000
Supportive Services & Operating Subsidies	\$3,252,283	\$89,471	\$3,341,754
Capital Projects	\$195,827	\$0	\$195,827
Subtotal – Projects	\$6,731,110	\$89,471	\$6,820,581
Project Sponsor Administrative	\$454,650	\$0	\$454,650
Grantee Administrative	\$222,240	\$0	\$222,240
Total – San Francisco	\$7,408,000	\$89,471	\$7,497,471

#### Cash Disbursements:

ACTIVITY	Prior Years Funding	2005-06 Funding	Total Disbursements
Rental Assistance	\$408,571	\$3,112,492	\$3,521,063
Supportive Services & Operating Subsidies	\$84,041	\$2,992,050	\$3,076,091
Subtotal – Projects	\$492,612	\$6,104,542	\$6,597,154
Project Sponsor Administrative	\$21,056	\$282,677	\$303,733
Grantee Administrative	\$142,319	\$48,417	\$190,736
Total – San Francisco	\$655,987	\$6,435,636	\$7,091,623

### B. San Mateo:

Activity	2005-06 Funding	Cash Disbursements		
		Prior Years Funding	2005-06 Funding	Total
Rental Assistance Program	\$290,892	\$91,396	\$192,999	\$284,395
Supportive Services	\$380,075	\$218,351	\$279,804	\$498,155
Project Sponsor Administrative Exp.	\$46,833	\$20,990	\$32,609	\$53,599
Grantee Administrative Expenses	\$22,200	\$10,905	\$16,650	\$27,555
Total – San Mateo County	\$740,000	\$341,642	\$522,062	\$863,704



**C. Marin County:**

Activity	2005-06 Funding	Cash Disbursements		
		Prior Years Funding	2005-06 Funding	Total
Rental Assistance Program	\$221,805	\$141,098	\$23,501	\$164,599
Supportive Services	\$65,063	\$30,261	\$15,375	\$45,636
Project Sponsor Administrative	\$21,592	\$15,767	\$5,291	\$21,058
Grantee Administrative	\$9,540	\$10,050	\$0	\$10,050
<b>Total – Marin County</b>	<b>\$318,000</b>	<b>\$197,176</b>	<b>\$44,167</b>	<b>\$241,343</b>

## **APPENDIX C: HOME Match Report**