City and County of San Francisco

PROPOSED STRATEGIES for 2020-2024 Consolidated Plan

For Public Review Between
July 29, 2019 and August 19, 2019

Mayor's Office of Housing and Community Development (MOHCD)
Office of Economic & Workforce Development (OEWD)
Department of Homelessness and Supportive Services (HSH)

2020-2024 CONSOLIDATED PLAN STRATEGIES

Introduction

In support of the development of its 2020-2024 Consolidated Plan, Analysis of Impediments to Fair Housing Choice, and HIV Housing Plan, the Mayor's Office of Housing and Community Development engaged in a community-wide outreach and engagement process with stakeholders and residents of San Francisco. This process serves as a framework to identify housing and community development priorities, which, in turn, drive the goals and strategies outlined in the final plans. Ultimately, MOHCD will use the community's input and priorities to inform decision-making for funding community and housing services.

This document includes proposed strategies for the 2020-2024 Consolidated Plan. Proposed strategies for the Analysis of Impediments to Fair Housing Choice will be available for public review and comment in late Summer/early Fall of this year. Strategies for the HIV Housing Plan are being developed through our HIV Housing Workgroup; please let us know if you would like to be involved in that group.

Document Overview

This document follows the development of the MOHCD/OEWD/HSH theory of change, which includes a statement of the ultimate desired impact for our programs and policies:

"Vibrant and healthy communities across San Francisco with equitable opportunity for self-sufficiency."

To achieve that impact, five high-level objectives were created, as listed in this document. For each objective, a list of related priority needs derived from the community engagement process is provided. A list of goals follows each priority need. Finally, specific proposed activities are provided for each goal.

Please note that underlined terms are defined in the glossary found at the end of this document.

Review and Comments

This document is available for public review and comment between July 29, 2019 and August 19, 2019. You may review the on-line version or review a hard copy of the draft document at the following locations:

- MOHCD, 1 South Van Ness Avenue, 5th Floor;
- OEWD at City Hall, Room 448, 1 Dr. Carlton B. Goodlett Place and 1 South Van Ness Avenue, 5th Floor; and
- Main Branch of the SF Public Library, 100 Larkin Street, 5th Floor, Government Information Center.

Staff welcomes your comments in writing. They may be directed to: MOHCD, Strategic Planning Staff, 1 South Van Ness Avenue, 5th Floor, San Francisco, CA 94103. Your comments will be directed to the appropriate area. In your comment, please be specific about your issue and refer to a specific goal or activity, if appropriate.

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The public is also invited to provide comments on the draft strategies at a public meeting on Monday, August 5, 2019 at 6:00pm. The meeting will take place at the HSA Born Auditorium at 170 Otis Street, San Francisco, CA 94103.

Thank you for your participation in this process. For more information, please visit https://sfmohcd.org/plans-development or call 415-701-5500.

2020-2024 CONSOLIDATED PLAN STRATEGIES

OBJECTIVE 1: FAMILIES AND INDIVIDUALS ARE STABLY HOUSED

Priority Need 1A: Develop and maintain accessible and affordable housing

Goal 1Ai: Create more affordable housing

Activities:

- Explore new finance mechanisms to create more affordable housing
- Acquire privately owned buildings to create new affordable units
- Ensure geographic diversity in location of affordable housing, especially in high opportunity neighborhoods
- Improve coordination with the Planning Department, Department of Building Inspection, and Mayor's Office on Disability related to housing and permitting processes to expedite housing production
- Continue to implement affordable housing components of HOPE SF
- Monitor the development of below market rate units in projects with Development Agreements or subject to the Inclusionary Housing Program
- Review and evaluate applicant and occupant data from the Inclusionary Housing Program on an ongoing basis to inform housing policies and procedures
- Explore increasing the number of Mayor's Office of Housing and Community Development (MOHCD)-required ADA units in MOHCD-supported housing
- Increase housing dedicated to supporting HIV+ households
  - Explore creative approaches to increasing housing supply
  - Improve Plus Housing program access to HOPWA units
- Increase housing opportunities for people who are homeless or formerly homeless

Indicators of Success:

- Achieve RHNA housing goal?
- Release a quarterly pipeline report of all BMR projects and units (OCII, Inclusionary, 100% Affordable)
- Publish an update to the inclusionary manual every five years
- Develop annual analysis of all MOHCD-sponsored affordable housing program data, to inform housing policies and programs
- Continue delivery of affordable housing components of HOPE SF
- # of HIV+ dedicated housing units
- # of Plus Housing applicant placements
- Continue to improve internal systems (Salesforce, etc.) to increase housing placement efficiencies

Goal 1Aii: Preserve affordable housing

Activities:

- Purchase housing at risk of losing affordability
- Rehabilitate existing housing to preserve its affordability

- Negotiate extension of affordability restrictions for existing affordable housing
- Find creative ways to leverage capital to preserve affordable housing, including sources from other City departments
- Continue to leverage RAD to rehabilitate and preserve federally-subsidized housing
- Continue to support lead hazard reduction programs
- Continue to support home modification programs that benefit low-income homeowners, increasing safety, accessibility and health outcomes, as well as access to solar power
- Explore ways to assist homeowners with deferred property maintenance
- Continue to monitor homeowners and building owners for compliance with programmatic requirements
- Improve coordination among City agencies and non-profits providing post-purchase/ preservation services

Indicators of Success:

- Add some Small Sites indicator(s)
- # of homes receiving funds for modification and rehabilitation
- # of low-income homeowners who have solar modifications installed
- Decrease in number of out of compliance (with Planning or MOHCD program requirements) homeowners and property owners
- MOHCD purchase of homeownership units that lose their restrictions due to foreclosure
- # of units that receive lead hazard reduction activities
- Complete HOPE SF and HOPE VI projects?
- Complete rehabilitation of RAD-like conversion buildings?

Goal 1Aiii: Improve data and analytics on affordable housing inventory and placements

Activities:

- Create more robust tools to track Inventory and placement of MOHCD-sponsored housing
- Continue to develop and refine DAHLIA (Database of Affordable Housing Listings, Information and Application) and Salesforce capacity to track demand for affordable housing, including enhanced web analytics
- Partner with other DAHLIA jurisdictions on aggregated data sharing, to better understand demand pressures on San Francisco

Indicators of Success:

- All MOHCD housing is tracked in the Salesforce system
- DAHLIA project is expanded to track applicant placement success

Priority Need 1B: Make housing more affordable

Goal 1Bi: Reduce development costs to help leverage local housing resources and serve lower income households

Activities:

- Pursue alternative construction types and methods to reduce development costs such as modular construction
- Leverage free or low-cost land such as public land for development
- Pursue new local and state sources of funding
- Work with state and federal agencies to acquire land dedicated for affordable housing, including housing for people who are homeless

Indicators of Success:

- Per square foot development cost is reduced (for refinement)

Goal 1Bii: Increase affordability of rental housing

Activities:

- Continue to support long-term rental subsidies and explore subsidy expansion for low-income residents to stabilize their housing
    - Advocate for and pursue State and Federal rental subsidy sources
- Continue to administer the Local Operating Subsidy Program
- Expand AMI range for select projects, which will fund more housing for lower-income households
- Pilot new rent subsidy programs for underserved populations
- Increase housing subsidies and vouchers for HIV+ households
- Increase housing subsidies and vouchers for homeless households and other vulnerable populations

Indicators of Success:

- # of residents receiving rental subsidies
- # of housing subsidies and vouchers for HIV+ households
- Successful submission of proposals for new state and federal rental subsidy applications
- Successful implementation of new rental subsidy programs
- Continued implementation of LOSP program

Goal 1Biii: Increase opportunities for sustainable homeownership

Activities:

- Continue to support, and take steps to improve the quality and standardization of, homebuyer education and post-purchase counseling
- Continue to provide Inclusionary ownership opportunities for low- and moderate-income households
- Improve mobility for growing ownership households
    - Explore allowing Inclusionary owners to purchase a second unit (and sell the prior)
- Evaluate Inclusionary re-sale pricing to ensure future affordability
- Explore options to help homeowners with unaffordable HOA dues and rehab costs

- Continue to pursue funding opportunities for <u>DALP</u> for higher income households, including first responders and educators
- Continue to support the <u>Mortgage Credit Certificate</u> program
- Explore strategies to increase lender participation in homeownership programs
- Continue to streamline MOHCD real estate transaction practices through the <u>DAHLIA</u> system

Indicators of Success:
- \# of residents completing orientation, pre-purchase workshop, and individual counseling to become prepared for homeownership
- \# of residents receiving homeownership counseling services who successfully become homeowners
- \# homeowners who receive post-purchase education, including household maintenance, refinancing, budgeting, and responsibilities of HOA membership
- \# of higher-income households, including first responders and educators, who receive DALP
- \# of Mortgage Credit Certificates issued

Goal 1Biv: Increase access to rental and homeownership housing

Activities:

- Continue to support rental housing counseling services to help residents navigate and have equitable access to the City's affordable housing programs
  - Include housing counseling for HIV+ persons to support navigation and placement challenges
  - Include housing counseling for formerly homeless households and other vulnerable populations to support navigation and placement challenges
  - Provide additional support/capacity building to service providers to meet increasing demand
- Continue to develop and maintain <u>DAHLIA</u>
  - Add additional functionality, and additional programs and resources
  - Add information for other San Francisco affordable housing, including housing not funded by MOHCD
  - Expand outreach to include community centers, including workforce access points, public libraries, etc.
- Increase awareness about available housing resources
  - More outreach to smaller groups, especially select demographics
- Continue to support developers and property managers to create and maintain <u>Inclusionary</u> rental opportunities
- Evaluate housing lottery preference programs to ensure they meet their intended goals
- Continue to monitor lottery/lease up to ensure that housing programs reach the intended beneficiaries
  - Ensure <u>ADA</u> units are going to the right people

Indicators of Success:

- # of residents receiving rental housing counseling services who successfully move into MOHCD-sponsored affordable housing
- # of residents attending rental readiness workshops
- # of new DAHLIA accounts created
- # of leasing agents, lenders and housing counselors who receive training on MOHCD housing programs
- Provide report on housing preference programs to Board of Supervisors every three years
- # of housing education opportunities for HIV+ persons

Priority Need 1C: Prevent and reduce homelessness

Goal 1Ci: Improve systems to help each person find the right path to permanent housing

Activities:

- Implement coordinated systems for adults, families with children, and youth
- Implement performance accountability across all programs and systems

Indicators of Success:

- Clear set of entry points
- Standardized method to assess and prioritize people needing assistance
- Streamlined process for rapidly connecting people to a housing solution

Goal 1Cii: Reduce homelessness for adults, youth and families

Activities:

- Develop homelessness prevention and problem solving (diversion) activities targeting people with a history of homelessness and people being discharged into homelessness from mainstream institutions
- Develop new permanent supportive housing units for adults, youth and families

Indicators of Success:

- # of permanent supportive housing units for adults produced
- # of permanent supportive housing units for youth produced
- # of permanent supportive housing units for families produced
- End family homelessness by December 2021
- Reduce chronic homelessness for adults by 50% by December 2022
- Reduce homelessness among youth by 50% by December 2023

Goal 1Ciii: Ensure no families with children are unsheltered

Activities:

- Identify unsheltered families through targeted outreach
- Offer all unsheltered families shelter placement
- Increase access to family-serving shelter beds

Indicators of Success:

- No families with children are unsheltered according to annual Point-in-Time Counts

Goal 1Civ: Improve the City's response to street homelessness and end large, long-term encampments

Activities:

- Conduct quarterly counts of tents and vehicle encampments
- Provide targeted outreach to large encampments
- Place people into low-barrier shelters
- Conduct assessments and housing prioritization using mobile outreach teams

Indicators of Success:

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Goal 1Cv: Better align MOHCD's work with Department of Homelessness and Supportive Housing

Activities:

- Continue and improve the production and lease-up of permanent supportive housing, including coordination of lease up of permanent supportive housing units with Coordinated Entry
- Improved coordination of the placement of HOPWA, RAD, PBV, and other supportive housing units
- Create linkage between DAHLIA and Coordinated Entry

Indicators of Success:

- # of MOHCD placements to HOPWA units

Goal 1Cvi: Expand services to prevent homelessness and stabilize housing for formerly homeless households and those at risk of homelessness

Activities:

- Provide on-site services with clinical support within supportive housing buildings
- Partner to provide targeted services to vulnerable clients to access the homelessness response system
- Prioritize homelessness prevention resources for households with a history of homelessness or shelter use

Indicators of Success:

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Priority Need 1D: Provide services to maintain housing stability

Goal 1Di: Reduce rate of evictions

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Activities:

- Under Tenant Right to Counsel initiative, expand support for full scope legal representation for residents facing eviction
- Continue to support tenant counseling, outreach and education, mediation, housing stability case management, and short-term rental assistance activities
- Expand longer-term rental subsidy programs
- Continue to engage community stakeholders around eviction defense strategies to maximize effectiveness

Indicators of Success:

- # of tenants facing eviction who receive full legal representation from a housing attorney
- # of tenants facing eviction able to stay in their current unit
- # of tenants receiving rental subsidies to stabilize their housing
- # of residents receiving standardized renter education

Goal 1Dii: Increase access to services for residents of public and publicly subsidized housing, RAD projects, and single room occupancy hotels

Activities:

- Continue to support and develop a more comprehensive continuum of services including enhanced information and referral, service connection, and case management/coordination for HOPE SF and RAD residents
- Explore expansion of services to residents of single room occupancy hotels
- Combine service connection and skill development strategies to provide more comprehensive services that increase clients' economic self-sufficiency
- Locate key services, such as tenant counseling and eviction prevention, legal services, financial education and counseling, on-site at HOPE SF and RAD projects
- Continue to support community building and resident leadership development programs

Indicators of Success:

- Number of HOPE SF and RAD residents participating in community building activities that increase cohesion and trust, provide leadership opportunities, and lead to healthier outcomes for residents
- 75% of households participate in a continuum of services that ensure housing retention [Helen]# of residents who complete at least 50% of the goals of their case management service plan
- # of residents who successfully connect to appropriate services they are referred to
- # of resident leaders who successfully support or lead the implementation of programming at their site

Goal 1Diii: Provide support for other affordable housing residents to ensure success in their housing placement

Activities:

- Create welcome packet to be distributed to new affordable housing residents, and explore connecting social services to residents
- Work with City departments to explore improving housing stability through mental health and substance abuse services
- Facilitate connection to mediation services when needed
- Require notification of services to tenants when evicting tenants from MOHCD-sponsored housing
- Provide additional housing services, as required, for current HOPWA units and those in development

Indicators of Success:

- # of welcome packets received by new tenants in MOHCD-sponsored affordable housing projects
- Successful coordination of neighborhood services among partners at inclusionary housing projects
- # of MOHCD affordable housing tenants at risk of eviction that receive notification of eviction support services
- # of housing services provided to new and existing HOPWA units

Goal 1Div: Increase mobility between levels of housing for HIV+ households

Activities:

- Ensure assessment of tenant ability to live independently in order to move to more appropriate housing

Indicators of Success:

- # of acuity-based housing placements

OBJECTIVE 2: FAMILIES AND INDIVIDUALS ARE RESILIENT AND ECONOMICALLY SELF-SUFFICIENT

Priority Need 2A: Promote workforce development

Goal 2Ai: Provide access to employment opportunities across multiple sectors for vulnerable populations

Activities:

- Provide workforce services to vulnerable populations to prepare them for employment opportunities
- MOHCD and Office of Economic and Workforce Development (OEWD) work collaboratively to provide jobs for residents in their neighborhoods
  - Expand Local Hire targeting so residents of the property get priority for construction jobs and explore Local Hire for property management jobs
  - Encourage developers to expand employment opportunities within their developments

- o Provide links to neighborhood job opportunities on DAHLIA
- o Advertise job listing sign-up on MOHCD website

Indicators of Success:

- Number of workforce participants from vulnerable populations that successfully secure employment

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Priority Need 2B: Increase opportunities through improved language access and core skills development

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Goal 2Bi: Improve access to MOHCD programs and services through translation of paper and digital resources

Activities:

- Improve language access for all MOHCD programs and services, community workshops and meetings
- Develop and maintain a detailed resource guide that lists programs and services by language that services are provided in
- Explore making DAHLIA accessible to more populations through translation into additional languages

Indicators of Success:

- DAHLIA is fully translated into all City official languages

Goal 2Bii: Provide skill development and training resources

Activities:

- Continue to support and refine skills development programs in areas such as life skills, GED and diploma programs, and English as a Second Language
- Focus skill development programming to create clear pathways to more advanced training opportunities
- Combine service connection and skill development strategies to provide more comprehensive services

Indicators of Success:

- # of clients who achieve a high school diploma, GED, enroll in post-secondary program, or achieve significant proficiency in English through ESL programming

Goal 2Biii: Improve financial literacy and personal finance management

Activities:

- Continue to support financial counseling and education, asset and credit building, debt reduction, access to banking, and credit counseling and repair services

- Increase investment in more intensive services that build the financial capability of clients, and ongoing one-on-one coaching services that produce long-term economic improvements
- Encourage co-location of financial services at housing sites and at community-based organizations

Indicators of Success:

- # of clients who increase savings, decrease debt, and/or improve credit score
- # of clients with safe and affordable bank accounts
- # of programs being implemented on-site at RAD and HOPE SF housing developments

Goal 2Biv: Improve digital literacy

Activities:

- Provide training in basic, intermediate and advanced digital skills, through workshops and drop-in hours, and new innovative delivery models at community-based digital literacy projects
- Provide refurbishment and distribution of computers and other devices for low-income households
- Work with neighborhood hubs, including libraries and community centers to utilize their free computers to expand digital literacy for beneficiaries of MOHCD-funded services
- Support programs that provide digital access and assist with digital literacy for affordable housing residents and sites
- Support internet access for SRO residents
- Build technology capacity of community based organizations (CBOs), empowering CBO staff to lead digital literacy trainings and services

Indicators of Success:

- # of clients who receive free or low-cost digital devices
- # of clients who receive training in digital skills, including basic digital literacy, online safety, privacy, information literacy, and advanced education or employment related skills
- # of clients in affordable housing with increased access to high-speed internet

Priority Need 2C: Provide equitable access to civil legal services for immigration and other critical issues

Goal 2Ci: Increase access to civil legal services

Activities:

- Continue to provide support for immigration-related legal services
- Continue to support and develop more targeted funding and service strategies for areas of civil law including employment, family, consumer, benefits and disability

Indicators of Success:

- # of clients who have their immigration Legal Status adjusted or obtained

- # of clients who have their civil legal issues (employment, family, consumer, benefits, disability) successfully resolved

Priority Need 2D: Help households connect to services

Goal 2Di: Increase access to community-based services

Activities:

- Continue to support and develop a more comprehensive continuum of services including enhanced information and referral, service connection, and case management/coordination
- Combine service connection and skill development strategies to provide more comprehensive services
- Support innovative community outreach strategies

Indicators of Success:

- # of clients who meet at least 50% of the goals of their case management service plan
- # of clients who successfully connect to appropriate services they are referred to

OBJECTIVE 3: COMMUNITIES HAVE HEALTHY PHYSICAL, SOCIAL AND BUSINESS INFRASTRUCTURE

Priority Need 3A: Enhance community facilities and spaces

Goal 3Ai: Ensure nonprofit service providers have high quality, stable facilities

Activities:

- Continue to provide support for capital improvements for community facilities providing essential public services
- Facilitate the development of capital needs assessments for community facilities to ensure long-term sustainability
- Provide support to meet design needs related to maximizing the utility of facilities
- Provide support for organizations to acquire and/or identify lease opportunities to remain in and better serve their communities

Indicators of Success:

- # of facilities receiving capital improvements
- # of facilities receiving capital needs assessments

Goal 3Aii: Enhance public spaces

Activities:

- Create and improve community amenities designed to serve low-income residents

Indicators of Success:

- # of communities facing increased housing density receiving community amenities

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Priority Need 3B: Strengthen small business and commercial corridors

Goal 3Bi: Encourage the development and sustainability of thriving locally owned businesses

- Continue to provide business technical assistance through community partners that is culturally, ethnically and linguistically tailored for startup and existing businesses
- Continue to increase efficiency of technical business assistance
- Continue supporting investments in small business lending

Indicators of Success:

- # of startup businesses assisted
- # of existing businesses assisted
- # of referrals to partner agencies
- # of businesses engaged in a language other than English
- total dollar amount value of loans issued
- # of loans funded
- Individual Development Plan benchmark achieved
- Better understanding of resources and business basics
- # of jobs retained via business technical assistance
- # of new businesses established via technical assistance provided
- # of leases strengthened and businesses stabilized

Goal 3Bii: Support the development and sustainability of robust commercial corridors in low-income neighborhoods

Activities:

- Continue to support local economic development efforts focused on revitalizing commercial corridors
- Increase investments in façade and other tenant improvements
- Increase investments in accessibility and compliance projects
- Continue a geographically-focused approach to deliver services in a way that leverages other City investments

Indicators of Success:

- # of SF Shines façade applications completed
- # tenant improvements completed
- # of jobs created via business technical assistance

Priority Need 3C: Support community-driven comprehensive strategies

Goal 3Ci: Support neighborhood-based planning efforts

Activities:

- Continue to support and expand cultural district programs in Board-approved <u>Cultural Districts</u>
- Continue to support neighborhood planning processes that bring together low-income, vulnerable, and disenfranchised populations to meaningfully participate in their communities
- Strengthen economic development strategies and activities in community-driven plans

Indicators of Success:

- [need indicator for Cultural Districts]
- # of community-generated planning processes that lead to measurable benefits for the neighborhood
- # of businesses assisted as part of a community-driven comprehensive strategy (Cultural Districts, neighborhood strategy)
- # of jobs created via business technical assistance as part of a community-driven comprehensive strategy
- # of jobs retained via business technical assistance as part of a community-driven comprehensive strategy

Goal 3Cii: Support locally-based community building

Activities:

- Continue to support networks of community-based organizations and other key community stakeholders that provide increased service coordination and collaboration for both neighborhoods and specific populations
- Continue to support neighborhood-based community action grant programs

Indicators of Success:

- # of collaboratives and networks that report positive impacts of their work on more effective service coordination and collaboration
- # of community action grants awarded through community- and resident-led processes

Priority Need 3D: Support capacity needs of community-based organizations and MOHCD professional partners

Goal 3Di: Increase capacity of community-based organizations

Activities:

- Build organizational capacity of MOHCD grantees/providers through trainings, cohort-based work, subject matter experts, and other technical assistance methodologies
- Prioritize strengthening of community-based organizations and developers serving historically underserved populations
- Support agency staff in digital skills training

Indicators of Success:

- # of organizations receiving capacity building and technical assistance

OBJECTIVE 4: COMMUNITIES AT RISK OF DISPLACEMENT ARE STABILIZED

Priority Need 4A: Address inequitable impacts of economic growth through anti-displacement measures for residents and businesses

Goal 4Ai: Implement policies and programs that prioritize current residents and businesses

Activities:

- Continue to administer housing lottery preference programs
- As MOHCD evaluates and updates policies and procedures for the Inclusionary Housing Program to meet current needs, recommend parallel changes/updates to the Planning Code and non-profit developer loan agreements
- Implement right-to-return policy for re-leasing of buildings where tenants were displaced
- Implement the City's first right to purchase laws for acquiring buildings at risk of being unaffordable

Indicators of Success:

- # of resident who access affordable housing through lottery preference programs

Goal 4Aii: Encourage commercial tenants to locate on ground-floor spaces of MOHCD's affordable housing developments

Activities:

- Work with OEWD to financially support commercial tenant improvements (build outs) for ground-floor spaces
- Work with OEWD to market commercial space opportunities to local non-profits

Indicators of Success:

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Goal 4Aiii: CD: Reduce displacement of residents and businesses

Activities:

- Utilize rental subsidies to reduce displacement of tenants
- Leverage programs such as Tenant Right to Counsel and tenant counseling to support residents to stay in their homes
- Create and implement policies to mitigate negative impacts of rent increases
- Expand programs designed to retain homeowners in communities experiencing a legacy of exclusion
- Coordinate with other departments to ensure the long-term sustainability of neighborhood-based organizations

- Leverage Cultural Districts to support anti-displacement policies
- Increase access to resources for small businesses in low-income neighborhoods that want to stay in San Francisco

Indicators of Success:

- # of existing businesses assisted
- # of ==Legacy Businesses== assisted
- # existing leases strengthened and businesses stabilized

Priority Need 4B: Ensure economic growth offers benefits to existing communities

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Goal 4Bi: Require local hiring to the greatest extent possible in MOHCD's projects and programs

Activities:

- Coordinate with OEWD for job readiness and job placement on affordable housing projects
- Continue to support job readiness and placement for RAD and HOPE SF projects

Indicators of Success:

- # of participants who receive job readiness services in HOPE SF and RAD sites
- # of participants who are placed in jobs at HOPE SF and RAD sites

Goal 4Bii: Ensure adequate City services in neighborhoods where MOHCD's affordable housing is located

Activities:

- Work with City partners such as San Francisco Municipal Transportation Agency (SFMTA) on transportation issues
- Work with key City departments to identify needs and opportunities for service implementation and coordination

Indicators of Success:

- Achieve Implementation of interdepartmental meetings and strategies that result in improved service delivery

Goal 4Biii: Implement programs that provide direct benefits resulting from neighborhood-based economic growth to local communities

Activities:

- Target amenities development to communities impacted by increased housing density
- Coordinate Cultural District programming with other community development initiatives
- Continue to identify ways in which existing businesses and residents can access increased employment and access to capital
- Collaborate with other City departments to identify additional ways to support local micro enterprise and entrepreneurs

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Indicators of Success:

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OBJECTIVE 5: THE CITY WORKS TO ELIMINATE THE CAUSES OF RACIAL DISPARITIES

Priority Need 5A: Ensure racially equitable access to programs and services, in coordination with other City departments

Goal 5Ai: Develop specific funding, policies and practices to ensure equitable access to MOHCD and OEWD programs

Activities:

- Review and evaluate outreach practices with a racial equity lens
- Improve outreach to historically underserved neighborhoods and communities
- Leverage culturally-competent outreach to increase awareness about available housing and service resources
- Continue standardization of housing and program eligibility criteria, and other policies, with a racial equity lens
- Evaluate and improve MOHCD programs and services to ensure equitable access
- Analyze gaps in placement success for different demographics, and determine required interventions to create equitable access to affordable housing resources
- Explore options for extending the benefits of the Certificate of Preference program
- Increase funding and services for communities most deeply impacted by legacy of exclusion
- Explore and implement racial equity performance measures into procurement processes, including MOHCD and OEWD RFQ/RFP selection criteria
- Partner with the Human Right Commission to implement racial equity policies
- Implement department-wide trauma-informed trainings and systems to support improved customer service and self-care

Indicators of Success:

- # of City staff who attend GARE training workshops
- # of staff trained in trauma informed systems and self-care activities
- Execution of racial equity analysis in MOHCD RFQ/RFP selection criteria
- Creation of MOHCD community outreach strategies that address racial disparities, historically underserved populations and cultural competency
- Annual data analysis of lease up placements for use in review and development of MOHCD policies and eligibility criteria

Priority Need 5B: Instill racial equity and trauma-informed values and practices in the work of MOHCD and its partners

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Goal 5Bi: Incorporate cultural competency, trauma-informed systems, and other equity training and resources for MOHCD's partners

Activities:

- As part of existing training program, develop and implement cultural sensitivity training for grantees, developers, and housing placement and property management partners
- Education for housing and service providers for HIV+ persons to increase cultural competency and reduce stigma

Indicators of Success:

- # of partner staff trained in implicit bias, cultural competency, trauma informed systems and equity trainings
- # of HIV-specific education seminars and trainings
- # of trainings for community partners hosted by MOHCD and OEWD

Goal 5Bii: Incorporate racial equity principles in MOHCD's hiring and promotion practices

Activities:

- Review MOHCD hiring and promotion practices
- Implement changes to better support a diverse and inclusive work environment

Indicators of Success:

- Increased diversity in MOHCD middle and upper management

Goal 5Biii: Implement racial equity and trauma-informed values and approaches throughout MOHCD

Activities:

- Develop and implement a racial equity plan for MOHCD
- Conduct a complete racial equity analysis of MOHCD's internal policies
- Communicate values to external community and stakeholders
- Continue to convene the Racial Equity Work Group to create and implement MOHCD's racial equity plan
- Create a trauma-informed working group to support implementation of healing practices

Indicators of Success:

- Execute MOHCD Racial Equity plan
- Implement changes to MOHCD internal policies
- Implement Trauma Informed Systems working group

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Glossary of Terms

Terms:

ADA (Americans with Disability Act) – a civil rights law enacted in 1990 that prohibits discrimination based on disability; used in this context to refer to units with special mobility or communication features

AMI (Area Median Income) – the midpoint household income for a given metropolitan area (half of households earn more and half earn less). AMIs are published for household sizes from one to nine persons.

Certificate of Preference – a housing lottery preference granted to persons displaced by specific actions of the former San Francisco Redevelopment Agency in the 1960s through 1980s

Coordinated Entry – a centralized assessment and prioritization system for the placement of homelessness resources

Cultural Districts – a City program with designated community-defined areas intended to celebrate and strengthen the unique cultural identities of San Francisco and to coordinate resources to assist in stabilizing vulnerable communities facing, or at risk of, displacement

DAHLIA (Database of Affordable Housing Listings, Information and Application) – an online tool to help households find and apply for affordable housing

DALP (Down Payment Assistance Loan Program) – a down payment loan program that helps households bid on a property within the open market

Development Agreements – contracts entered into by the City and County of San Francisco and a developer that define a development project's rules, regulations, commitments, and policies for a specific period of time

HOA (Home Owners Association) – an organization of homeowners of a housing development, the purpose of which is to preserve, maintain, and enhance homes and their value

HOPE SF – An initiative that seeks to transform four of San Francisco's most distressed public housing sites (Hunters View, Alice Griffith, Sunnydale-Velasco and Potrero Terrace and Annex) into vibrant, thriving communities through holistic revitalization

HOPWA (Housing Opportunity for People With AIDS) – a federal program that helps people living with HIV/AIDS to obtain and maintain their housing through rental subsidies and other housing supports

Inclusionary (Housing Program) – a City program that requires market-rate housing developers to provide affordable housing units, as required by Section 415 of the San Francisco Planning Code

Local Hire – a San Francisco policy that promotes the hiring of local residents for locally-sponsored construction projects

Local Operating Subsidy Program – a San Francisco subsidy program designed to address gaps between the amount of rent formerly homeless residents can pay and the cost to operate housing for homeless persons

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Mortgage Credit Certificate Program – a program of the California Housing Finance Agency that allows low to moderate income first-time homebuyers to convert a portion of their annual mortgage interest payment into a tax credit

PBV (Project-based Voucher) – a rental subsidy from the Housing Authority attached to a particular unit, not to a tenant

Plus Housing – the primary MOHCD program that places housing units and subsidies with HIV+ households

RAD (Rental Assistance Demonstration) – an initiative that rehabilitates and transitions public housing properties to Section 8 project based voucher properties

RFQ (Request for Qualifications)/RFP (Request for Proposal) – two standard types of public sector methods used to solicit vendors or agencies to bid on services or provide a proposal for services

SRO (Single Room Occupancy) – a type of housing unit typically where certain facilities such as bathroom and kitchen are shared among a number of units

Tenant Right to Counsel – an initiative approved by voters that provides full legal representation to households facing eviction