

San Francisco Mayor's Office of Housing & Community Development Annual Progress Report FY 2015-2016



San Francisco Mayor's Office of Housing and Community Development

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Mayor Edwin M. Lee

Message from the Mayor

As Mayor, I continue to push forward my Affordability and Shared Prosperity Agenda that I outlined in 2014 so that all San Franciscans can share in the unprecedented level of economic prosperity our world-class city is experiencing. Central to my Affordability and Shared Prosperity Agenda is my Housing for All plan and its ambitious goal of constructing and rehabilitating at least 30,000 homes by 2020, of which at least one-third would be permanently affordable to low- and moderate-income families and at least half within economic reach of middle-income San Franciscans. Additionally, Housing for All plan includes other key initiatives of:

- Stabilizing and protecting neighborhoods and existing, at-risk rent-controlled units;
- Creating middle-income homeownership opportunities for first-time buyers;
- Revitalizing and rebuilding all of San Francisco's public housing;
- Building more permanently affordable housing, faster, by increasing funding and expanding public-private partnerships; and

Increasing the available housing stock by continuing to build new market-rate homes, especially rental units.

In 2015, we built upon the previous year's achievements and recommitted the City's staff and resources to our shared prosperity goals. My 2015 affordability directives included:

- Development of new financial resources to help fund new and rehabilitated housing, including a historic \$310 million housing bond and the accelerated availability of Housing Trust Fund resources;
- Curbing residential real estate speculation through initiatives like the Small Sites Program and increased funding for eviction defense;
- Expanding housing opportunities for the middle class by building on publicly-owned land and increasing down payment assistance options; and,
- Creating navigation tools for city services, especially online resources to help low-income and below-market renters find apartments they can afford.

MOHCD's 2015-2016 Annual Progress Report details the continued progress toward those affordability and prosperity goals and ongoing efforts to preserve our City's unique and treasured diversity. Examples of this work include, for example, conversion and rehabilitation of over 3,400 units of public housing to improved management and ownership structures as well as the continued rebuilding of 4 severely distressed public housing sites under the HOPE

SF program; increased eviction defense funding that kept people in their homes; expansion of the displaced tenant preference to include tenants displaced by Owner Move-In evictions the establishment of the Neighborhood Resident Housing Preference; expansion of the Downpayment Assistance Loan Program to enable more potential homebuyers to buy and build their financial independence through homeownership; focusing on housing our SFUSD educators in San Francisco with ballot initiatives to increase downpayment grants for teachers and co-sponsoring state legislation to enable construction of educator housing on school district land; funding the development of middle income housing; launching of a centralized resource for finding and applying for affordable housing with DAHLIA; and pushing our housing production schedule with the issuance of NOFAs and RFPs, which will bring us well over 10,000 new and rehabilitated units by 2020.

I am proud of these achievements and fully committed to doing more. Inclusive affordable housing and community development services that promote a diverse and healthy city remain integral to our unrelenting efforts to keep San Francisco a place where people of all incomes, backgrounds, and aspirations find opportunity and thrive. We thank our many partners in these efforts, and look forward with dedication to new and greater successes.

Edwin M. Lee
Mayor of San Francisco



**MOHCD Director Olson
Lee with Mayor Lee**

Message from MOHCD Director

MOHCD is working to deliver developments and units towards the Mayor's goal of 30,000 units including 10,000 units of deeply affordable housing units while also seeking to deliver housing for special populations such as seniors and transitional aged youth. During this fiscal year MOHCD, along with its development partners, have completed 320 units in 5 developments across the City. Of particular note was the closing of Phase I of the Rental Assistance Demonstration ("RAD") program. In many cities, public housing has been seen as separate from local government. If it ran poorly it was the Federal government's problem and local leaders moved quickly to distance themselves from the problems affecting their residents. This housing suffered from years of deferred maintenance because of the lack of funding from the Federal government. To address this issue Mayor Lee directed MOHCD to explore possible solutions to improve the physical quality of the housing and its ongoing operation. After some negotiations with the Department of Housing and Urban Development, the San Francisco Housing Authority, the City, and HUD agreed to a massive transformation of the public housing stock. With the City's support, the Housing Authority utilized private affordable housing developers to attract private capital, debt and equity, to rehabilitate and improve the ongoing operation of these units. The Phase I closing was an important milestone to providing extremely needy San Franciscans with sustainable, quality affordable housing. While MOHCD had many additional successes in our projects and our programs, the closing of RAD Phase I was a stellar achievement not just for the year but in the history of this office.

To learn more about MOHCD and our programs and policies, please see our website at www.sfmohcd.org

Olson Lee
Director, Mayor's Office of Housing and Community Development



About MOHCD

MOHCD'S Mission

The mission of the Mayor's Office of Housing and Community Development (MOHCD) is to coordinate the City's housing policy; to provide financing for the development, rehabilitation, and purchase of affordable housing in San Francisco; and to strengthen the social, physical, and economic infrastructure of San Francisco's low-income neighborhoods and communities in need.

MOHCD administers a variety of financing programs to enable the development and preservation of affordable housing, to assist low-income homeowners, and to help San Franciscans become first-time homebuyers. MOHCD is also responsible for monitoring and ensuring the long-term affordability and physical viability of the City's affordable housing stock.

MOHCD'S Organization

MOHCD is organized into two divisions – Housing and Community Development.

The **Housing Division** provides financing for the development, rehabilitation and purchase of affordable housing in San Francisco. Specifically the **Housing Division**:

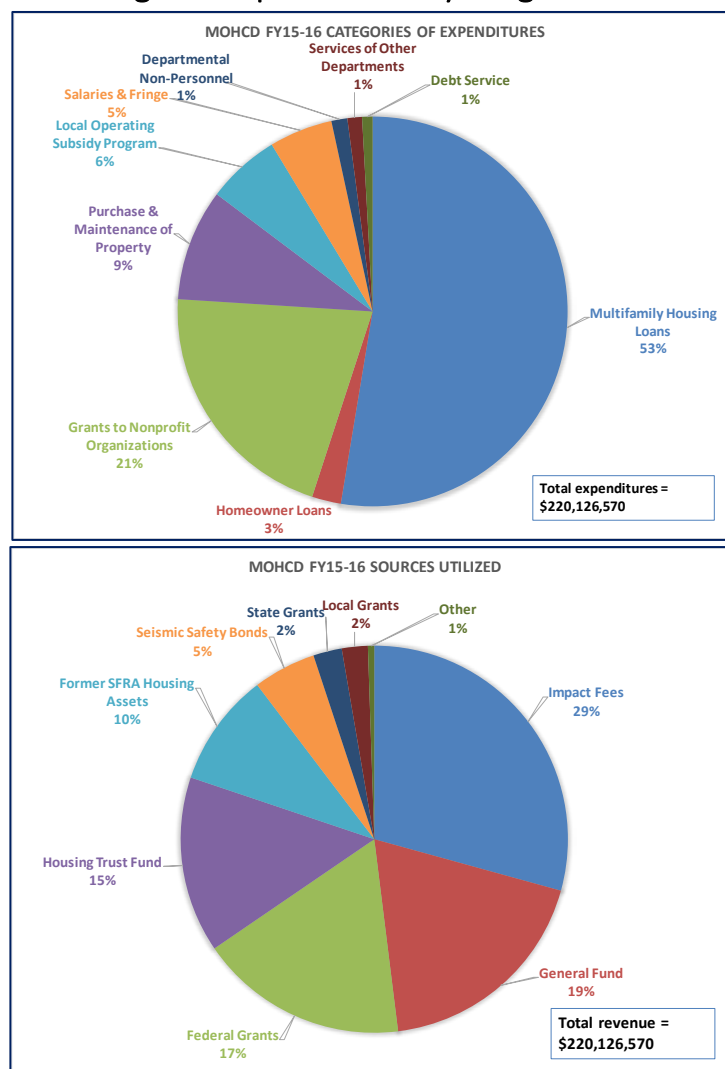
- Guides and coordinates the City's housing policy
- Administers a variety of financing programs
 - To help finance affordable housing development by non-profit and for-profit developers
 - To provide financial and educational assistance to first-time homebuyers
 - To finance housing rehabilitation costs for low-income homeowners
- Monitors the long-term affordability and physical viability of the City's stock of affordable housing under MOHCD's jurisdiction in accordance with Federal and local requirements.

The **Community Development Division** partners with the broader San Francisco community in efforts to strengthen the social, physical and economic infrastructure of San Francisco's low-income neighborhoods and communities in need. Specifically the **Community Development Division**:

- Administers several major federal programs
 - U.S. Department of Housing and Urban Development's (HUD) Community Development Block Grant (CDBG) program

- Emergency Solutions Grant (ESG) program [is this going to come out if ESG goes to the Homeless Department?]
- Housing Opportunities for Persons with AIDS (HOPWA) program
- Along with the **Housing Division**, administers the City's landmark Housing Trust Fund of 2012, which will invest \$1.5 billion in affordable housing production and housing programs over the next 30 years.

MOHCD's Annual Budget & Expenditures by Program Area





MOHCD's Guiding Documents and Advisory Bodies

2015-2020 Consolidated Plan

MOHCD's programs and goals are elucidated in MOHCD's *Consolidated Plan*, a five-year strategic plan that serves as a planning document for San Francisco's community development and affordable housing activities. The plan builds on a participatory process among residents, non-profit organizations, businesses and other stakeholders. The Consolidated Plan also serves as an application for federal funds under the following U.S. Department of Housing and Urban Development (HUD) formula grant programs:

- Community Development Block Grant (CDBG);
- Emergency Solutions Grant (ESG);
- HOME Investment Partnerships (HOME); and
- Housing Opportunities or Persons With AIDS (HOPWA).

2015-16 was the first year of MOHCD's new Consolidated Plan, MOHCD's five-year strategic plan for 2015 – 2020. In preparation for this plan, MOHCD in collaboration with the Office of Economic and Workforce Development (OEWD) conducted a thorough needs assessment, collecting data from a variety of stakeholders. Through these efforts the department strived to promote citizen participation in the development of local priority needs and objectives; and encourage consultation with public and private agencies to identify shared needs and solutions to persistent community problems.

MOHCD's approach to community engagement was multi-layered to ensure that the various sectors were provided the opportunity to raise their concerns and provide valuable insight. In addition to providing forums for residents to comment on housing and community needs for the next five years through public needs hearings and an online survey, staff consulted with public and private agencies through the following methods:

- Interviewed staff from other City departments;
- Conducted 18 service provider focus groups;
- Conducted an on-line service providers' survey, which collected data from 287 respondents;
- Gathered City departments' funding data and analyzed City funding for services; and
- Reviewed relevant plans, reports and policy documents.

The content of the Consolidated Plan is defined by a combination of federal regulation and what is most helpful for San Francisco's affordable housing and community development

stakeholders. All MOHCD resources, federal funding as well as non-federal funding, are included in the document in order to make it a comprehensive plan for San Francisco's affordable housing and community development activities.

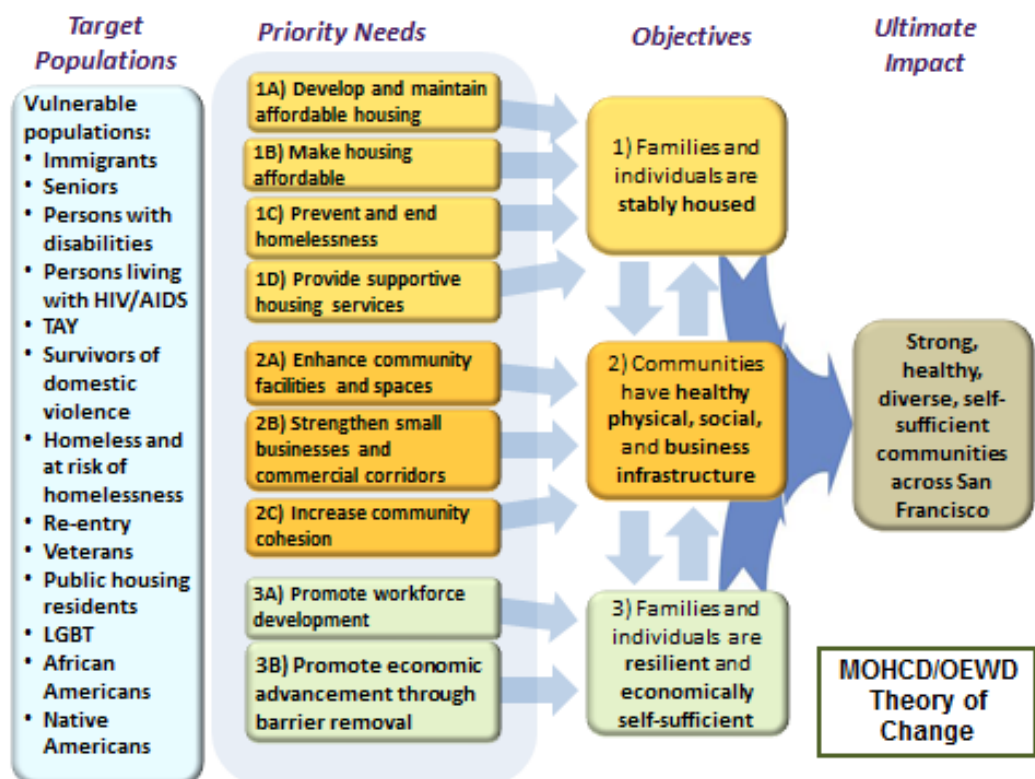
Through the strategic planning process, the departments determined that the optimum way to address the identified priority problem areas is to work towards a set of three interconnected, multidisciplinary objectives that cross program areas and utilize leveraged strategies both internally and across multiple city departments. These three objectives are:

Objective 1: Families and individuals are stably housed

Objective 2: Communities have healthy physical, social, and business infrastructure

Objective 3: Families and individuals are resilient and economically self-sufficient

Each of these three objectives is supported by a comprehensive set of goals and strategies that will guide MOHCD through the next five years with specific activities that will enable the City to move its most vulnerable populations towards the three overarching objectives. The overarching goals and strategies can be seen in the Theory of Change model below.



Citizen's Committee on Community Development

The Citizen's Committee on Community Development (CCCD) is the advisory body charged with public oversight of HUD-based funding allocations and policy matters directly related to community development efforts in the City. Five members are appointed by the Mayor of the City and County of San Francisco and four members are appointed by the Board of Supervisors. This broad cross-section of the community provides for citizen participation and oversight in the development of the HUD consolidated planning process, makes policy recommendations on the development and implementation of a comprehensive community development structure for the City, assists with the identification of community needs and formulation of program priorities, and makes annual funding recommendations on CDBG and ESG programs to the Mayor and Board of Supervisors. The CCCD members for the 2015-2016 year are as follows:



CCCD Members with MOHCD staff (left to right): Miquel Pena, Marc Vogel, Megan Rhorer, Holly Lung (OEWD staff), Dolly (OWED staff), Patrina Hall, Irene Yee Riley, Brian Cheu (MOHCD staff), Clint Loftman, Pierre Stroud (MOHCD staff). CCCD Members not pictured: Peter Cohen

Peter Cohen

Peter is an affordable housing activist and urban geographer by training who has been involved in a variety of land use, housing policy and planning initiatives in San Francisco and other parts of the Bay Area. He has served on the boards of the San Francisco Community Land Trust and the Bay Area Greenbelt Alliance, and has been appointed to several policy task forces by the San Francisco Board of Supervisors. He is currently co-director of the San Francisco Council of Community Housing Organizations and the former policy director at East

Bay Housing Organizations. Peter has a master's degree from San Francisco State University where he has also occasionally lectures in the geography and urban studies departments. Peter was appointed by the Board of Supervisors.

Patrina Hall

Patrina Hall is a low-income community advocate and a former public housing resident. She is a San Francisco native who attended San Francisco State University, earning a Bachelor Degree in Criminal Justice with an emphasis on legal studies. Patrina also completed minor studies in urban studies and planning. Patrina also holds an Associate of Science Degree in Social and Behavioral Science as well as an Associate of Arts in General Education from City College of San Francisco. Presently, Patrina is an Executive of Masters of Public Administration Candidate at Golden Gate University as well as a Juris Doctorate Candidate. Patrina has worked as a property manager for McCormick and Barron at Plaza East Apartments. In 2002, Patrina served as a focus group member in the Environmental Health Section of the San Francisco Department of Public Health, in which her duties were to conduct an assessment to evaluate the potential impact of a flooring policy of the San Francisco Housing Authority residential units. Patrina was appointed by the Board of Supervisors.

Clinton Loftman

Clinton Loftman has over 25 years of experience in real estate development, urban planning, community and economic development, and finance in the public and private sectors. He has been active in the Bay Area community, including serving on the Treasure Island Restoration Advisory Board, on the boards of The Development Fund and San Francisco Beautiful, on the BART Earthquake Safety Program Citizens' Oversight Committee, and as a judge for Stanford University's Social Entrepreneurs Challenge Competitions.

Mr. Loftman has a Masters of Business Administration in Finance from Northwestern University's Kellogg School of Management, a Certificate in Urban Design from Harvard University Graduate School of Design, and a Bachelor of Arts in English and Art from Williams College. Mr. Loftman was appointed by the Board of Supervisors.

Miquel "Mick" Penn

Miquel is the Manager of Workforce Development and Public Relations for Herrero Builders Incorporated, who is working on constructing the new California Pacific Medical Center hospital projects. Miquel works on the projects' local hire and local business enterprise programs. Prior to his current appointment on the CCCD, Miquel served for three years on the Human Rights Commission's Equity Advisory Committee. Miquel has a Bachelor of Arts in Interdisciplinary Arts from San Francisco State University. Miquel was appointed by the Board of Supervisors.

Irene Yee Riley

Irene Yee Riley is currently a member of the San Francisco Small Business Commission and previously served as San Francisco Housing Authority Commissioner. She retired from Bank of America as the Senior Vice President and Market Executive. In that role Irene managed the Bank of America community development programs in California, Washington, Oregon, Idaho and Hawaii, including the development of affordable housing and specializing in the lending to community-based organizations, affordable mortgage lending and investment in real estate development. In her capacity as Ethnic Market President, Riley worked to bring together diverse business partners, associates and community groups to ensure that Bank of America was maximizing its relationships and business opportunities within the community. She is co-chair of the San Francisco Taipei Sister City Committee, President of the Association of Asian American Bankers, Chairperson of the University of California San Francisco Asian Heart and Vascular Center Advisory Cabinet and serves on the board of directors of Chinese Culture Foundation. Irene Yee Riley was appointed by the Mayor.

Rev. Megan Rohrer

Rev. Megan Rohrer is the pastor of Grace Evangelical Lutheran Church and Executive Director of *Welcome*, a communal response to poverty in San Francisco. Pastor Rohrer was a 2014 honorable mention as an Unsung Hero of Compassion by His Holiness the Dalai Lama, received an Honorary Doctorate from Palo Alto University, was a finalist for the Lambda Literary Award in transgender nonfiction, and is an award winning filmmaker and historian. Pastor Rohrer was appointed by the Mayor.

Marc Vogl

Marc Vogl is a consultant to non-profits and a philanthropic advisor. Marc provides facilitation, planning, and coaching services to cultural organizations and funders in the Bay Area and across the country. Formerly the Executive Director at the Bay Area Video Coalition, and a program officer at the William and Flora Hewlett Foundation, Marc has served on the San Francisco Arts Task Force and Obama's National Arts Policy Committee. Marc is a trustee of the Moca Family Foundation, and Board Member for At The Crossroads, a non-profit working with homeless youth in San Francisco. Marc co-founded the San Francisco sketch comedy group Killing My Lobster and has a Bachelor of Arts from Brown University and a Masters of Public Administration from the Kennedy School of Government at Harvard University. Marc lives in the Mission District of San Francisco with his wife Megara and their inexplicably red-headed 5-year-old son Felix. Marc was appointed by the Mayor.

SoMa Stabilization Fund Citizens Advisory Committee

The SoMa Community Stabilization Fund provides grant funding for affordable housing, economic and workforce development, community cohesion, and infrastructure improvements. The Fund was created in 2006 to mitigate the impact of rapid residential development in the South of Market (SoMa) neighborhood. A seven-member Community Advisory Committee (CAC), appointed by the Board of Supervisors, meets regularly to advise MOHCD and the Board of Supervisors on expenditures of the Fund. Each seat on the CAC represents a neighborhood stakeholder group: two residents seats—one living in SoMa with her/his family and a senior or disabled resident; one representing labor; one with affordable housing expertise; one representing a SoMa community-based organization; one providing direct services in SoMa; and one with small business expertise. The CAC members in 2015-2016 were:

John Elberling - Provides direct services to SOMA families

Conny Ford - Expertise in employment development or representing labor

Allan Manalo - Representing a SOMA community-based organization

Kristian Ongoco - Affordable housing expertise and familiarity with SOMA neighborhood

Raymon Smith - SOMA resident who is a senior or disabled

Tom Temprano - Small business expertise

Vacant - SOMA resident living with her/his family

Citywide Affordable Housing Loan Committee

The Citywide Affordable Housing Loan Committee (the "Loan Committee") serves as an advisory committee to the Mayor and the Office of Community Investment and Infrastructure (OCII) Commission to make funding recommendations related to affordable housing development in San Francisco. The Loan Committee consists of the MOHCD Director, the OCII Executive Director, the Director of the Department of Public Health and the Director of the Human Services Agency or their respective designees. As a body that is advisor to and created by the Mayor, the Loan Committee is subject to the passive meeting provisions of the San Francisco Sunshine Ordinance.

Housing Program Accomplishments

Progress Toward Mayor's 30K Housing Goal

As of July 1, 2016, 11,065 units had been preserved and newly built since January 1, 2014, including 3,525 homes for low-income residents (32%). The City is thus well on its way to meeting Mayor Lee's 2014 pledge to construct or rehabilitate 30,000 homes throughout the City by 2020, with 10,000 of those homes affordable to low-income San Franciscans, and another 5,000 affordable to middle-income households.

MOHCD's contribution to this effort includes sponsorship and funding for a diversity of housing types. To date, the completed affordable housing total includes:

- 1,452 public housing units, which, with MOHCD assistance, were transferred to community-based non-profits, rehabilitated, and preserved as permanently affordable housing.
- 481 additional units of existing affordable housing, for which new resources have extended their useful lives and preserved affordability.
- 1,592 new units of affordable housing, including very low-income senior housing, family housing, and supportive housing for homeless households.

Housing Grand Openings and Groundbreakings

9/17/15

Groundbreaking Ceremony for the John Burton Foundation Housing Complex (800 Presidio Avenue)



Photos courtesy of the Mayor's Press Office



Housing toward the
Mayor's 30K Goal

10/15/15 SF RAD Phase I Event at Robert B. Pitts (1150 Scott Street)

3/2/16 Nancy and Stephen Grand Family House Grand Opening Celebration (540 Mission Bay Blvd North)



Photo courtesy of the Mayor's Press Office

4/5/16 Franciscan Towers Grand Re-Opening (217 Eddy Street)

6/10/16 Tenderloin Family Housing Grand Re-Opening (201 Turk Street)

6/25/16 Grand Opening Ceremony of Dr. George W. Davis Senior Residence and Senior Center (1751 Carroll Avenue)



Photo courtesy of the Mayor's Press Office

Notices of Funding Availability Issued

MOHCD drafted and issued two Notices of Funding Availability (NOFAs) in 2015-16, described below, to facilitate the preservation and development of permanent affordable housing for low income and homeless households in San Francisco.

The Existing Non-Profit Owned Rental Housing Capital Repairs NOFA (ENP NOFA) of 2016 was issued in April to identify qualified applicants to address the unmet needs for emergency repairs or capital improvements by providing grants or long-term residual receipts loans. Emergency repairs are needed to address items that present an immediate threat to the health, safety, and/or quality of life of the tenants. Capital improvements may be needed to maintain the habitability of the housing, to improve its marketability or to protect, expand or deepen its affordability.

In response to the 2016 ENP NOFA, MOHCD received requests for capital repair funding for 17 buildings, consisting of 613 units, in the amount of \$15,973,042. In July 2016, 14 buildings were recommended for funding in the amount of \$9,866,086. Sources of funding included tax-exempt bond proceeds, funds limited to the rehabilitation of single room occupancy units/studios within the vicinity of 350 Bush Street, and the Eastern Neighborhoods Community Improvement Funds for the Mission and the South of Market.



Dudley Apartments – ENP project

Project Name	Address	Sponsor	Recommended Amount	# of Units
16th St.	2943-2947 16th St	Mission Housing Dev. Corp.	\$737,368	8
18th St.	3434 18th St	Mission Housing Dev. Corp.	\$875,358	8
24th St.	2892-2786 24th St	Mission Housing Dev. Corp.	\$275,000	3
Capp St.	890-896 Capp St	Mission Housing Dev. Corp.	\$842,246	4
Dalt Hotel	34 Turk St	Tenderloin Neighborhood Dev. Corp.	\$583,517	178
El Dorado	150 9th St	Conard House	\$400,000	57
Garden Court Apts	1637 15th St	Mission Housing Dev. Corp.	\$1,227,154	16
Haight Street Apts	398 Haight St	Tenderloin Neighborhood Dev. Corp.	\$756,553	12
Hazel Betsey Apts*	3554 17th St	Bernal Heights Neighborhood Center	\$120,000	9
Howard Street Apts	1601-1607 Howard	Tenderloin Neighborhood Dev. Corp.	\$143,381	12
Moss	70-74 Moss St	Mission Housing Dev. Corp.	\$543,712	5
Swiss American	534 Broadway	Chinatown Community Dev. Center	\$1,400,000	66

Project Name	Address	Sponsor	Recommended Amount	# of Units
The Dudley Apts	172 6th Street	Mercy Housing California	\$1,628,625	75
Washburn Hotel	42 Washburn	Conard House	\$333,172	22

*This project used HOPWA funds due to its existing HOPWA funding

The Acquisition and Predevelopment Financing for Affordable Multifamily Rental Housing Supported by the 2015 General Obligation Housing Bond – Proposition A NOFA of 2016 (Prop A GO Bond NOFA) was issued in April to promote the creation of new permanently affordable housing for low-income and homeless households in San Francisco that is consistent with the November 2015 voter-approved General Obligation Housing Bond Proposition A. Funds in the amount of \$15 million were made available to up to three developments citywide and up to two sites in the Mission neighborhood. In July 2016, five (5) responses were received for Citywide funds and one (1) response was received for the Mission neighborhood.

Requests for Proposals/Request for Qualifications Issued

In 2015-2016 MOHCD issued four request for proposals (RFPs) or request for qualifications (RFQs) for various City-owned parcels in San Francisco as well as a request for qualifications for a nonprofit loan fund manager. Development of these City-owned sites will further the Mayor's housing goal of 30,000 units built or rehabilitated by 2020, of which 15,000 are to be affordable for low and moderate-income residents. The two sites offered through a RFP were a parcel at 1296 Shotwell near Cesar Chavez that MOHCD received through the land dedication option a market rate developer chose for its site in the Mission, and a Port-owned and an adjacent City-owned parcel in the Northeast waterfront at 88 Broadway and 735 Davis Street.



Rendering of 88 Broadway
by Leddy Maytum Stacy
Architects



Rendering of 1296
Shotwell by Herman
Coliver Locus Architects

The two sites offered through a RFQ were the Balboa Park Upper Yard (the "Upper Yard") site currently owned by the San Francisco Municipal Transportation Agency and BART, and a site MOHCD purchased at 490 South Van Ness Avenue (490SVN). The Upper Yard site has been identified as an ideal transit-oriented affordable housing site since the creation of the Balboa Park Station Area Plan in 2009. 490SVN is a site MOHCD acquired from a market-rate developer with completed land use entitlements, architectural plans and a site permit. MOHCD issued these site-specific RFPs or RFQs with community input in the development of the goals and objectives of each RFP or RFQ. Furthermore, community representatives from each of the communities in which the sites are located served on the developer selection panels to ensure a community voice in the selection of teams who would be impacting their communities. The development teams selected for the four RFPs/RFQs are:

Project Site	Developer	Property Manager	Service Provider(s)	Architect
1296 Shotwell	Joint venture of Chinatown Community Development Center and Mission Economic Development Agency	Chinatown Community Development Center	Chinatown Community Development Center	Herman Coliver Locus
88 Broadway / 735 Davis St	Joint venture of BRIDGE Housing and The John Stewart Company	The John Stewart Company	Lutheran Social Services, YMCA of San Francisco	Leddy Maytum Stacy Architects
Balboa Park Upper Yard	Joint venture of Related California and Mission Housing Development Corporation	Caritas Property Management	Mission Housing Development Corp., Lutheran Social Services, Instituto Familiar de la Raza, Mission YMCA	Mithun Solomon
490 South Van Ness Ave	Joint venture of BRIDGE Housing and Mission Housing Development Corp	BRIDGE Property Management	Instituto Familiar de la Raza, Lutheran Social Services, PODER	Forum Design

RAD

In 2015, MOHCD closed the financing for an historic transaction, the transfer of 1,422 units of distressed public housing to community-based nonprofit ownership under HUD's Rental Assistance Demonstration Program (RAD).

Fulfilling a promise made by Mayor Lee in his 2013 Re-Envisioning Public Housing Initiative, MOHCD and the San Francisco Housing Authority, together with HUD, a private lender and investor, and numerous City agencies, oversaw the closing of the first phase of RAD, which will ensure the long-term affordability and operation of almost 1,500 units serving extremely



Robert B. Pitts living room before rehabilitation



Robert B. Pitts living room after rehabilitation

Phase 1 will provide approximately \$220 million in direct construction repairs and upgrades, a value that would have taken the Housing Authority over 25 years to fund with the resources available to it.

In addition, the RAD Phase 1 agreement brings direct supportive services to households in need, in some cases for the first time ever. Services programming includes housing retention plans and individualized support; community building activities such as movie nights, game clubs, and arts classes; job readiness and training programs; direct home support services in areas such as mental health, physical health, child care, and after-school/summer programs; and educational and recreational activities, including programs on nutrition, parenting, and conflict resolution. MOHCD, services partners, tenant leaders, and the new building owners collaborate on all these efforts with a host of City agencies, including the Department of Aging and Adult Services, the Office of Economic and Workforce Development, First 5, the Department of Children, Youth, and Families, the San Francisco Police Department, the Human Services Agency, and the Department of Public Health.

During 2015-2016, MOHCD staff and its partners also finalized predevelopment work for RAD Phase 2, which completes the RAD transformation program with an additional 2,058 units and even higher levels of construction repairs, services programming, and additional resources to directly benefit the lives of current and future residents of these units.

HOPE SF

Fiscal year 2015-16 was a critical year for HOPE SF. During this year MOHCD arrived at the tipping point for the real estate-related work of HOPE SF with active work and progress that will lead to construction on all four sites in 2017. This work continues to support the Mayor's affordable housing production goals and his anti-poverty agenda. The excellent progress made during the year is a testament to the collaboration and collective efforts of many partners within the City and externally, including the HOPE SF developer partners: John Stewart Company/Devine & Gong/Ridgepoint, McCormack Baron Salazar, Mercy Housing/Related California and BRIDGE Housing; and services partners: Bayview YMCA, Urban Strategies/San Francisco Housing Development Corporation, Mercy Housing, and BRIDGE Housing. Many City partners brought resources to support HOPE SF residents, including the Department of Public Health in support of staffing wellness centers at all four sites.

Hunters View

- Phase IIa Construction Progress – As of June 30, 2016, the project is 65% complete with construction of 107 new family units, including 80 public housing replacement



Hunters View Phase 2
nearly complete

units. After the completion of Phase IIa, all of the existing Hunters View residents will be able to move into new apartments.

- Block 10 Construction Start – On November 6, 2015 construction commenced on 72 new family units, including 54 public housing replacement units, an 8,500 square foot community services hub and a childcare center to serve up to 65 children.

Alice Griffith

- Phase I and 2 Construction Progress – As of June 30, 2016 60% complete with construction of 184 new family units, including 114 public housing replacement units. The Phase 2 building also contains a 5,000 square foot community services hub.
- Phase 3A/B Construction Start – On February 26, 2016 construction commenced on 122 new family units, including 93 public housing replacement units.

Sunnydale

- CEQA Certification of the Master Plan - The Planning Commission certified the Environmental Impact Report (EIR)/Environmental Impact Statement (EIS) on July 9, 2015.
- NEPA Clearance of the Master Plan – The Authority to Use Grant Funds (AUGF) was received from HUD on September 1, 2015.
- Commencement of negotiations on the Master Developer Agreement and the Development Agreement began in Fall 2015.

Potrero

- CEQA Certification of the Master Plan - The Planning Commission certified the EIR/EIS on December 10, 2015.
- NEPA Clearance of the Master Plan – The Authority to Use Grant Funds (AUGF) was received from HUD on January 5, 2016.
- Commencement of negotiations on the Master Developer Agreement and the Development Agreement began in Fall 2015.
- Block X site control – MOHCD exercise the purchase option for the San Francisco United School District (SFUSD) site at 1101 Connecticut on April 8, 2016.

Small Sites Program

In 2015-16, MOHCD made \$14,131,848 in loans to assist two nonprofits to acquire and rehabilitate 7 properties with 30 units under its Small Sites Loan Program (SSP). Established in the 2014-15, and funded by local sources, the SSP is an acquisition and rehabilitation loan program for multi-family rental buildings of 5 to 25 units. The program was created to protect and establish long-term affordable housing in smaller properties throughout San Francisco that are particularly vulnerable to market pressure resulting in property sales, increased



**2840 Folsom Street -
Small Sites Program
project**

evictions and rising tenant rents. Under the SSP, non-non-profit and for-profit entities are able to successfully remove small sites from the market, make important capital repairs, and restrict them for long-term affordability. Please see **Appendix Table 6** for Small Sites Program revenues and commitments through Fiscal Year 2015-2016.

For her work to develop program guidelines and manage the SSP in its first full fiscal year, MOHCD's Small Sites Program Manager, Ruby Harris, was given an award by the Council of Community Housing Organizations (CCHO) at their annual event in May 2016.

Properties acquired under the SSP in 2015-16 (sorted by date of loan closing):

Property Name/Address	Neighborhood	Supervisory District	Borrower	Number of Residential Units
Pigeon Palace (2840 Folsom Street)	Mission	9	San Francisco Community Land Trust	6
380 San Jose Avenue	Mission	8	Mission Economic Development Agency	4
1353 Folsom Street	South of Market	6	San Francisco Community Land Trust	3
70 Belcher Street	Duboce Triangle	8	San Francisco Community Land Trust	5
644 Guerrero Street	Outer Mission	8	San Francisco Community Land Trust	4
1684 Grove Street	North of Panhandle	5	San Francisco Community Land Trust	3
568 Natoma Street	South of Market	6	San Francisco Community Land Trust	5

DAHLIA

In February 2016, MOHCD launched the Database of Affordable Housing Listings, Information and Applications (DAHLIA). DAHLIA is a long-term project, with multiple feature releases, to create a one-stop centralized resource for finding and applying for affordable housing. San Francisco is only one of a handful of cities nationally to have an interactive platform of this type. DAHLIA is being developed through an extensive partnership of City departments (including Department of Technology and the Mayor's Office of Civic Innovation), private sector technology leaders (including Google's Civic Bridge project), and the direct participation of housing counselors and advocates, housing developers and leasing agents, and most importantly, past applicants and current residents of affordable housing in San Francisco.

DAHLIA utilizes the best of private-sector project development methodologies, most notably the Agile development process, in which features are developed and released iteratively and independently, (meaning they become live and usable much sooner); and user-centric development, in which features are developed with user (i.e. housing applicant) input, ensuring they are adopted and useful for real people. MOHCD will continue to add platform features and housing types into the foreseeable future.

Neighborhood Preference & Displaced Tenant Preference Expansion

To address the impact of the increase of evictions on the City's rent controlled housing stock, the Mayor signed into law an expansion of the existing Ellis Act Housing Preference Program to include tenants displaced by Owner Move-In (OMI) evictions. The program was renamed the Displaced Tenant Housing Preference (DTHP) Program and it offers priority in 20% of affordable units in most new and existing City-funded housing developments. MOHCD rolled out the expanded program in May 2016 and received 32 OMI eviction applications in the first 2 months.

Increasing the affordable housing supply is critical during this time of unprecedented housing costs. In partnership with the Board of Supervisors, the Mayor adopted an affordable housing lottery preference to reach the goal of ensuring that existing low-income San Franciscans have the opportunity to avoid being priced out and stay in their neighborhoods to participate in the benefits that come with new and re-habilitated housing. The Neighborhood Resident Housing Preference (NRHP) helps the City maintain diversity in neighborhoods that without it, the opportunity to remain in the neighborhood would be out of reach. The NRHP offers priority to 40% of affordable units in most new City-sponsored housing developments going through initial sale or lease up to households from the same Supervisorial District or within a half mile of the new project. MOHCD created systems, policies and procedures to implement the program and began marketing the first development to apply NRHP in June 2016.

Downpayment Assistance Loan Program Income Limits

MOHCD's various down payment assistance programs (DALP) helped 137 households purchase their first home in San Francisco. MOHCD assisted 28 low income households earning up to 80% area median income (AMI) and 107 moderate income households earning up to 120% AMI. Two police officers received assistance from the First Responders DALP and Police in the Community Loan Program (PIC). All and all, the down payment assistance programs distributed \$7,849,740 in deferred loans in Fiscal Year 2015-2016. The maximum loan amount during this period was \$200,000.

Teacher Housing

In partnership with the San Francisco Unified School District (SFUSD) and the United Educators of San Francisco (UESF), MOHCD is working to provide educators with better access to stable housing. This partnership has agreed on three key strategies to achieve this goal: to jointly finance at least one new development in the City for educator housing; to renew the Teacher Next Door Program through November 2016 Proposition A to ensure educators can access additional down payment assistance to purchase homes in the City through a \$20,000 forgivable loan; and to increase funding for housing counseling and eviction defense to help educators navigate the housing resources available to them. MOHCD has provided \$250,000 to the collaboration of HomeownershipSF and the Eviction Defense Collaborative to provide a continuum of housing options that best meet the needs of SFUSD educators in order to attract new teachers to the district and to retain experienced teachers in a high cost urban environment. Additionally, in June 2016 in partnership with the UESF, MOHCD conducted a housing program workshop attended by over 100 SFUSD educators seeking information and resources to help them remain in the City.

During Fiscal Year 2015-16, MOHCD in partnership with SFUSD was able to support the critical housing needs of educators to help recruit and retain them in the City by:

- Putting a bond initiative on the ballot to increase Teacher Next Door down payment grants, increase down payment assistance loans, and generate development capital for middle income units.
- Fund housing counseling directed specifically to educators for eviction prevention and first time home buyer training.
- Co-sponsor state legislation, SB1413 to remove barriers to the use of school district land for housing school district employees to allow for the development of educator housing. [Legislation passed in FY 16-17.]

Lack of affordable housing for educators is severely impacting SFUSD's recruitment and retention and also the quality of the interactions that San Francisco children are having with their educators. Having educators in the communities they serve strengthens the trust and understanding of students, their families and educators. In addition to collaboration with SFUSD, MOHCD worked closely with UESF, AFL-CIO Housing Trust, AFT, and the Mayor's Office to bring additional resources to educators.

Middle Income Housing

2015-2016 brought into focus an expanded affordable housing need: even households earning between 120% and 150% of area median income could not afford market-rate rents in many neighborhoods.

MOHCD responded by including middle-income units in a pending development; accelerating its engagement with San Francisco Unified School District to build a mixed-income development designated specifically for the City's teachers; and pursuing additional resources to include more middle-income units in new developments. These efforts are in addition to the City's ongoing efforts to assist middle-income families through down payment assistance loans (DALP), and the Teacher Next Door homeownership assistance program described above.

The specific mixed-income development currently underway is 88 Broadway/735 Davis, a Port and adjacent City-owned sites that will be developed into 130 units of family housing, with 24 middle-income units affordable to households earning between 80% and 120% of area median income, and 52 senior apartments, with 7 units available to seniors at 70% of area median income.

Housing Working Group

Building on the efforts of housing stakeholders convened in 2014, Mayor Lee continued his work on housing affordability by convening a 2015 Housing Working Group. A diverse group of experts and housing market participants analyzed pressing issues and potential solutions, with a specific focus on the City's Inclusionary Housing Program and how it could be amended to increase affordable production.

In June, 2016, San Francisco voters passed Proposition C, which amended Section 415 of the City's Planning Code in multiple ways. Generally speaking, market-rate developers' on-site Inclusionary housing obligations increased from 12% to 25%. Within the new 25% of units designated as affordable was both a low-income percentage (15%) and a middle-income percentage (10%).

Proposition C also included a requirement that the City Controller and Planning Department conduct an economic feasibility study of San Francisco's Inclusionary obligations, and report back to the Board of Supervisors, with accompanying recommendations by the Planning Department. This study was underway as of July 1, 2016.



1400 Mission

1400 Mission

1400 Mission Street is an offsite Inclusionary project that offers 167 ownership units and 23 middle income rental units. The parcel was sold to Tenderloin Neighborhood Development Corporation (TNDC) and Citizens Housing by Bank of America in 2000. Developer Tishman-Speyer and TNDC partnered to create 190 affordable for- units, in 10-15 stories to meet the developers Offsite requirement of the Inclusionary Housing Ordinance for the Lumina (201 Folsom). One of the key recommendations of the Mayor's Housing Working Group is to do more to encourage private developers to fund and build affordable housing. This project is a great example of what can be achieved when developers partner with nonprofits to provide affordable units –more units, faster, and in the same growing neighborhoods. The 1400 Mission sales team, Polaris Pacific worked closely with HomeownershipSF and its member agencies- Asian, Inc., Consumer Credit Counseling Service of SF (CCCSSF), Mission Economic Development Agency (MEDA), SF Lesbian Gay Bisexual and Transgender (SFLGBT) Community Center and SF Housing Development Corporation (SFHDC) who assisted households with application preparation and packaging services to enter the lottery. The member agencies were able to accommodate the cultural, language, and geographic needs of the clients.

Three hundred fifty five households entered the lottery for 167 homes at 1400 Mission. William and Mimi Lay were the number two lottery winners and had recently been evicted because of the Ellis Act. The Lay's used their Displaced Tenants Housing Preference certificate to enter and purchase their new home. "I want to thank everyone that made this happen, from my housing counselors, to politicians who saw this need for affordable housing and worked to make it happen. This has been the way to turn a crisis into an opportunity. It's a social change." William Lay.

Housing Program Area Updates

Certificate of Preference

The COP provides preferences for persons displaced in the 1960's – 70's by the former Redevelopment Agency in the leasing and sale of housing within the former Redevelopment Agency's Project Areas or at city-wide affordable housing projects assisted with OCII and the Mayor's Office of Housing and Community Development funds. There are currently 640 active COP holders who have not used their certificate. During the reporting period, 42 COP holders were housed to secure affordable housing. Please see **Appendix Table 7** for additional details.

Affordable Housing Lotteries

This year, nearly twenty-thousand households applied for 331 units of affordable housing through the MOHCD housing lottery system. Low to moderate income hopeful homeowners submitted 2535 applications for 159 units and 16,649 very low to low income households applied for 172 rental units. MOHCD staff manually conducted 70 public housing lotteries. That is, pulling carnival tickets from a box and writing down each number pulled. Depending upon the number of applicants, these lotteries could take over 8 hours to pull and document each ticket. In FY 2015-16, MOHCD developed (in association with the development of the DAHLIA Housing Portal) an electronic lottery system. All applicants are uploaded into a Salesforce database. When the "Run Lottery" button is pressed, the database sends the applications to **random.org** to sort them in a random order. As the DAHLIA system evolves, the electronic lottery will be applied to all affordable housing opportunities. Demographics about the new below market rate rentals available by lottery in FY15-16 are detailed in **Appendix Table 8**.



MOHCD staff conducting a housing lottery

Post Purchase Homeowners Services

MOHCD provides services that not only assist in the purchase of a household's first home but activities that support homeowners sustain their investment and stay in their homes. As such, post-purchase activities not only include the monitoring of owner-occupancy required by our programs and the compliance and enforcement of such rules but also access to property rehabilitation and lead remediation programs to ensure the health of all San Francisco families. MOHCD has a mortgage assistance loan program to aid in the prevention of foreclosure and unaffordable HOA special assessments. MOHCD's comprehensive loan servicing team addresses refinancing, loan and grant pay-offs, title changes, and capital improvement requests as well as assistance to homeowners selling their units. In our

implementation of Section 415 of the Planning code MOHCD works closely with the Planning Department, the Office of Short-Term Rentals and the Assessor Recorders Office. Our non-profit partners greatly assist with the stewardship of our BMR and DALP program homeowners. HomeownershipSF provides homeownership counseling, quarterly newsletters informing owners of upcoming workshops and programmatic updates, as well as quarterly workshops on a variety of topics of interest to our homeowners. During the reporting period, there were 4 workshops for the 2015/2016 fiscal year ranging in topic from estate planning to property maintenance and attended by over 100 people.

Student Housing – Annual Monitoring

MOHCD currently monitors two Student Housing Projects. Planning Code Section 415.3(F)(2) exempts Student Housing projects from the Inclusionary Housing requirements if certain criteria is met. Project sponsors must submit to MOHCD an annual monitoring fee and report that addresses the following:

1. The Post-Secondary Institution continues to own or control the Student Housing Project for a minimum of 5 years evidenced by a lease or contractual agreement; and
2. Occupants of the living space in the Student Housing project are students in good standing enrolled at least half time or more in the post-secondary Educational Institution or Institutions.

2016 Student Housing Monitoring Assessment		
Name of Tenant	California College of Arts	California College of Arts
Property Address	Harriet Street Residences 38 Harriett Street	Panoramic Residence 13221 Mission Street
Master Lease	March 8, 2013 to July 31, 2018	December 31, 2013 plus 10 years
Total Number of Units	23 Studio Apartments	80 Units / 120 rooms
Number of Students Enrolled at least Half-time	26 (100%) Assumes double occupancy	182 (100%) Assumes double occupancy
Number of Students in Good Standing	26 (100%) Assumes double occupancy	182 (100%) Assumes double occupancy

Evictions from MOHCD-Supported Housing – Annual Monitoring

MOHCD is required to annually report the number of tenants receiving eviction notices, unlawful detainer notices filed in court, and the number of tenants who have been evicted from housing in which MOHCD has a loan agreement or lease with an affordable housing provider. This is pursuant to the January 2015 Administrative Code change made by the Board of Supervisors. Please see **Appendix Table 9** for additional information.

Community Development Updates & Accomplishments

Overview of Community Development Program Areas

The 2015-2020 Consolidated Plan includes thirteen community development program areas. Ten were retained from MOHCD's previous Consolidated Plan: Access to Housing, Eviction Prevention, Financial Education, Homeless Services, Housing Place-Based Services (HOPE SF and RAD), Legal Services, Supportive Housing for People Living with HIV and AIDS, Sustainable Homeownership, Technical Assistance and Capacity Building, and Transitional Housing and Services. Three new program areas were created: Community Building and Neighborhood Planning, Foundational Competencies, and Service Connection. Please see **Appendix Table 10** for a summary of the community development program areas, their 2015-2016 goals and accomplishments. Please also see **Appendix Table 11** for a list of the community development grantees.

In addition to these services program areas, the community development division administers programs in Housing Development and Capital Improvements to Community Facilities/Public Space Improvements. MOHCD also provides support for the South of Market Community Stabilization Fund and its Community Advisory Committee.

Below are updates on some of MOHCD's highlighted community development program areas.

Access to Housing

Grantee agencies provide housing placement and access to rental housing services to individuals with special needs such as monolingual non-English speakers, people with disabilities, elderly, and the homeless, veterans, disconnected LGBT individuals, transitional age youth, re-entry populations, and survivors of domestic violence. Activities include providing information regarding local affordable housing systems, identifying suitable rental opportunities, identifying barriers to eligibility and providing financial education and coaching, and assistance completing and filing applications for rental housing.

Bill Sorro Housing Program (BiSHoP)

The Bill Sorro Housing Program (BiSHoP) is a community-based program of the Veterans Equity Center (VEC) committed to addressing housing related issues for low to moderate income families, individuals and families. Its program consists of staff and a group of dedicated volunteers including students, social workers, attorneys, community advocates,



BiSHoP's namesake Bill Sorro

legal workers, and other service providers from various backgrounds who collaborate in educating the community on pertinent housing issues as well as provide tenant counseling to extremely low to moderate income San Francisco residents and workers with specific housing problems. BiSHoP serves over 800 households in need of housing services who live or work in San Francisco, providing multilingual services in Cantonese, Tagalog and Spanish. Accomplishments in 2015-2016 include serving over 1,000 clients, including assisting with 425 housing applications, providing housing counseling to 1,130 people and providing financial education to 606 clients.

Community Building and Neighborhood Planning

The goal of this program area is to promote the development of social capital and sustainable healthy communities, and to support neighborhood-based capacity building efforts that encourage strategic planning and resident engagement to address collective needs and priorities. Funded programs may promote resident involvement and leadership in strategic planning and civic engagement, coordinate and convene community-based organizations and residents to promote community building, identify community assets, and maximize sharing of information and resources.

Communities United for Health and Justice

A great example of work supported through this program area is Communities United for Health and Justice (CUHJ), a multi-agency collaborative focused on the Excelsior and Oceanview-Merced-Ingleside (OMI) neighborhoods. In 2015-16, CUHJ provided a variety of critical, neighborhood-based services. Each partner agency plays a different role in this effort. Accomplishments in 2015-2016 include training and getting over 192 residents civically engaged in community issues; educating 138 community members on alternative economy models, 15 of whom have been actively participating in developing two cooperatives; hosting a District 11 People's Economic Summit with over 100 participants where resident action teams were created in the areas of Jobs/Workers Rights, Affordable Housing and Youth Empowerment, and providing service connection case management to 65 clients and educating 23 clients on worker's rights and referring them to legal services.

- **Chinese for Affirmative Action (CAA)** serves as the lead coordinator for the collaborative and engages 25 Chinese Limited English Proficiency (LEP) immigrants to solicit information and feedback on various topics that directly impact low income, LEP, immigrant communities.



CUHJ's 2015
Recommendations for
District 11 Report

- **Filipino Community Center (FCC)** takes the lead in providing holistic employment-related services to over 90 Filipino immigrant and low wage workers through case management, information and referral and provides workshops for over 100 individuals in the neighborhood.
- **Bernal Heights Neighborhood Center (BHNC)** addresses barriers to employment with a special focus on immigrant and undocumented communities.
- **People Organizing to Demand Environmental & Economic Rights (PODER)** provides intensive, deep skills learning sessions around cooperatives and the solidarity economy.

Visitation Valley Service Providers Collaborative

This collaborative is an example of the Community Development division's approach towards bringing together community partners and neighborhood stakeholders to create new solutions to the challenges facing San Francisco's low-income residents. The collaborative was started by MOHCD staff in the summer of 2012, when the department recognized the need for greater coordination between service providers in the wake of a wave of homicides in the neighborhood, and in anticipation of the massive Sunnydale HOPE SF redevelopment project. The group has met at least monthly for the past four years, and now meetings are usually attended by 40 individuals, representing at least 25 different agencies (including nonprofits, government, school district, faith community, resident councils, as well as individual residents).

The transformation of the Sunnydale public housing development through the HOPE SF initiative is about to become a reality, with groundbreaking scheduled for December 2017. This massive neighborhood transformation can now happen in coordination and partnership with a vibrant and healthy collective of service providers and neighborhood stakeholders.



Photo courtesy of Visitation Valley Service Providers Collaborative



Mission 2020 community meeting at Buena Vista School

Mission 2020

In early 2015, community organizations and City staff began to meet regularly to identify the universe of complex challenges facing the Mission and undertake the laborious process of determining feasible actions. A core group of community groups—MEDA, Dolores Street Community Services, Mission-SRO Collaborative, Cultural Action Network, SF Tenants Union, Calle 24, Pacific Felt Factory, and representatives from the Plaza 16 Coalition — and long-time neighborhood activists regularly participated in monthly meetings with City staff. The goal was to collectively tackle displacement and gentrification in the neighborhood.

MOHCD's Community Development division focused on tenant protections, determining which programs and funding mechanisms were needed to create or to be expanded in order to keep existing Mission residents in their homes. MOHCD convened a bi-monthly group of eviction prevention and housing access providers to provide input and suggestions as to the most appropriate solutions to the eviction crisis. The following programmatic solutions were recommended, for implementation in FY 16-17:

- Expand existing services that help residents gain access to housing.
- Expand culturally responsive tenant counseling programs.
- Create/expand community education campaign for residents at risk of eviction.
- Increase legal representation for tenants who face unlawful detainer lawsuits filed to remove the tenant from the rental unit, as well as other legal actions that may lead to eviction.
- Minimize evictions from affordable housing.
- Expand analysis of eviction data.



Excelsior Works! Helping a client at an employment fair

Excelsior Works!

Another related example of the work funded through the Community and Neighborhood Planning Program Area is "Excelsior Works!" This community-based collaborative co-locates multiple agencies in one District 11 space to provide employment-related skill development and workforce referrals. Co-location makes a range of credible, culturally-competent services more visible, welcoming, and accessible to disconnected residents, and has increased the linguistic capacity of the participating agencies which include Chinese Progressive Association, Filipino Community Center, Bernal Heights Neighborhood Center, Chinese for Affirmative Action, the OMI and Excelsior Beacon Center, PODER and SF Rising.

In 2015-16 Excelsior Works! Opened its doors at 5000 Mission Street, and will provide over 150 unduplicated clients each year with connection to needed social services including case management, workforce development opportunities, educational and/or skill building workshops, childcare summer activities, after-school programs, housing, healthcare, and financial education and other needed services.



Homeless Children's
Network Youth Leadership
Committee members

Homeless Children's Network

Another example of a neighborhood planning and capacity building initiative funded by MOHCD is the Homeless Children's Network Youth Leadership Committee. The project works to develop and strengthen diverse youth voices as community leaders, and to deepen the partnerships among youth-serving agencies, particularly in the Tenderloin, in order to build their capacity. In 2015-2016 this project engaged fourteen youth in this intensive leadership development process, developed and distributed a new Youth Leadership Curriculum to partner agencies, and facilitated many community events and opportunities for youth to develop their leadership and advocacy skills. Indeed, one of the original youth members developed the skills and capacity to become employed as the project coordinator.

Eviction Prevention

Through this program area MOHCD funds tenant counseling, legal services, rental assistance and other services to prevent evictions and stabilize the housing of low-moderate income San Francisco residents.

These services have as their goals: avoiding eviction; resolving landlord tenant conflicts, resolving habitability or accessibility issues; assisting with recertification, rent calculation and eligibility issues for tenants of subsidized/public housing; resolving housing discrimination issues; and helping residents move into more stable housing, including providing move-in assistance to those at imminent risk of homelessness.



Eviction Defense Initiative

Full Representation Eviction Defense Initiative

2015-16 marked the second year of our Full Representation Eviction Defense program. This was a new funding approach which emphasized full legal representation through every stage of the process by nonprofit staff attorneys. MOHCD funded three collaboratives to perform this work in 2015-16: 1) Eviction Defense Collaborative/AIDS Legal Referral Panel, 2) Bay Area Legal Aid/Justice and Diversity Center/Legal Assistance to the Elderly, and 3) Asian Pacific Islander Legal Outreach/La Raza Centro Legal/Asian Law Caucus. In 2015-16 this program

supported full legal representation to 1,170 individuals. 957 of these residents were able to avoid eviction through these services.

As an example of a family helped by this program, a single mother and her dependent adult child, both with chronic health conditions, were given a very questionable eviction notice to pay rent or leave. She visited the Eviction Defense Collaborative (EDC) with the eviction notice because the landlord was suing her to get out. The client claimed she had paid rent, except for an amount that was legitimately withheld because she was living in a home with defective conditions. The EDC challenged the lawsuit because both the original and a subsequent amended version were procedurally defective. The EDC then responded to the lawsuit to prove that the basis of the eviction was unfounded. Settlement negotiations were unsuccessful, so EDC prepared for trial. The case settled on the day of trial and EDC's client was allowed to stay in her home. When clients have full legal representation, many more cases are settled with a favorable outcome for the resident.



Eviction prevention action

In addition to legal services, another important component of MOHCD's eviction prevention strategy is tenant counseling, education and outreach. Causa Justa::Just Cause (CJJC) and Housing Rights Committee (HRC) are tenants' rights organizations whose counselors assist tenants (including public housing tenants) in resolving conflicts with their landlords, resolving habitability and discrimination issues, and coordinating with a network of tenant attorneys to prevent evictions. Additionally, CJJC and HRC educate San Francisco tenants through Know Your Rights workshops, organizing tenants of residential buildings, and outreach events. In 2015-16 these agencies provided over 1,100 low-income residents with counseling services and intensive case management. Additionally, the Housing Rights Committee have staff that specialize in working with residents of public housing, including those going through the RAD transition. HRC staff provided counseling and case management to over 500 public housing residents, ensuring that they could maintain their housing and successfully transition to tenancy under new property management in the RAD properties.

Causa Justa

Supported by Causa Justa, Juan Manuel successfully defended himself in an unlawful detainer case filed against him by the master tenant meaning he will not be evicted from his Mission district home. "I feel great! Relieved," said Juan Manuel. "When this kind of thing happens you have to move fast. You just can't fold your hands and give up. You have to fight for yourself and your rights." Juan Manuel came into the agency's Mission district offices after being harassed and threatened with eviction by the master tenant. Juan Manuel has lived in the Mission district home with his wife and 3-year-old child for two years. Causa Justa helped Juan Manuel understand his rights and write a letter to the master tenant in order to



Juan Manuel after his successful case

document the harassment and decrease in services. A month later Juan Manuel came back because the master tenant filed a notice of unlawful detainer. Causa Justa immediately referred him to the Eviction Defense Collaborative. Jose Manuel and his attorney went before the judge and he won his case, allowing him to stay in his home. Says Juan Manuel: "You have to move fast, organize your paperwork and find a place that helps you ... and Causa Justa is very accessible."

Since the year 2000, Ellis Act evictions have been fueled by San Francisco's skyrocketing real estate market. Investors can use the Ellis Act to buy building with below-market rents due to rent control, evict tenants, and then renovate and sell the properties as Tenancies-in-Common. Some owners instead keep the unit vacant or as short-term rentals for the five-year vacancy period with the intention to rent at market rates thereafter. The vast majority of tenants who receive Ellis Act eviction notices are senior, disabled, or both. They usually have lived in their units for 5-15 years.

By supporting legal services for tenants faced with Ellis Act evictions, MOHCD ensures that they have effective representation and increase their ability to stay in their homes or negotiate a "soft landing" which gives them time and resources to find suitable new housing. In 2015-16 MOHCD supported the Tenderloin Housing Clinic (THC) to provide comprehensive tenant representation in Ellis Act and Owner Move-In (OMI) evictions. THC represented 177 clients, many of whom continue to be represented by THC today.

Financial Education

Projects funded through this program area provide individualized financial education counseling, basic banking services, predatory lending alternatives, and/or financial coaching services, to assist individuals to achieve self-sufficiency and improved financial security.

The core services provided to all clients include the following activities:

- Full client intake, needs assessment and triage for financial crises
- Creation of a budget, debt reduction, credit improvement and savings plan
- Benefits screening for public benefits
- Screening for appropriate financial products (checking and savings, credit building products, affordable loans)
- Scheduling follow-up appointments
- Ongoing coaching services



**BALANCE staff and clients
from HOPE SF Sunnydale
public housing**

Financial Counseling Integration Pilot

MOHCD coordinated with the City's Office of Financial Empowerment (OFE), HOPE SF, Human Services Agency, and Office of Economic and Workforce Development to fund and administer this city pilot program, starting in 2015-16. Through the program, the City works with BALANCE's Smart Money Coaching program to connect residents with free access to professional financial coaches co-located at the non-profit and City agencies where they receive housing and workforce services. Coaches work one-on-one with clients over multiple appointments to conduct financial triage, assist with goal-setting, and establish actionable plans to increase capacity in money management, improved credit, decreased debt, safe and affordable banking relationships, and building savings. Integrating high quality financial coaching into social service delivery has been found to both improve the financial stability of residents, and to achieve more effective and efficient outcomes for the program that is hosting these financial services. In the first eighteen months of this pilot program Smart Money Coaching helped over 700 families achieve over 300 client-identified financial goals and priorities.



MAF staff and clients

Mission Asset Fund

MOHCD has been funding this innovative program since 2009. Lending Circles is an award-winning credit-building social loan program that builds on the age-old practice of neighbor helping neighbor. Lending Circles helps participants build credit, pay down debt, increase savings, and finance critical expenses like education, citizenship, and security deposits. With the support of MOHCD, Mission Asset Fund (MAF) provides Lending Circles to hundreds of Bay Area clients each year in partnership with a dozen local nonprofits. One client used her 0% interest loan to expand her popular Farmers' Market stand into a successful Mexican restaurant in the heart of Bernal Heights, all while building a credit history. José A. Quiñonez, Founder and Chief Executive Officer of MAF was recently awarded a Macarthur "Genius" Fellowship for his work pioneering this model. MOHCD is proud to have been a longtime funder of this innovative program.

Foundational Competencies

The new Foundational Competencies program area is designed to help prepare residents for sector-specific job training, employment and/or post-secondary education. Foundational competencies are those which provide the foundation for success in school and the workplace, and include personal effectiveness (also known as "soft skills"), academic skills (including achievement of high school diploma, GED, and/or enrollment in post-secondary

programs) and job readiness (including removing barriers and providing skills which make an individual ready and eligible to enroll in a city-funded sector academy, or for placement in unsubsidized employment).

Homeless Services

Although permanent housing is the primary goal for people who are homeless, interim housing is a necessity until the stock of housing affordable to people with extremely low incomes can accommodate demand. Interim housing should be available to all those who do not have an immediate option for permanent housing, so that no one is forced to sleep on the streets. In order to assist homeless individuals and families, MOHCD invests in emergency shelters, offering wrap-around support services.



Clients of Mission
Neighborhood Resource
Center

Housing Development

Housing Development Grants increase affordable housing opportunities for low and moderate-income residents by developing affordable housing through improvement, rehabilitation or preservation.



GRID Alternatives
installing solar panels

GRID Alternatives

MOHCD in partnership with GRID Alternatives brings energy efficiency and cost savings to low income homeowners. GRID Alternatives has developed a model to make solar PV technology practical and accessible for low-income communities that need the savings and jobs the most, yet have the least access. MOHCD made a housing development grant to support roof repair and replacements that allow for solar roof top installations. Beyond family savings, each installation brings environmental impacts. For instance, this installation will have the following impacts over its lifespan: 1) \$24,500 in energy cost savings, 2) 50 tons of harmful greenhouse gas emissions prevented (the carbon offset equivalent of planting 1,175 trees)

Housing Place-Based Services

This program area focuses on service delivery to residents in affordable housing and public housing, such as the HOPE SF projects and the RAD projects described in the Housing Development portion of the report. Please refer to those sections for a fuller description of this program area.

Legal Services

Projects funded through this program area provide services that address specific barriers to economic self-sufficiency, through professional legal services and employment rights

education. These services may address barriers and issues including immigration status, domestic violence and personal safety, employment rights, benefits advocacy, consumer rights and legal protections, and issues of discrimination.



SF Immigrant Legal Defense Collaborative action on the steps of City Hall

Unaccompanied Minors Initiative

In 2015-16, MOHCD funded the first full year of services through the San Francisco Immigrant Legal Defense Collaborative (SFILDC). It was the first collaborative network of its kind to address the issue of unaccompanied minors arriving in the Bay Area, fleeing issues of violence and persecution in their home countries and arriving with no support systems or means of advocating for themselves. SFILDC provides high-quality, culturally competent deportation defense on behalf of these immigrant children and their families before the San Francisco immigrant Court. SFILDC continues not only connecting children and families to immigration attorneys, but developing collaborative systems and criteria for intake and referrals, legal case review, technical assistance as well as capacity building for the use of technology to increase efficiencies amongst partners to track legal case referrals, connections and outcomes. The collaborative consists of 13 different nonprofits, all with expertise in the area of immigrant legal defense. Included are groups such as the CARECEN, Bar Association of San Francisco, Asian Pacific Islander Legal Outreach, the Immigrant Legal Resource Center, Legal Services for Children, La Raza Centro Legal, and Pangea. All partners have been actively participating in all of the network's activities, trainings and legal roundtables. Each attorney carries a caseload of 30-40 cases annually with a total of 300-400 cases receiving representation each year. In 15-16 the collaborative served 440 individuals, far above the annual goal of 200; the collaborative similarly outperformed in terms of legal representation, where it provided representation for 410 individuals having estimated that it might serve 175 people at the beginning of the year.

Service Connection

Through this new program areas, MOHCD supports projects that provide both intensive case management and serve as intermediaries to a network of social services through referrals and linkages. Service Connection is designed to connect people with additional support, address the whole range of a person's or family's needs, and help people build their capacity to improve their lives and move toward self-sufficiency. Many of our service connection programs focus on specific vulnerable populations, neighborhoods and communities.

Supportive Housing for Persons Living with HIV and AIDS

Through this program area MOHCD supports supportive services, case management, and operating costs for long-term facilities that serve people with HIV/AIDS, and also provides deep rent subsidies for persons with HIV/AIDS, along with housing advocacy/case management services.

Several notable trends have important implications for addressing the housing needs of individuals living with HIV and AIDS in San Francisco.

- Housing in San Francisco has become increasingly expensive, exceeding the values established by HUD's Fair Market Rents (FMR) and making it difficult for subsidy programs to be implemented effectively.
- There are significant numbers of individuals who are aging while living with HIV/AIDS. In San Francisco, 55% of men living with HIV/AIDS and 51% of women are over fifty years old, and 69% of HIV positive transgender individuals are more than forty years old. Older HIV+ populations face health issues related to aging along with HIV disease.
- Many of those who are newly diagnosed with HIV are homeless.
- Persons with HIV/AIDS are living longer and have more stable health status due to antiretroviral therapy, and as a result, facilities offering higher levels of care, such as RCFCIs, may experience a change in the type of demand for these services. RCFCIs may be needed for support during acute and temporary cases of illness, after which patients can return to independent living.

The face of HIV/AIDS epidemic has changed in San Francisco, thanks largely to more effective treatments for the disease. While certainly positive, such changes have had a challenging impact on RCFCIs (Residential Care Facilities for the Chronically Ill), a type of skilled nursing facility for HIV+ individuals once considered almost exclusively the domain of end of life. Clients rarely left those facilities on their own, but now once stabilized, can sometimes be cleared for discharge. The problem, however, is that without adequate options in the current housing climate those clients are understandably reluctant to leave, and with the help of sympathetic advocates, are often able to successfully fight discharge on tenancy grounds. Fulfilling one of the primary project goals of the current San Francisco HIV Housing Five-Year Plan (finalized in December 2014), MOHCD has created a process to move current residents of RCFCIs who no longer need the services of a skilled nursing facility to a range of "step-down" housing options, allowing RCFCI beds to be used by prospective clients who fully need more intensive medical support. Launched through an independent study commissioned through the Institute of Aging (IOA), MOHCD convenes a coalition of RCFCI operators, professionals for socio-medical assessment (through the IOA Community Living

Fund), housing providers, and independent advocates for a monthly RCFCI Case Management meeting to strategize all facets of relocation for clients deemed eligible for discharge.



**Maitri Compassionate
Care resident**

Maitri Compassionate Care

Maitri provides compassionate residential care to men and women in need of hospice or 24-hour care that is dignified, non-judgmental and unconditional. Maitri is the only AIDS-specific residential care facility in California focusing on the underserved community of those dying of or severely debilitated by AIDS. Maitri is a recognized leader in residential care for people living with AIDS, and in the past few years health officials from across the world have visited to learn from Maitri's model, as they plan similar facilities in their countries. Through MOHCD's funding, Maitri provided respite housing or hospice for 45 persons living with HIV/AIDS in 2015-16. Services included nutritious, home cooked meals, 24-hour nursing care and activities to promote community, spirit and personal well-being. Residents were provided links to nonprofit providers to ensure connection to social, medical and community resources.

Sustainable Homeownership

Projects funded through this program area provide counseling and education to prospective first time homebuyers. Services include credit counseling, budgeting, savings, local program application assistance, and mortgage qualification. Grantees are HUD-approved housing counseling agencies who follow the National Industry Standards for Homeownership Education and Counseling.

Grantees also provide legal services and mortgage counseling and education to homeowners to ensure their rights are being protected under the State of California Homeowner Bill of Rights and other consumer protection laws. Typical services include loan modification negotiation, foreclosure rescue scam and predatory lending awareness workshops, representation of clients with clear mortgage fraud HOBR violations, technical assistance to San Francisco HUD approved housing counseling agencies.



**HomeownershipSF
workshop**

HomeownershipSF – Sustainable Homeownership Program

HSF's five partner agencies (Mission Economic Development Agency, BALANCE, SF LGBT Community Center, San Francisco Housing Development Corporation, and Asian, Inc.) work collaboratively to serve as a centralized resource for affordable homeownership opportunities. The agencies provide pre-purchase First-Time Homebuyers workshops that cover many topics essential for anyone considering the possibility of buying housing in San Francisco, such as how much home you can afford, how to qualify for a mortgage, and how

your credit report affects your ability to borrow. HSF also coordinates and facilitates educational workshops on sustaining homeownership and avoiding foreclosure. Additionally, it provides free counseling services to help homeowners know their options and take action, while stressing the importance of avoiding potential scam artists. Accomplishments in 2015-2016 include providing pre-purchase education counseling to 3,860, resulting in 154 homeowners created, and providing post-purchase education and counseling to 204 existing homeowners to support long-term successful, default-resistant homeowners.

Technical Assistance and Capacity Building

Through this program, resources are strategically leveraged to strengthen the capacity of grantee organizations and their staff, to foster increased cooperation, collaboration, efficiency and the sharing of best practices among groups of service providers, and to facilitate neighborhood and community planning by networks of services providers. Through grants to technical assistance providers, grantee organizations are able to access consultants and experts in nonprofit management through workshops and trainings, direct technical assistance, consulting and other formats.



Housing Rights Committee staff

Nonprofit Displacement Mitigation Program

This innovative program provides services to support nonprofits facing permanent displacement, or those previously displaced, or with lease renewals at substantially higher rates amidst a volatile real estate market. The technical assistance (TA) services and financial assistance (FA) grants are made possible through funding from MOHCD.

The program deploys a variety of tools to help stabilize nonprofits, including the Nonprofit Displacement Mitigation Fund. In order to expedite the technical assistance services and financial assistance support for organizations in need, the City selected the Northern California Community Loan Fund (NCCLF) in partnership with the Community Arts Stabilization Trust and Urban Solutions to manage the recent financial awards through a competitive process.

In 2015-16, NCCLF awarded financial assistance funds of up to \$75,000 to 12 organizations, including Asian Neighborhood Design, Eviction Defense Collaborative, Housing Rights Committee, Latino Community Foundation, Nihonmachi Little Friends, Our Family Coalition, San Francisco Bike Coalition, Society of St. Vincent de Paul, St. James Infirmary, Tandem Partners in Early Learning, TGI Justice Project, and Vietnamese Youth Development Corp. In addition, NCCLF provided seed grants of up to \$30,000 to 6 additional organizations, including

Bay Area Legal Aid, EARN, New Door Ventures, SMART, Tenants Together, and Working Solutions.

In addition, NCCLF provided technical assistance services for organizations most at-risk of displacement within the next 12 – 18 months, or have been displaced but haven't secured a new stable site. Technical assistance services include financial planning, space planning, identifying/evaluating, potential sites, negotiation leases or purchase agreements, developing construction budgets and project timelines, and analyzing potential funding sources. In FY 15-16 NCCLF provided TA to 26 different organizations, including organizations such as the AIDS Emergency Fund, At the Crossroads, Eviction Defense Collaborative, Mission Child Care Consortium, Western Addition Community Technology Center, CATS, Senior and Disability Action, and Urban Solutions.

Transitional Housing and Services

MOHCD supports individuals who need transitional housing and supportive services, in particular focusing on women who are emerging from domestic violence situations, by providing ongoing operating support and case management services to domestic violence shelters and transitional housing providers focusing on this population.

Complete Neighborhoods Initiative

The Complete Neighborhoods Program (CNP) is an exciting new initiative begun in 2015-16 which funds publicly accessible community improvement projects in neighborhoods that are expected to experience increased residential growth. Funding is made available through Proposition C, a housing funding measure passed voters in 2012. The Complete Neighborhoods Grant Program makes it possible for new residential development to be a catalyst for bringing more community improvement projects to their surrounding neighborhoods, in order to benefit all neighborhood residents. Program objectives include 1) fostering stronger relationships between residential developers, community-based organizations and neighborhood groups and 2) supporting environmental and service improvements in neighborhoods experiencing residential growth.

Capital Improvements to Community Facilities and Public Space Improvements

MOHCD is the primary City agency that funds the rehabilitation or new construction of non-profit facilities that predominately serve low-income families and individuals. Because of the scarcity of funding for this kind of support, and given the priority many nonprofits place on supporting programs rather than capital improvements, MOHCD is committed to continuing

to use CDBG funds to fill this gap through its community facility capital improvements program. These funds have been used to cover the costs of tenant improvements that allow service providers to expand existing services, and to construct new facilities. In addition to protecting and expanding services, capital funds are used to ensure that these facilities are accessible to all and meet health and safety standards.



Dr. George W. Davis Senior Center

Bayview Hunters Point Multipurpose Senior Services

With \$200,000 in CDBG grant funds administered through MOHCD, Bayview Hunters Point Multipurpose Senior Services was able to complete and equip its 3,000 square foot kitchen space at the new Dr. George W. Davis Senior Center, located at 4800 Third Street. The improvements included new ovens, a tilt table, steamers, refrigeration, dishwashing and prep areas making the space functional. The new kitchen has been operational since June 25, 2016, and provides over 600 meals/ day, as well as catering services.



Renaissance Entrepreneurship Center

Renaissance Entrepreneurship Center

With \$140,000 in CDBG grant funds administered through the MOHCD, Renaissance Entrepreneurship Center, located at 2756 5th Street, was able to modernize its rear elevator to meet ADA requirements. The scope of work included, new hydraulic pump, hydraulic lift piston for the elevator car and power supply. Also included was new main car station (interior call buttons) and new hall stations on floors B-4. The existing elevator car and doors remained, and work was completed in June 2016.



The Women's Building

Dolores Street Community Services

With \$258,976,000 in CDBG grant funds administered through MOHCD, Dolores Street Community Services was able to renovate an unused kitchen on the second floor of the Women's Building, located at 3543 18th Street. The kitchen rehab allowed the agency to provide meals 7 days a week for guests in their emergency shelters and supportive housing programs. The improvements included installation of a new industrial strength stove top, oven, hood, refrigerator and freezer as well as upgrading the plumbing and heating and cooling systems. Both the kitchen and other areas of the Women's Building were made to be ADA accessible including bathrooms and entrance/exits.



Wu Yee Children's Services Center

Wu Yee Children's Services

With \$45,000 in CDBG grant funds administered through the MOHCD, Wu Yee Children's Services located at 700 Velasco Street completed installation of three new roof top heating, air conditioning and ventilation units and new roof mounts and associated electrical wiring and condensation drain lines. The interior work consisted of new programmable thermostats and duct cleaning.



Boys and Girls Club in the Bayview

Boys and Girls Clubs of San Francisco

With \$42,500 in CDBG grant funds administered through the MOHCD, the Boys and Girls Clubs of San Francisco Willie Mays Clubhouse 195 Kiska Road completed improvements to its HVAC system with new mechanical equipment replacement. All repairs resulted in more positive and user-friendly spaces.

SOMA Stabilization Fund

San Francisco's South of Market Neighborhood is a vibrant and diverse community that has served as a hub of development over the last several decades. Historically, it was an industrial working class neighborhood and has been home to many low-income and immigrant residents, as well as the organizations and businesses that serve them. While the neighborhood has been shifting since the 1970's with the construction of Yerba Buena Gardens and Moscone Center, the last decade has brought heightened change to the area which has been a magnet for the city's biotech and internet businesses and employees. Today, a glance at SoMa's census tracts as well as a walk down Mission Street from the Embarcadero to Division Street will paint a picture of how the lowest income San Franciscans are living and working right next to the city's top earners.

In response to the rapid development that was occurring in the neighborhood, the Board of Supervisors (BOS) established the South of Market Community Stabilization Fund in August 2005 to provide community stabilization benefits to SoMa. This legislation imposes a SoMa community stabilization impact fee on residential development in the Rincon Hill Area to provide benefits to vulnerable populations in SoMa, including affordable housing, economic development, community cohesion and infrastructure improvements.

The SoMa Fund is administered through the Mayor's Office of Housing and Community Development (MOHCD) which staffs a Board of Supervisors (BOS)-appointed Community Advisory Committee (CAC) to advise the BOS and MOHCD on expenditures from the Fund. Since its inception, the Fund has made over fifty (50) grants for services to agencies that serve the South of Market neighborhood.

Below are two examples of the SoMa Fund's investments:

The **SoMa Community Council (SCC)** is a neighborhood collaborative that was created to convene SoMa stakeholders in developing collaborative leadership and strategies to address neighborhood stabilization issues in SoMa. The SCC meets once a month to gather SoMa service providers to discuss the most pressing challenges facing the vulnerable populations that they serve. These challenges are then communicated to MOHCD and the CAC for The SCC also serves as a governance body for small community action grants provided by the SoMa Fund. This program provides funding opportunities for SoMa resident- and/or worker-initiated projects that build community cohesion.

The **SoMa Youth Collaborative (SYC)** is a partnership among an expanding group of non-profits including United Playaz, City Crossroads and West Bay. SYC exists to ensure SoMa is a safe, inclusive, and nurturing environment for SoMa kids to thrive. They work toward this vision by coordinating their efforts, leveraging resources, improving services, and acting as a voice for youth and families. SYC assists more than 300 children and their families each year. This partnership provides our community with a full spectrum of services including academic and cultural activities, and sports and recreational activities. SYC focuses on supporting Bessie Carmichael School/Filipino Education Center by connecting the school to local service providers, city agencies, and the thriving business community in SoMa to ensure that youth are adequately supported.

Other Program Area Updates

Prop A General Obligation Bond

In November 2015, the Affordable Housing General Obligation Bond (Bond) was passed by voters with the goal of helping to make San Francisco a more affordable place for residents to live. The Bond was proposed by Mayor Lee and San Francisco Board of Supervisors and approved by 74% of voters in the November 2015 election. The Bond is a component of the Mayor's plan to construct or rehabilitate 30,000 homes throughout the City by 2020, with half available for low and middle income San Franciscans.

The Bond will relieve housing market pressure by:

- Investing in neighborhoods;
- Developing and acquiring housing for a broad population, from families to seniors; transitional-aged youth to single working adults; and veterans to disabled households; and,
- Meeting the need through a range of activities, including new multi-family construction, acquisition of existing apartment buildings, SRO rehabilitations, and all other efforts that will effectively increase the affordable housing supply.

The Bond targets several priority populations in order to serve the City's vulnerable residents and households at risk of displacement:

- Low-income working families
- Veterans
- Seniors
- Disabled individuals

Program Categories	GO Bond
Public Housing	\$80 Million
Low-Income Housing (up to 80% AMI)	\$100 Million
<i>set aside for Mission Area Plan Investments</i>	\$50 Million
Middle-Income Housing (121%-175% AMI)	\$80 Million
TOTAL	\$310 Million

The first issuance of the Bond was competitively sold on October 19, 2016. Aggregate principal amount of the first issuance was \$75.13 million at a true interest cost of 2.73%. Bond reports will be provided on a regular basis to the Citizens' General Obligation Bond Oversight Committee and posted on MOHCD's website.

Bond Issuance Volume

In Fiscal Year 2015-2016, MOHCD closed \$460 million of tax-exempt bond and note transactions. This funding went directly to housing development projects, providing the bulk of the financing for the development or rehabilitation of more than 1,700 affordable housing units at 18 projects in San Francisco. Please see **Appendix Table 5** for details.

This substantial step toward achieving the Mayor's Housing Goal was only possible through the hard work of countless individuals at MOHCD and other City agencies, as well as the City's many dedicated professional service contractors. This internal group includes:

- Mayor Lee and key staff at the Mayor's Office, various Supervisor's offices, and the Clerk of the Board of Supervisors;
- The Bond Program Management, Fiscal Services, Housing Development, and Legislative Affairs Teams at MOHCD;
- The Bond Team at the City Attorney's Office; and
- Development Specialists at the Office of Community Investment and Infrastructure.

SF OpenData

In an effort to be more transparent about its activities and address redundant requests for its data, MOHCD began publishing datasets in 2015-2016 on SF OpenData, San Francisco's open data portal found at www.data.sfgov.org. This is San Francisco's clearinghouse for data published by the City and County of San Francisco. The initial datasets included MOHCD's multifamily rental housing portfolio in which MOHCD monitors for compliance with each project's affordability restrictions as well as a map of all of those developments. MOHCD also published a list of all of its affordable housing grants and loans and its multifamily mortgage revenue bond issuances. Furthermore, MOHCD published a list and map of the residential projects subject to Planning Code Section 415, which are San Francisco's inclusionary housing requirements. All of these datasets are downloadable by the public so that the public may do its own analysis of MOHCD's activities. MOHCD will be publishing additional datasets in Fiscal Year 2016-2017.

Legislation in 2015-2016

In 2015-2016 several key pieces of legislation were approved by the Board of Supervisors, the Mayor or by petition that either impacted MOHCD's work or were put on the November 2016 ballot that could potentially impact MOHCD's work. The legislation included passage of the Prop A General Obligation Bond described above; application of inclusionary housing requirements to group housing and other inclusionary housing code amendments; passage of the Neighborhood Preference and expansion of the Displaced Tenant Preference to include fire displaces, and amending the Seismic Safety Loan Bond Program to expand its use for the acquisition and rehabilitation of existing housing for affordable housing.

2015-2016 Speaking Engagements

African American Art and Culture Complex District 5 Homeownership Fair
California Department of Housing and Community Development High Cost Task Force
Double Rock Baptist Church Homeownership Presentation
High Cost Housing Forum
Hunters Point Shipyard Citizens Advisory Committee
Mayor Schaff's Housing Cabinet City of Oakland
National Association of Real Estate Brokers Regional Conference
National Housing Conference
Northern California Leadership Council Enterprise
Pacific Islander Task Force
SF Homeownership Fair
U.S. Department of Housing and Urban Development Prosperity Playbook

United Educators of San Francisco/Service Employees International Union
Urban Land Institute Affordable/Workforce Housing Conference

2016-2017 Priorities

For Fiscal Year 2016-17, we are anticipating the closing of RAD Phase II. We hope that the lessons learned from the RAD Phase I closing will help make the closing process smoother. Even with the closing of RAD Phase II, MOHCD has additional work to be complete on public housing. HOPE SF is seeking to complete land use entitlements for Potrero and Sunnydale. Upon completion of land use entitlements, those developments will join Hunters View and Alice Griffith as developments that will be completely rebuilt as mixed income neighborhoods.

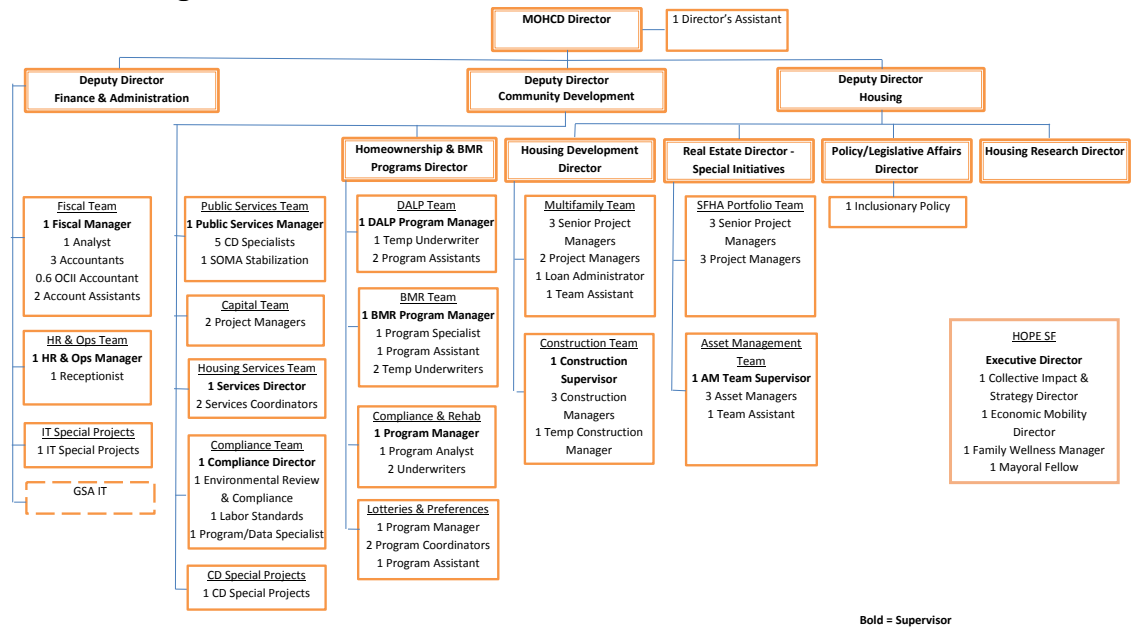
Also in this fiscal year we will continue work on our affordable housing pipeline and our support for community services. Both divisions of MOHCD worked with Planning Department staff to craft a vision for the Mission District. At this time there are over 2,000 units of affordable housing planned on specific sites that will go through the planning process and begin work towards a construction start.

MOHCD must be flexible for the future to absorb the impact of the November 2016 election. For the remaining fiscal year we are uncertain whether we will have the Federal resources we and our residents have come to rely on. This uncertainty has already increased the cost to develop affordable housing as investors are anticipating tax reform and have reduced how they value low income housing tax credits which are a big part of affordable housing's development sources. The additional concern is what happens to future HUD budgets including what will happen to public housing support, whether vouchers will continue to have a favored status within the HUD budget, or whether something that is universally loved such as the Community Development Block Grant program meet its demise.

MOHCD does not have those answers but we will continue to develop as much affordable housing as possible through our local funding sources including the Housing Trust Fund and recent Housing Bonds. Along with the rest of the City family we will help provide stories about how our CDBG-funded services have made a difference in the lives of San Franciscans, such as the Mission Asset fund, whose founder received a McArthur Genius Award.

MOHCD Staff & Milestones

MOHCD Organization Chart



MOHCD Staff List

Fiscal Team Evelyn Valero-Alava Maria Arinez Ligaya (Ging) Cabral Rafael (Rally) Catapang Lillian Chan Julie Chinn Miranti Widjaja Mark Yuan	Public Services Team Vanessa Dandridge Claudine Del Rosario Bruce Ito Doris Lee Malik Looper Hugo Ramirez Julia Sabory Pierre Stroud	Homeownership/BMR Team Lorene D. Agujetas Aissia Ashoori Brooke Barber Sonia Delgado-Schaumborg Vanessa Doyle Rosa Hernandez Rey Javier Ruth Lewis Jeanne Lu Sonia McDaniel Phuong Thai	Housing Development Team Steven Gallardo-Brown Jenny Collins Lydia Ely Ruby Harris Kevin Kitchingham Georgia Martin Joan McNamara Anne Romero	SFHA Portfolio Team Sara Amaral Adam Cray Cindy Heavens Faith Kirkpatrick Donald Lusty Sarah Nusser	Policy/Legislative Affairs Chandra Egan	HOPE SF Theo Miller Chris Norman Ronak Okoye	Management Team Maria Benjamin Mara Blitzer Brian Cheu Kate Hartley Sophie Hayward Olson Lee Benjamin McCloskey Lisa Motoyama Teresa Yanga
HR & Operations Team Lise Chansin Karen Henderson Sandra James	Capital Team Stephen Ford John Harris		Construction Team Erin Carson Christie Harbinski Michael Palmer Marv Rance Harry Wong	Asset Management Team Lourdes Chang Ricky Lam Scott Madden Mike McLoone Jackie Tsou			
IT Special Projects Michael Solomon	Housing Services Team Helen Hale Niekhi Jones						
	Compliance Team Eugene Flannery Angie Lee Charles MacNulty Gloria Woo						
	CD Special Projects Barry Roeder						

MOHCD Management Team



Olson Lee
Director



Brian Cheu
Deputy Director –
Community
Development



Kate Hartley
Deputy Director -
Housing



**Benjamin
McCloskey**
Deputy Director –
Finance &
Administration



Mara Blitzer
Director of
Housing
Development



Maria Benjamin
Director of
Homeownership &
BMR Programs



Sophie Hayward
Director of Policy
& Legislative
Affairs



Lisa Motoyama
Director of Real
Estate – Special
Initiatives



Teresa Yanga
Director of
Housing Research

Staff Milestones

Five Years of Service	Ten Years of Service	Fifteen Years of Service	Twenty Years of Service	Thirty Years of Service
Aissia Ashoori	Lillian Chan	Sandra James	Karen Henderson	Maria Arinez
Ligaya Cabral	Brian Cheu	Angie Lee	Doris Lee	Lise Chansin
Lydia Ely	Sonia Delgado-Schaumberg	Scott Madden	Olson Lee	John Harris
Helen Hale	Claudine Del Rosario	Joan McNamara	Jeanne Lu	
Rosa Hernandez	Chandra Egan	Anne Romero	Marv Rance	
Rey Javier	Ruby Harris	Miranti Widjaja	Evelyn Valero-Alava	
Kevin Kitchingham	Bruce Ito		Gloria Woo	
Ruth Lewis	Ricky Lam			
Benjamin McCloskey	Michael McLoone			
Sonia McDaniel	Michael Palmer			
Julia Sabory	Michael Solomon			
Pierre Stroud	Phuong Thai			
	Teresa Yanga			
	Mark Yuan			

Appendices

Table 1

Housing Trust Fund Summary	
Program Area	FY2015-16 Expenditures & Repayments
Downpayment Assistance Loan Program	
Downpayment Assistance Loan Programs	3,011,748
First Responders Downpayment Assistance	400,000
TOTAL DALP	3,411,748
Housing Stabilization Programs	
Emergency Repair and Energy Efficiency Loans	92,905
Housing Counseling and Assistance	690,810
Eviction Defense/Prevention and Tenant Housing Stabilization	1,567,081
Small Site Acquisition/Rehab	2,626,700
TOTAL Housing Stabilization	4,977,496
Affordable Housing Development	
RAD Support	20,106,650
RAD Housing Loan Repayment	(13,408,916)
Net RAD Support	6,697,734
Multifamily Housing Loans	1,710,466
NET TOTAL Housing Development	8,408,200
Program Delivery	2,170,068
NET TOTAL Housing Trust Fund	18,967,512

Table 2

Affordable Housing Fund Summary 2015-2016						
	Inclusionary	Jobs-Housing	Market/Octavia	Eastern Neighborhood Mission & SOMA	Condominiu m Conversion Program	Total
Balances, 07-01-2015	\$ 66,193,262	\$ 27,031,413	\$ 3,846,087	\$ -	\$ 6,319,600	\$ 103,390,362
Balances, 06-30-2016	\$ 128,322,147	\$ 54,612,908	\$ 5,794,568	\$ 4,596,463	\$ 8,963,200	\$ 202,289,286
Loan Encumbrances as of 6/30/16:	\$ 5,544,567	\$ 1,928,486	\$ 400,803	\$ -	\$ -	\$ 7,873,856
1101 Connecticut	\$ 1,492,974					
Booker T Washington Comm - 800 Presidio	\$ 737,082					
Hunters View Associates LP-112 Middle Pt PH2A	\$ 879,210					
95 Laguna Senior Housing	\$ 28,455					
308 Turk St - SF Community Land Trust	\$ 106,687					
380 San Jose Ave	\$ 380,714					
642-646 Guerrero St	\$ 118,306					
70-72C Belcher St	\$ 542,750					
1684-1688 Grove St	\$ 172,945					
1500 Cortland Ave	\$ 1,085,444					
Eddy & Taylor		\$ 1,928,486				
455 Fell St			\$ 400,803			

Table 3

Affordable Housing Fund Loan Expenditures			2015-2016
	Funds Expended	# of Units Assisted	Type of Housing
Booker T Washington, 800 Presidio	\$ 191,428	50	Family/TAY
Huntersview Block 10	\$ 2,538,788	72	Family/Public Hsg Replacement
168-186 Eddy & Taylor	\$ 1,321,236	113	Family/Disabled
Huntersview Assoc LP, 112 Middle Pt	\$ 300,000	107	Family/Public Hsg Replacement
Huntersview Assoc LP 112 Mid Pt PH2A	\$ 443,393	107	Family/Public Hsg Replacement
Huntersview Assoc PH 2A-Block 10	\$ 218,692	72	Family/Public Hsg Replacement
Bill Sorro Community, 200 Sixth St	\$ 7,827,138	67	Family/Disabled
95 Laguna Senior Housing	\$ 741,583	79	Senior
308 Turk St - Community Land Trust	\$ 580,709	20	Small Sites Program
Booker T Washington, 800 Presidio	\$ 1,569,381	50	Family/TAY
Huntersview Block 10	\$ 881,194	72	Family/Public Hsg Replacement
1500 Page St - Mercy Housing Arc	\$ 1,455,281	17	Disabled
1101 Connecticut Potrero Ph 1 Blk X	\$ 758,612	72	Family/Public Hsg Replacement
380 San Jose Ave	\$ 1,050,839	4	Small Sites Program
642-646 Guerrero St	\$ 1,481,708	4	Small Sites Program
70-72C Belcher St	\$ 1,581,460	5	Small Sites Program
1684-1688 Grove St	\$ 1,102,025	3	Small Sites Program
1500 Cortland Ave	\$ 176,556	4	Small Sites Program
490 South Van Ness	\$ 18,051,273	89	Family/Formerly Homeless
455 Fell St	\$ 1,599,197	108	Family/Formerly Homeless

Table 4

MOHCD Affordable Housing Production			2015-2016						
Affordable Housing Production		2015-2016							
New Affordable Rental Units Completed		191							
Affordable Rental Housing Units Preserved/Rehabilitated		129							
Total Affordable Housing Units Produced/Preserved		320							
Affordable Housing Production Pipeline Projects receiving City Funding During Fiscal Year		Project Sponsor/Borrower	Funding Source	City Funds Disbursed FY 2015-2016	Total Development Cost	Total City Commitment	Non-City Funds Leveraged	% City Funds Leveraged	# of units
Non-RAD Projects									
Willie B. Kennedy Sr. Housing (aka Rosa Parks II)	Rosa Parks II, LP	HOME	\$310,627	\$49,516,047	\$14,134,123	\$35,381,924	71.5%		98
1009 Masonic (aka 1500 Page)	Mercy Housing California 57, LP (1500 Page)	Affordable Housing Funds, HOME	\$269,715	\$11,504,939	\$1,455,284	\$10,049,655	87.4%		17
Bill Sorro Community (aka 200 6th Street)	Mercy Housing California 51, LP (Bill Sorro)	Affordable Housing Funds	\$7,827,138	\$46,253,816	\$19,155,049	\$27,098,767	58.6%		67
Canon Kip	Canon Kip Associates LP	CDBG	\$250,000	\$24,605,167	\$5,743,396	\$18,861,771	76.7%		90
55 Laguna	55 Laguna LP	Housing Trust Funds	\$1,673,331	\$29,301,806	\$8,485,776	\$20,816,030	71.0%		40
95 Laguna	Laguna Senior Housing LP	Affordable Housing Funds	\$741,583	\$46,023,000	\$18,656,000	\$27,367,000	59.5%		70
1036 Mission	1036 Mission Associates	State Housing Trust Funds, Housing Trust Funds	\$1,173,187	\$52,090,836	\$14,046,092	\$38,044,744	73.0%		83
San Francisco Housing Authority - Elevator Modernization	San Francisco Housing Authority	Housing Trust Funds, CDBG	\$2,546,122	\$2,546,122	\$2,546,122	\$0	0.0%		
Sunnydale (HOPE SF)	Sunnydale Development Co. LLC	Low Mod Income Housing Fund & Planning trans. Fees	\$685,486	\$5,248,439	\$685,486	\$4,562,953	86.9%		
Potrero (HOPE SF)	Potrero Housing Associates I LP	HOPE SF - General Funds, AHF	\$1,264,910	\$6,369,806	\$1,264,910	\$5,104,896	80.1%		
Hunters View Phase 2 (HOPE SF) - Infrastructure	HV Partners 2, LP	General Funds -DPW, AHF, IIG	\$3,871,962	\$18,784,262	\$6,058,099	\$12,726,163	67.7%		107
Eddy & Taylor	Eddy & Taylor Associates LP	Affordable Housing Funds	\$1,321,269	\$74,406,813	\$23,052,146	\$51,354,667	69.0%		113
4800 Third St	San Francisco Housing Dev Corp	Affordable Housing Funds	\$9,924	\$14,727,517	\$395,000	\$14,332,517	97.3%		18
455 Fell St (aka Parcel O)	455 Fell LP	Affordable Housing Funds, HOME	\$1,599,197	\$66,648,000	\$17,309,250	\$49,338,750	74.0%		20
Dr. George W. Davis Senior Residence	Carroll Avenue Senior Homes LP	State Infill Infrastructure Funds	\$341,856	\$63,266,084	\$27,491,957	\$35,774,127	56.5%		120
John M. Burton Advocates for Youth Housing Complex (aka 800 Presidio)	BTW Housing Partners LP	HOME, Affordable Housing Funds	\$13,585,295	\$30,207,858	\$12,228,930	\$17,978,928	59.5%		50
308 Turk St	San Francisco Community Land Trust		\$661,484	\$4,666,456	\$2,569,456	\$2,097,000	44.9%		20
2840-2848 Folsom St	San Francisco Community Land Trust		\$4,000	\$4,051,266	\$2,496,642	\$1,554,624	38.4%		6
149-151 Duboce	San Francisco Community Land Trust		\$78,913	\$1,631,164	\$1,194,157	\$437,007	26.8%		4
Subtotal Non-RAD Projects			\$38,215,999	\$551,849,398	\$178,967,875	\$372,881,523	67.6%		923
RAD Projects									
Robert B. Pitts (RAD)	Robert Pitts Housing Partners LP	LMIHAF & Gen Funds -RAD Services	\$227,242	\$83,069,076	\$1,622,886	\$81,446,190	98.0%		201
Hunters Point East West (RAD)	Hunters Point East West LP	LMIHAF, Housing Trust Funds & Gen Funds-RAD Services	\$355,683	\$122,826,460	\$845,790	\$121,980,670	99.3%		213
990 Pacific (RAD)	Pacific Avenue LP	LMIHAF, Housing Trust Funds & Gen Funds-RAD Services	\$5,736,711	\$66,693,231	\$11,040,821	\$55,652,410	83.4%		92
227 Bay (RAD)	Bay Street LP	LMIHAF, Housing Trust Funds & Gen Funds-RAD Services	\$383,293	\$24,899,385	\$3,728,290	\$21,171,095	85.0%		50
345 Arguello (RAD)	345 Arguello LP	LMIHAF, Housing Trust Funds & Gen Funds-RAD Services	\$264,721	\$31,846,682	\$2,045,142	\$29,801,540	93.6%		69
491 31st Ave (RAD)	491 31st Ave., LP	LMIHAF, Housing Trust Funds	\$250,447	\$26,652,384	\$0	\$26,652,384	100.0%		75
1880 Pine (RAD)	1880 Pine LP	Housing Trust Funds & Gen Funds-RAD Services	\$277,832	\$38,871,046	\$0	\$38,871,046	100.0%		113
25 Sanchez (RAD)	Bridge Housing Ventures/MEDA Housing 25 Sanchez	LMIHAF, Housing Trust Funds	\$242,522	\$44,450,724	\$1,177,891	\$43,272,833	97.4%		90
462 Duboce (RAD)	Bridge Housing Ventures/MEDA Housing 462 Duboce	Housing Trust Funds	\$216,090	\$30,915,158	\$9,410,236	\$21,504,922	69.6%		42
255 Woodside (RAD)	Bridge Housing Ventures/MEDA Housing 255 Woodside	Housing Trust Funds	\$278,826	\$52,779,092	\$282,676	\$52,496,416	99.5%		109
Holly Courts (RAD)	Bridge Housing Ventures/Bernal Heights Housing Corp-100 Appleton St	Housing Trust Funds & Gen Funds-RAD Services	\$558,197	\$69,118,736	\$0	\$69,118,736	100.0%		118
3850 18th St (RAD)	Bridge Housing Ventures, Inc/ Bernal Heights Housing Corp -3850 18th Street	Housing Trust Funds	\$830,383	\$57,363,746	\$0	\$57,363,746	100.0%		107
1855 15th St (RAD)	Bridge Housing Ventures, Inc/ Bernal Heights Housing Corp -1855 15th Street	Housing Trust Funds	\$998,462	\$54,586,093	\$0	\$54,586,093	100.0%		91
430 Turk (RAD)	430 Turk Associates LP	Housing Trust Funds	\$485,007	\$37,719,679	\$2,699,043	\$35,020,636	92.8%		89
939 & 951 Eddy (RAD)	939 & 951 Eddy Associates, LP	LMIHAF, Housing Trust Funds	\$475,872	\$23,367,255	\$2,911,448	\$20,455,807	87.5%		62
666 Ellis (RAD)	666 Ellis LP	Housing Trust Funds	\$562,553	\$39,204,753	\$3,238,368	\$35,966,385	91.7%		99
JFK Towers (RAD)	JFK Tower, LP - 2451 Sacramento St	CPMC	\$1,313,891	\$59,381,587	\$0	\$59,381,587	100.0%		98
2698 California (RAD)	2698 California, LP	CPMC	\$1,006,444	\$32,853,343	\$3,332,704	\$29,520,639	89.9%		40
1760 Bush (RAD)	1760 Bush, LP	CPMC	\$1,008,021	\$49,972,653	\$0	\$49,972,653	100.0%		108
1750 McAllister (RAD)	1750 McAllister, LP	Housing Trust Funds	\$852,480	\$60,371,936	\$0	\$60,371,936	100.0%		97
Subtotal RAD Projects			\$16,324,678	\$1,006,943,020	\$42,335,295	\$964,607,725	95.8%		1963
Total Housing Loans and Grant Funds Disbursed for FY 2015-2016			\$54,540,677						
Local Operating Subsidy Program Contracts									
None									
Total LOSP Grants closed for FY 2015-2016			\$0						

Table 7

Certificate of Preference Program Activities 2015-2016	
Requests for COP Certicates Processed	307
Certificates Issued	111
COP Holders Who Secure Rental Housing	42
COP Holders Who Secure Ownership Housing	0
Total Certificate Holders Housed	42
Displaced Tenants Housing Preference (DTHP) Program Activities 2015-2016	
Applications Processed	84
Ellis Act Eviction Certificates Issued	68
Owner Move In Eviction Certificates Issued	13
Fire Victim Displacee Certificates Issued	0
Total Certificates Issued	81
DTHP Holders Who Secure Rental Housing	2
DTHP Holders Who Secure Ownership Housing	4
Total Certificate Holders Housed	6

Table 8

Demographics for New BMR Rentals			2015-2016
BMR Applicants FY2015-16			
14 Projects for 555 units			
	Total Applicants	% of Total	% of Known
White	882	7.83%	12.13%
Black/African American	1,049	9.32%	14.43%
Asian	3,526	31.31%	48.49%
Other	544	4.83%	7.48%
Hispanic/Latino	1,270	11.28%	17.47%
Unknown	3,990	35.43%	
Grand Total	11,261	100.00%	
BMR Completed Lease-up FY2015-16			
1 Project - 68 Units			
	Total Occupants	% of Total	% of Know
White	6	8.82%	10.34%
Black/African American	5	7.35%	8.62%
Asian	39	57.35%	67.24%
Other	4	5.88%	6.90%
Hispanic/Latino	4	5.88%	6.90%
Unknown	10	14.71%	
Grand Total	68	100.00%	

Table 9

Eviction Reporting Summary		2015-2016
Number of Projects:		265
Number of Affordable Units in the Projects:		16,728
Number of Households living in the Projects during the Entire Period:		19,480
Total Number of Households Receiving Eviction Notices:		923
Total Number of unlawful detainer actions filed in court:		241
Total Number of Households Evicted from the Projects:		116

Table 10

Public Services Program Area	Performance Measures	2015-16 Goal	2015-16 Actual	% of Goal
Eviction Prevention	Number of individuals receiving legal representation	1,000	5,075	508%
Eviction Prevention	Number of individuals receiving tenant education and counseling	2,000	2,373	119%
Eviction Prevention	Number of individuals receiving short-term rental assistance	260	767	295%
Eviction Prevention	Number of individuals whose evictions have been prevented	1,250	3,614	289%
Financial Education	Number of individuals receiving credit counseling and repair services	300	687	229%
Foundational Competencies	Number of individuals trained in foundational competencies	500	1,486	297%
Homeless Services	Number of individuals moved into more stable housing	220	310	141%
Housing Access	Number of individuals receiving assistance in accessing housing, including preparing for successful rental application	2,500	2,348	94%
HOPE SF	Number of residents participating in community building activities across four HOPE SF sites	326	1,517	465%
HOPE SF	Number of public housing residents that achieve 75% of their goals from case management service plans	147	197	134%
HOPWA	Number of individuals more stably housed	500	1029	206%
HOPWA	Number of individuals housed in long-term residential care facilities	113	161	142%
Service Connection	Number of individuals receiving case management as an element of service connection	500	1,256	251%
Service Connection	Number of individuals who achieve at least 75% of their service plan	280	958	342%
Sustainable Homeownership	Number of new homeowners created	180	443	246%
Other Community Development Program Area	Performance Measures: Outcome Indicators	2015-16 Goal	2015-16 Actual	% of Goal
Capital	Number of nonprofit service providers receiving capital improvements to their facilities	12	30	250%
Capital	Number of nonprofit service providers receiving Capital Needs Assessments	12	16	133%
Capital	Number of community and public spaces improved through capital investments	5	9	180%
Community Building & Neighborhood Planning	Number of community based organizations receiving grants through community grantmaking process	14	96	686%
Community Building & Neighborhood Planning	Number of residents engaged in opportunities for neighborhood involvement	340	908	267%

Table 11

2015-16 Grantees	
AIDS Housing Alliance	La Raza Community Resource Center
AIDS Legal Referral Panel of the SF Bay Area	Larkin Street Youth Services
APA Family Support Services	Lavender Youth Rec. & Info. CL (LYRIC)
APA Family Support Services/Samoan Community Development Center	Lawyers' Committee for Civil Rights of the San Francisco Bay Area
APA Family Support Services/YMCA of San Francisco (Bayview)	Legal Assistance to the Elderly
Arab Cultural and Community Center	Legal Services For Children
Asian Americans Advancing Justice - Asian Law Caucus	Maitri Compassionate Care
Asian Neighborhood Design	Mercy Housing CA XVII
Asian Pacific American Community Center	Mercy Housing California
Asian Women's Shelter	Mission Asset Fund
ASIAN, Inc.	Mission Economic Development Agency
Bay Area Legal Aid	Mission Hiring Hall
Bayview Hunters Point Multipurpose Senior Services	Mission Language and Vocational School, Inc.
Bernal Heights Housing Corporation	Mission Neighborhood Centers
Bernal Heights Neighborhood Center	Mission Neighborhood Health Center
Board of Trustees of the Glide Foundation	Mujeres Unidas Activas
Booker T. Washington Community Service Center	My Path
Boys & Girls Clubs of San Francisco	Nihonmachi Legal Outreach
Bravol for Women in the Arts	Nihonmachi Little Friends
BRIDGE Regional Partners, Inc.	Northeast Community Federal Credit Union
Catholic Charities CYO	Northern California Community Loan Fund
Causa Justa :: Just Cause	Northern California Presbyterian Homes & Services (NCPHS)
Central American Resource Center (CARECEN)	Openhouse
Central City Hospitality House	Portola Family Connections
Central Market Community Benefit District	Positive Resource Center
Charity Cultural Services Center	Potrero Hill Neighborhood House
Chinatown Community Development Center	Precita Eyes Muralists Association, Inc.
Chinese for Affirmative Action	Prevent Child Abuse California
Chinese Newcomers Service Center	Providence Foundation
Chinese Progressive Association	Rafiki Coalition for Health and Wellness
Collective Impact (d/b/a Mo' Magic)	Rebuilding Together San Francisco
Community Awareness & Treatment Services	Renaissance Entrepreneurship Center
Community Design Center	Richmond District Neighborhood Center
Community Housing Partnership	San Francisco AIDS Foundation
Community Youth Center-San Francisco (CYC-SF)	San Francisco Beautiful
Compass Family Services	San Francisco Community Empowerment Center
Compasspoint Nonprofit Services	San Francisco Community Land Trust
Consumer Credit Counseling Service of San Francisco	San Francisco Conservation Corps
Corporation for Supportive Housing	San Francisco Housing Development Corporation
Cross Cultural Family Center	San Francisco Human Services Agency
Dolores Street Community Services	San Francisco Parks Alliance
Donaldina Cameron House	San Francisco Sheriff's Department 5 Keys Charter School
EARN (Earned Assets Resource Network)	San Francisco Study Center - Housing Rights Committee of San Francisco
Earned Assets Resource Network/Office of the Treasurer	Self-Help for the Elderly
Episcopal Community Services of San Francisco	SF CLOUT
Eviction Defense Collaborative, Inc.	SF LGBT Community Center
Filipino American Development Foundation	Southeast Asian Community Center
Filipino American Development Foundation (FADE)/South of Market Community Action Network	Sunset District Comm. Develop. Corp. d/ba Sunset Youth Services
Filipino American Development Foundation/Pin@y Educational Partnerships (PEP)	Swords to Plowshares Veterans Rights Organization
Filipino American Development Foundation: Filipino Community Center	Telegraph Hill Neighborhood Association
Friendship House Association of American Indians	Tenderloin Housing Clinic, Inc.
Good Samaritan Family Resource Center	Tenderloin Neighborhood Development Corporation
GRID Alternatives	The Arc San Francisco
Gum Moon Residence Hall	Tides Center / Arab Resource and Organizing Center
Hamilton Families	Tides Center / PODER
Hearing and Speech Center of Northern California	United Playaz
Homeless Children's Network	Uptown Tenderloin, Inc.
Homeless Prenatal Program, Inc.	Urban Services YMCA
HomeownershipSF	Urban Solutions
Homes Organizing the Mission to Empower Youth (HOMEY)	Veterans Equity Center
Housing and Economic Rights Advocates	Vietnamese Youth Development Center
Independent Living Resource Center of SF	West Bay Filipino Multi Service Corporation
Instituto Laboral de la Raza	Wu Yee Children's Services
Justice & Diversity Center of the Bar Association of San Francisco	YMCA of San Francisco (Bayview)
La Casa de las Madres	YMCA of San Francisco (Bayview)/Together United Recommitted Forever (T.U.R.F.)
La Raza Centro Legal	YMCA of San Francisco (Chinatown Branch)

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